

CEO's Message

'The impact of the pandemic on the Qantas Group has been staggering. But the support of our people, our customers and our shareholders has meant we've come through the other side.'

Looking back on the past year brings into focus both the depths of the pandemic and the bright signs of recovery. We experienced three quarters where our business was severely impacted by COVID-19 lockdowns and restrictions, followed by a fourth quarter that showed the resilience of air travel and our Company.

The Qantas Group's 2022 financial results show the full impact of the Delta and Omicron lockdowns and border closures across Australia and around the world, suppressing travel for much of the year. However, what they don't capture is the resilience of our people, the agility and capability of our operations, and the loyalty of our customers.

The pandemic has been incredibly challenging for our people. We announced in December 2021 that all of our Australian-based employees were able to come back to work. For many of our international crew members this was six months ahead of schedule and well ahead of demand returning, but it meant we could deliver training and other preparations for our restart.

Our people are extraordinary — and it's wonderful to see them back doing the jobs they love. As the Qantas Group has always done when we're able, we're sharing the benefits of the recovery with our employees, including offering around \$10,000 in incentives and share rights as we reach important milestones in our recovery.

As the national carrier, Qantas is proud of its role in supporting Australians in times of crisis. Roughly half of what is often classed as government support received by Qantas during the pandemic was, in fact, fee for service to operate important flights on the nation's behalf. The remaining half largely went direct to our people.



In the past year, we operated more than 220 repatriation flights for the Australian Government to bring people home, including from Buenos Aires, Chennai and Istanbul. We also supported critical government missions to repatriate Australians fleeing civil unrest in Afghanistan, with 16 flights between Dubai and Australia.

Additionally, the Group conducted more than 2,000 freight charters under the International Freight Assistance Mechanism, uplifting almost 33,000 tonnes of freight to keep Australian businesses connected to international markets and transport millions of doses of COVID-19 vaccine.

I'm incredibly proud of the role our people have played in supporting Australian businesses during the pandemic, protecting hundreds of thousands of jobs across Australia and keeping vital trade links open.

Since borders reopened and restrictions around the world eased, millions of our customers have returned to flying. The restart hasn't happened as smoothly as we would have liked, with COVID-19 and the winter flu season driving increases in sick leave of around 50 per cent. All airlines have faced similar issues. We've apologised to our customers for falling short of their expectations as we managed through those challenges. Our performance has continued to get better and better, and everyone across the Qantas Group is working to get the airline back to its best.

In the past 12 months, we added more than 20 new routes to our domestic network to meet customer demand. We also restarted flights to 19 international ports and announced eight new international routes. We're investing in new and more efficient aircraft, new lounges and new technology to making flying even easier and more enjoyable for our customers.

The impact of the pandemic on the Qantas Group has been staggering. But the support of our people, our customers and our shareholders has meant we've come through the other side stronger, more resilient and with great plans for the future.

Alan Joyce AC