

QANTAS GROUP NEXT 100 RECOVERY PLAN

Qantas' 100th year has turned out to be the most challenging in its history.

In response to the COVID crisis and its impact on global aviation, we've developed a three year plan — called **Next 100** — to take us through this crisis and into better days that we know are on the other side.

There are three distinct phases of this plan to guide our recovery and return to growth.

Timing of each phase depends on the world's progress with the COVID crisis as well as broader economic conditions, with Phase Three expected in FY23.

PHASE ONE



This phase is about rightsizing and restructuring the business in response to the shifts caused by the COVID crisis.

With significantly less flying for an extended period (especially internationally), hard decisions are required.



Unfortunately, this means some 100 Qantas and Jetstar aircraft grounded, significant job losses, and extended stand downs for thousands of people until more flying returns.

Phase 1 also includes an equity raising of up to \$1.9 billion to strengthen the Group's balance sheet and accelerate the recovery.

PHASE TWO



We know that travel restrictions will gradually be relaxed and more flying will return.



By the beginning of Phase 2, domestic flying is largely restored and international travel is showing signs of recovery — starting with 'travel bubbles' between Australia and other countries with low levels of infection (like New Zealand, parts of Asia).



All domestic lounges and most international lounges are open again. By the end of this phase, most of our people are back flying.



Qantas Loyalty continues to diversify the Group's earnings.

PHASE THREE



With the recovery complete, the Group starts to grow again.



Jetstar takes delivery of its A321neos and Qantas takes delivery of its remaining Dreamliners, with both airlines flying to new places.



Renewal of the Qantas domestic and QantasLink regional fleet becomes a priority.

Project Sunrise comes back on the agenda, with an aircraft order and firm start date.