WebBeds

Strategy Day.

March 2024

webjet limited.

WebBeds

Roadmap to $10bn TTV supported by 3 major pillars of growth.

Welcome to the 2024 WebBeds Strategy Day.

Today we will cover:

Our Aspirations.

Powering Our Future.

- Growing our Existing Portfolio
- New Customers, Supply & Markets
- Conversion

Summary.

Our Aspirations.

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All metrics significantly ahead of both 1H23 and pre-pandemic levels.

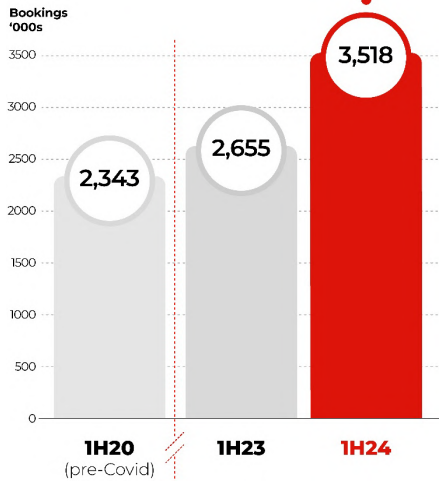
1H24 - WebBeds Financial Performance.

Bookings

3.52m

↑50% on pre-Covid

↑32% on 1H23



Driven by **reopening of APAC, organic growth in North America and new client wins**

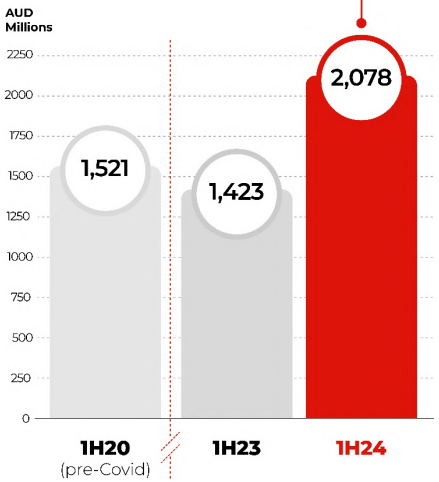
TTV

$2.08bn

(AUD)

↑37% on pre-Covid

↑46% on 1H23



Lower Average Booking Value compared to pre-pandemic **and changing client mix**

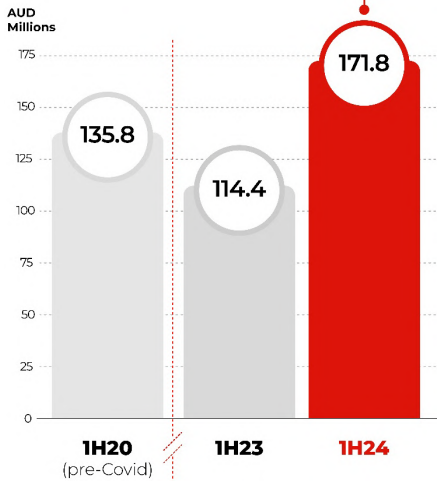
Revenue

$171.8m

(AUD)

↑26% on pre-Covid

↑50% on 1H23



Reflecting **increased share of wallet** coming through

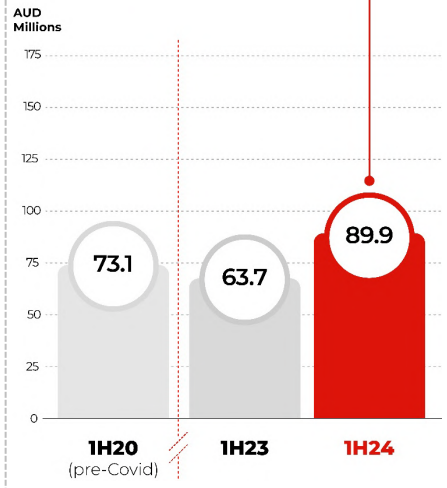
EBITDA

$89.9m

(AUD)

↑23% on pre-Covid

↑41% on 1H23



Reflecting **best-in-class EBITDA margins**

Note: Based on functional currency (EUR) 1H24 TTV was up **31%** on 1H23, Revenue was up 35% and EBITDA was up 26%.

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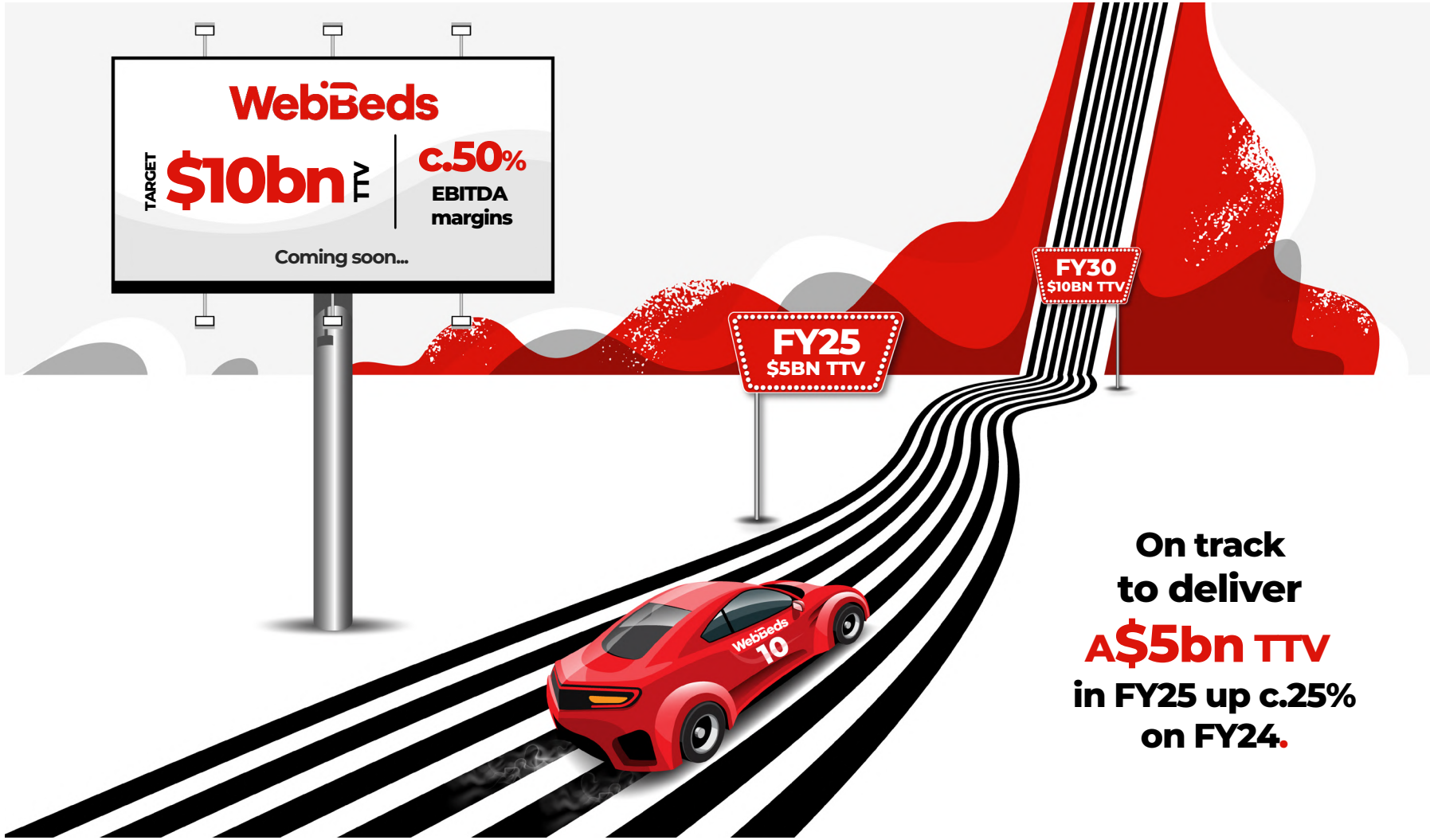
On our journey towards delivering A$10bn TTV in FY30.

We are on the way...



On track to deliver A$5bn TTV in FY25 up c.25% on FY24.

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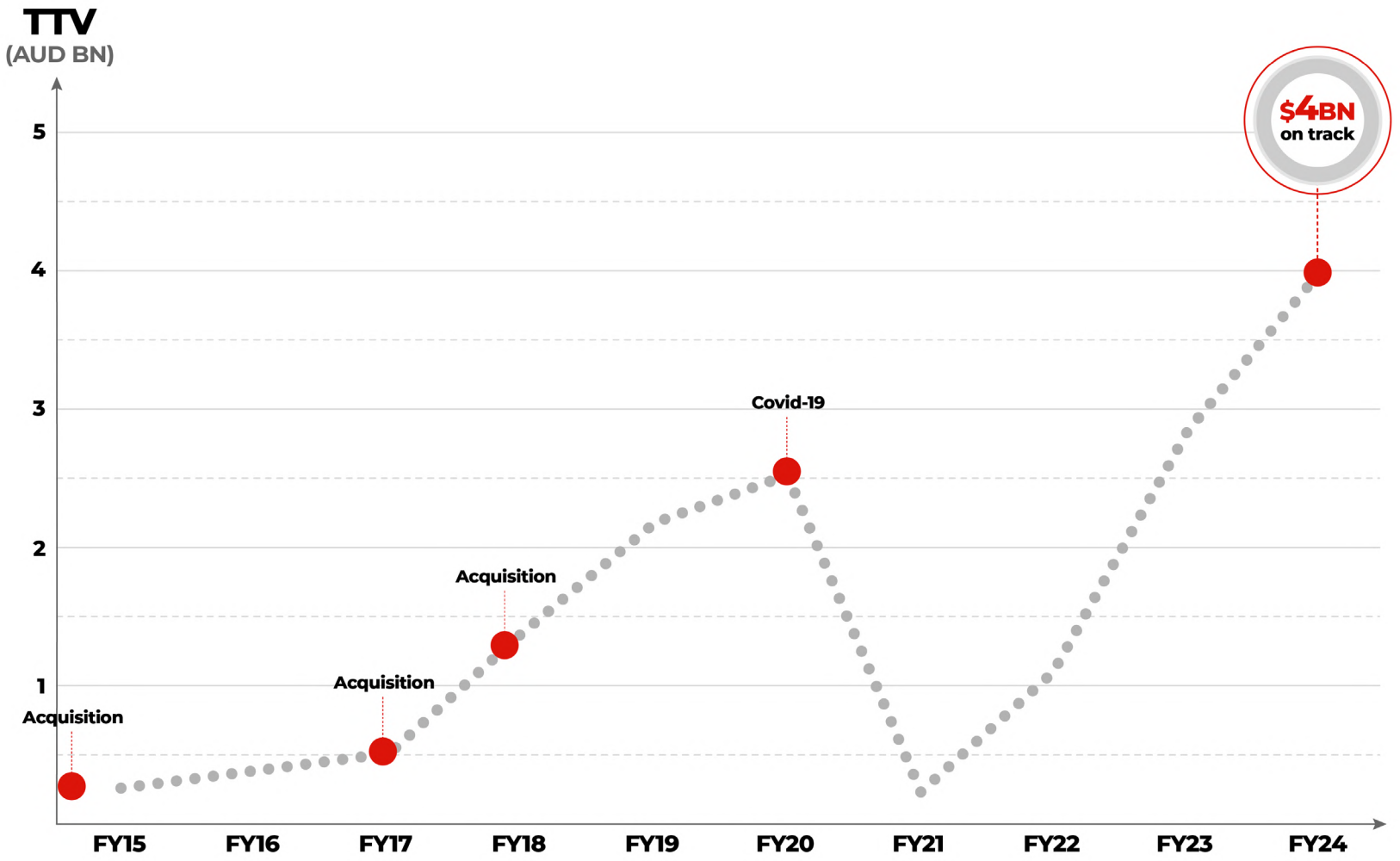
Through acquisitions between 2014 -2018, plus c.$2.5bn organic TTV growth, we are on track to deliver to deliver c.$4bn TTV this year.

We are on the way...



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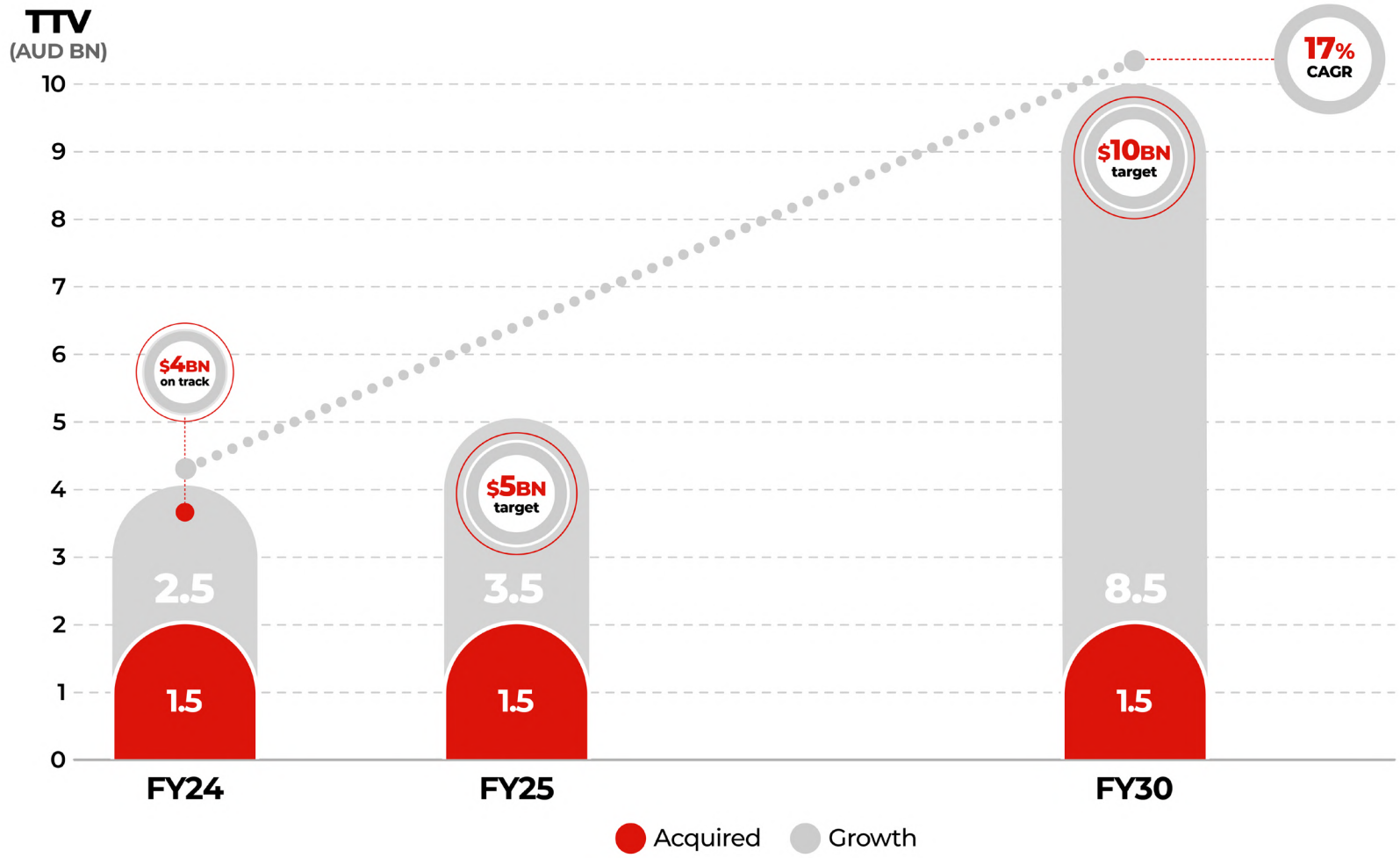
To deliver the $10bn TTV, we plan to grow at least 2x market growth.[1]

Organic growth path.



1) 7.7% expected market growth. See slide 13.

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Organic growth factors in winning share, post acquisitions.

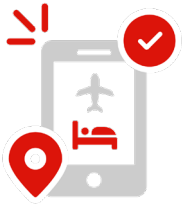
How did we win share pre-Covid?

People.

Building out a world class management team with strong relationships in the markets.

Geographic expansion.

Market leadership position in MEA, fortifying our presence in Europe & organic startup in APAC.



Channel expansion.

Going beyond Retail & Tour Operators into Wholesale, OTA, Super Apps & Corporate.

Network effect.

Increasing relevance for both travel buyers & hotel suppliers as we scaled.

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Organic growth factors in winning share; building upon previously outlined strategies.

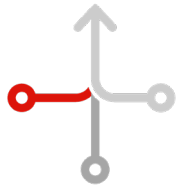
How will we win share post-Covid?

Investing in technology.

We invested in technology during Covid delivering a stronger value proposition to both supply & buying partners.

Distribution consolidation.

With a shift towards distribution consolidation across both supply & buyer channels, we are a structural winner.



Changed landscape.

Our **global #2 position** of scale to benefit us, as we have seen a reduction in smaller competitors.

Geographic expansion.

Following success of Americas, continue to execute geographic specific strategies.

Powering
our future.
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Three areas of focus to ensure continued growth towards FY30.

Our Pillars of Growth.

1. Growing Our Existing Portfolio.

- Nurturing & growing our existing portfolio of travel buyers, hotel partners & suppliers

c.8%*

2. New Customers, Supply & Markets.

- New customer pipeline
- New hotel pipeline
- New markets

c.14%*

3. Conversion.

- Continue current efforts.
- Driving more volume from efficiency improvements
- Selling more of what we have to everyone

c.9%*

*TTV growth based on functional currency (EUR) 1H24 vs 1H23

1. Growing our existing portfolio.

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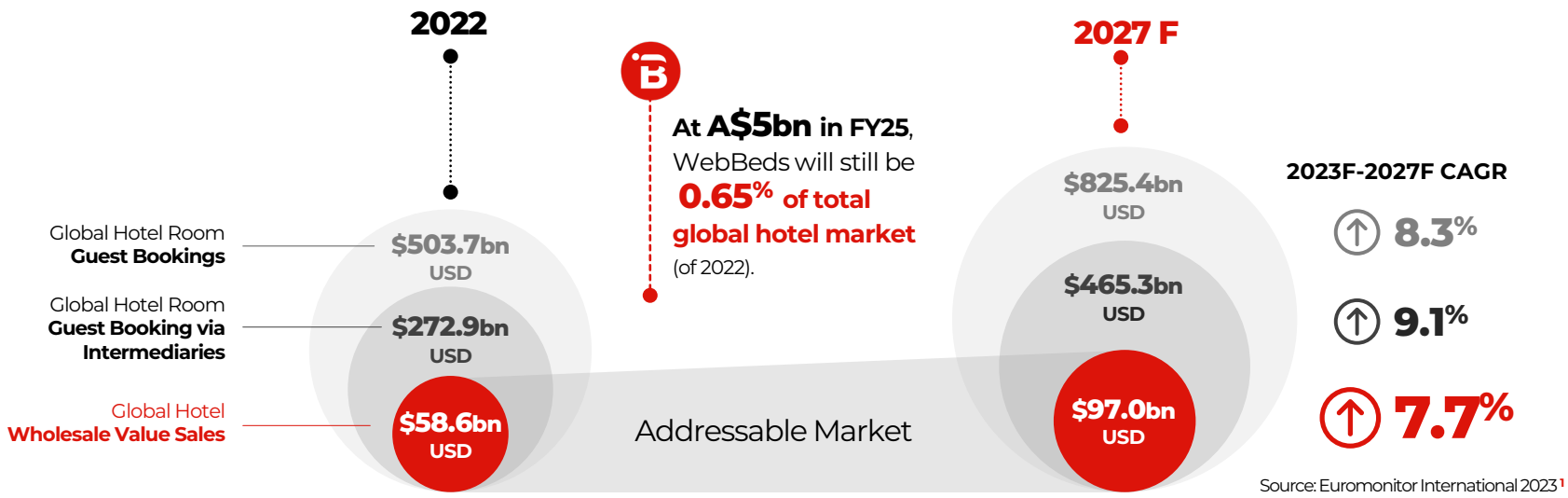
Recap from Euromonitor's research.

Wholesale market forecast to grow 7.7% CAGR over the next 5 years.

Despite market uncertainties broadly, travel is expected to grow & prioritised over other discretionary spending.

Global Hotels Industry - Euromonitor.



Source: Euromonitor International 2023 [1]

Growth Drivers

1. External Factors
- Growing disposable income
- Reopening of China

2. Service Improvement
- Proprietary technology to ensure Rate Parity
- System optimisation to improve business efficiency
- Automation

3. Segment Expansion
- Emerging customers
- Acquisition & consolidation
- Powering intermediary partners

4. Product Extension
- Transformation into a one-stop travel service provider

EUROMONITOR INTERNATIONAL

1) **Source:** "Global outlook on travel and deep dive into hotel wholesale industry" Euromonitor International Nov 2023
2) **Euromonitor International** - Use Disclaimer

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We are in all major markets worldwide.

Facts & Figures: Our global presence & performance.

WebBeds Global Presence & Team.

WebBeds supports our global distribution network through:

2,000+ people

in

120+ cities

across

50+ countries

speaking

50+ languages

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Worldwide hotels, accommodation including global chains and independently managed & contracted properties.

Facts & Figures: Our product.

Hotel Product.

Worldwide hotels including global chains & independently managed and contracted properties.

430,000+
hotels

16,000+
destinations

190+
countries

31,000+
directly contracted independent hotels

62,000+
directly contracted chain properties

70+
integrated 3rd-party wholesalers

Ground Service Product

We provide destination services such as transfers, entertainment, attractions & more...

12,000+
global DMC services

18,000+
transfer products offered

1,100+
worldwide transfers destinations

3,900+
direct contract destinations

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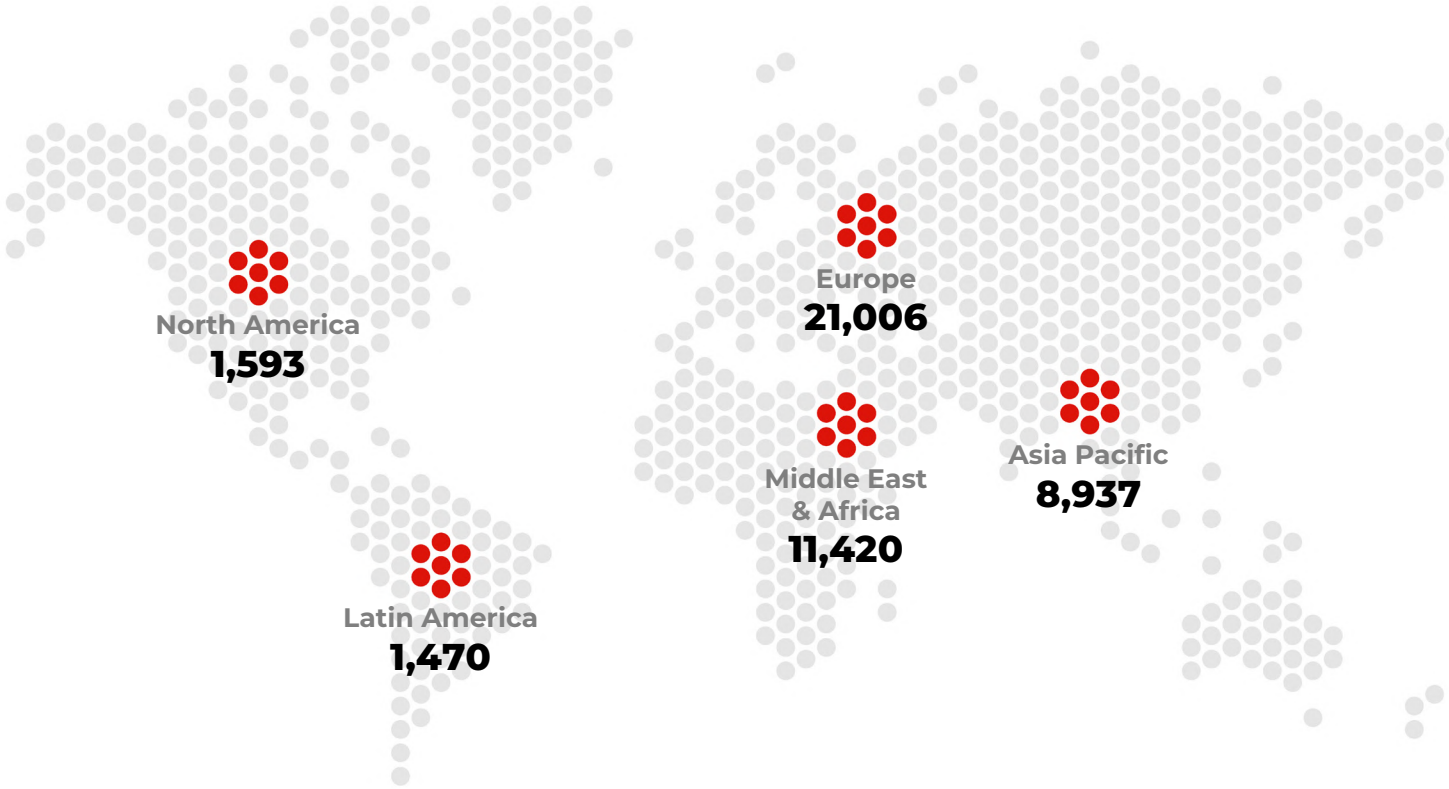
Our global network of travel buyers booked 16m+ room nights for the 12 months ending September 2023.

Facts & Figures: Our network & reach.

Network & Reach.

We distribute our products through a global network of travel buyers.



44,000+
travel buyers

139+
source markets

Generating (1)

6.7 million+
Bookings

1.4 million+
room nights per month

558,000+
bookings per month

4.7secs
average time a new booking is made

1) Sales metrics indicated are for last 12mths to Sep 2023

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We provide a valuable marketplace solution for our partners, connecting hotels looking to fill rooms & buyers trying to find rooms for travellers.

What we do...

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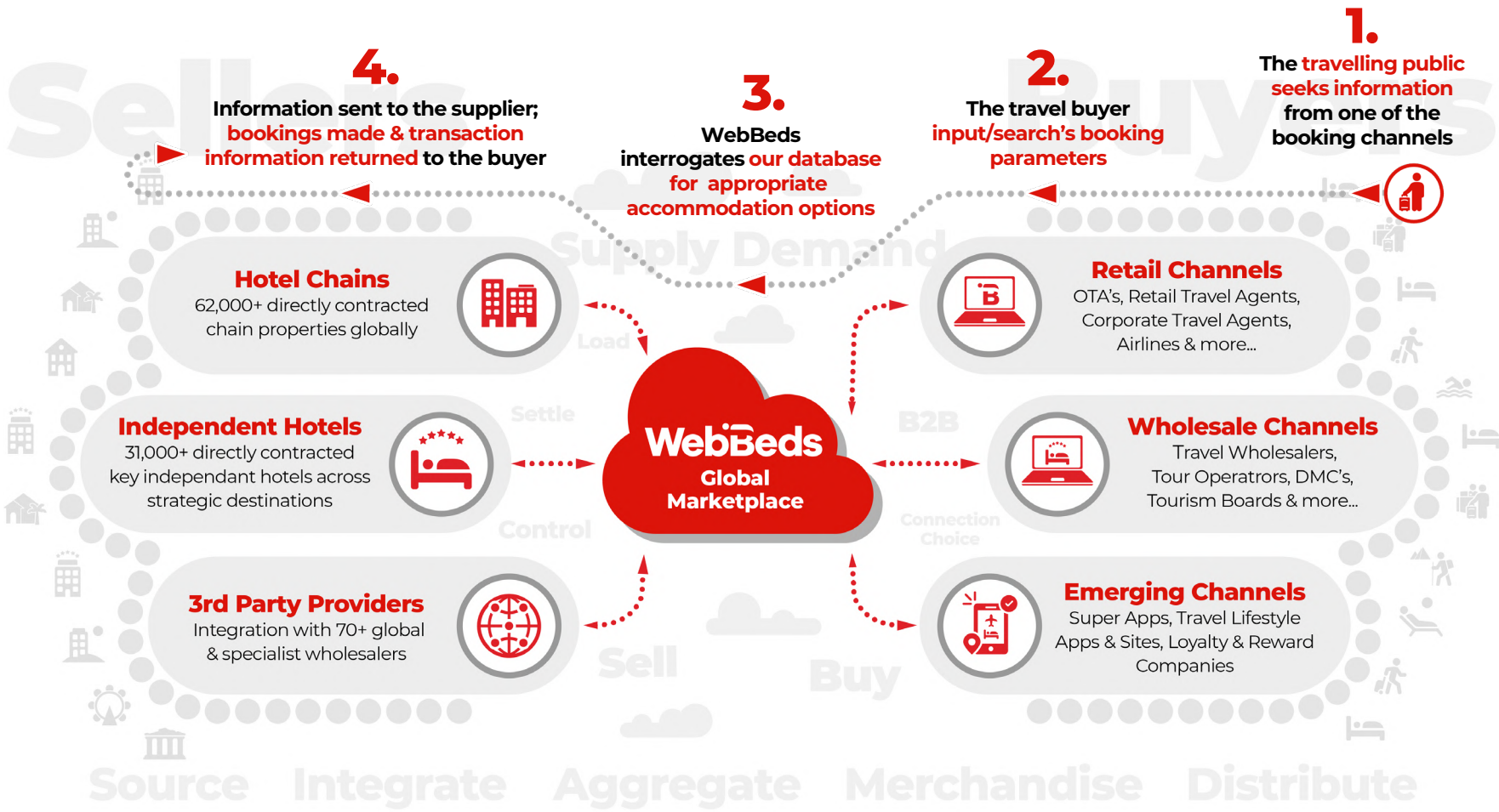
We connect supply & demand, through our platform, to create a frictionless marketplace.

A simplified overview of a booking journey.



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We have become more significant to our pre-Covid partners.

Buying and selling more.

Top 30 Destinations.

Positive trajectory for our top 30 destinations, up in both TTV & booking volumes.

Top 30 Destinations.

TTV
Oct 22-Sep 23
↑ **43%**
on pre-Covid [1]

&

Bookings
Oct 22-Sep 23
↑ **50%**
on pre-Covid [1]

Customers we traded with in both 2019 & 2023.

Selling more to our existing travel buyers, becoming key to our partners for growth.

Same store sales.

TTV
Oct 22-Sep 23
↑ **53%**
on pre-Covid [1]

&

Bookings
Oct 22-Sep 23
↑ **57%**
on pre-Covid [1]

1) Pre-Covid data is Calander year 2019.

2. New Customers, Supply & Markets.

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New hotels delivering greater range,
& new customers delivering greater scope.

Selling more hotels via more customers in our portfolio.

Hotels Bookings in the last 12 months to Sep 2023.

Strong growth in number of hotels & resorts with at least one booking.

Growth of hotels in our portfolio with at least one booking.

↑ **31%**
on pre-Covid levels [1]

New customers share of performance in the last 12 months to Sep 2023.

Healthy contribution of TTV & Bookings from new travel buyers.

New travel buyers share of overall performance.

TTV
↑ **14%**
on pre-Covid levels [1]

&

Bookings
↑ **16%**
on pre-Covid levels [1]

1) Pre-Covid data is Calander year 2019.

2.1 Securing Supply.

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Chains are an important & significant supply type.

Global hotel chain insights.

Top 10 global hotel chains share of global hotel revenue.

The largest chains account for about 11% of the total market.

Top 10 hotel chains revenue in 2022

$55.0bn[1] **USD**

Global hotel booking revenue in 2022

$503.7bn[2] **USD**

Top 10 hotel chains share of global booking revenue

11% **Approx Share**

Share of WebBeds' volume from chains

15% **Oct 22 to Sep 23**

Top 10 Chains		2022 Revenue[1]
1	Chain A	$20.77
2	Chain B	$8.77
3	Chain C	$5.89
4	Chain D	$5.30
5	Chain E	$4.58
6	Chain F	$3.89
7	Chain G	$1.53
8	Chain H	$1.50
9	Chain I	$1.40
10	Chain J	$1.40
Total USD BN		$55.03

1 Companies' financial reports
2 Euromonitor data (see Euromonitor slide)

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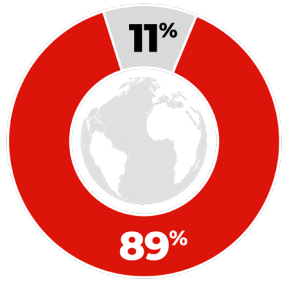
Independent hotels[1] place higher value on distribution partners, like WebBeds, who can act on their behalf & lower the cost of guest acquisition.

Independent hotels are the largest segment.

Outside the top 10 global chains, there are a lot of other hotels.

Often fragmented, with limited sales & marketing resources and far less access to global audience reach than large chains.



We provide independent hotels a highly valued service as a sales, marketing & distribution partner, lowering the cost of guest acquisition.

Multiplied sources of demand.
A single contract gives access to a diverse global network of travel buyers, complementing any direct sales strategies.

Connection flexibility.
We offer a dynamic range of connection capabilities into our marketplace where we support billions of searches every day.

Rate Control.
We provide the real-time oversight and flexibility over rates and inventory, important to independent hotels.

External Marketing Partner.
We deliver BAU and bespoke marketing and sales activations to a qualified audience of travel buyers globally.

Market Intelligence.
We share quality data, market trends and AI forecasting to make more informed choices and support decision making.

1. 'Independent hotels' are inclusive of all hotels, regional and local chains outside of the top 10 global chains

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Pre-buys is the practice of securing a 'pre-paid allotment' of supply to sell in an agreed period, an operating model originating in the 1970's to meet the needs of tour operators.

About (& Types) of Pre-Buys.[1]

Occupancy Guarantee.	Invoice Guarantee.	'Buyout' or 'Full' Guarantee.	Deposit.
A contract with or without pre-payment	**A contract with or without pre-payment**	**A contract with mandatory pre-payment** (yearly, quarterly, monthly etc.)	**Payment method that can be applied to any type of guarantee.**
• **What:** Guarantees a certain amount of room nights • **Period:** Annually, semi-annual, quarterly or daily; • **Mandatory:** Rate protection & allocation • **Ideal:** Exclusive conditions • **Penalties:** If commitment not reached, pay the difference or rollover (renegotiation)	• **What:** Guarantees a certain amount of TTV • **Period:** Annually, semi-annual, quarterly or daily • **Mandatory:** Rate protection and allocation • **Ideal:** Exclusive conditions • **Penalties:** If commitment not reached, pay the difference or rollover (renegotiation)	• **What:** The Bedbank "rents" the hotel and completely manage the distribution of the rates and rooms • **Period:** Annual	• **What:** Prepays a certain amount of money • **Period:** Annually, semi-annual, quarterly or daily • **Mandatory:** Rate protection and allocation • **Ideal:** Exclusive conditions • **Penalties:** No

Pre-buy is not part of our strategy.

1. WebBeds Research

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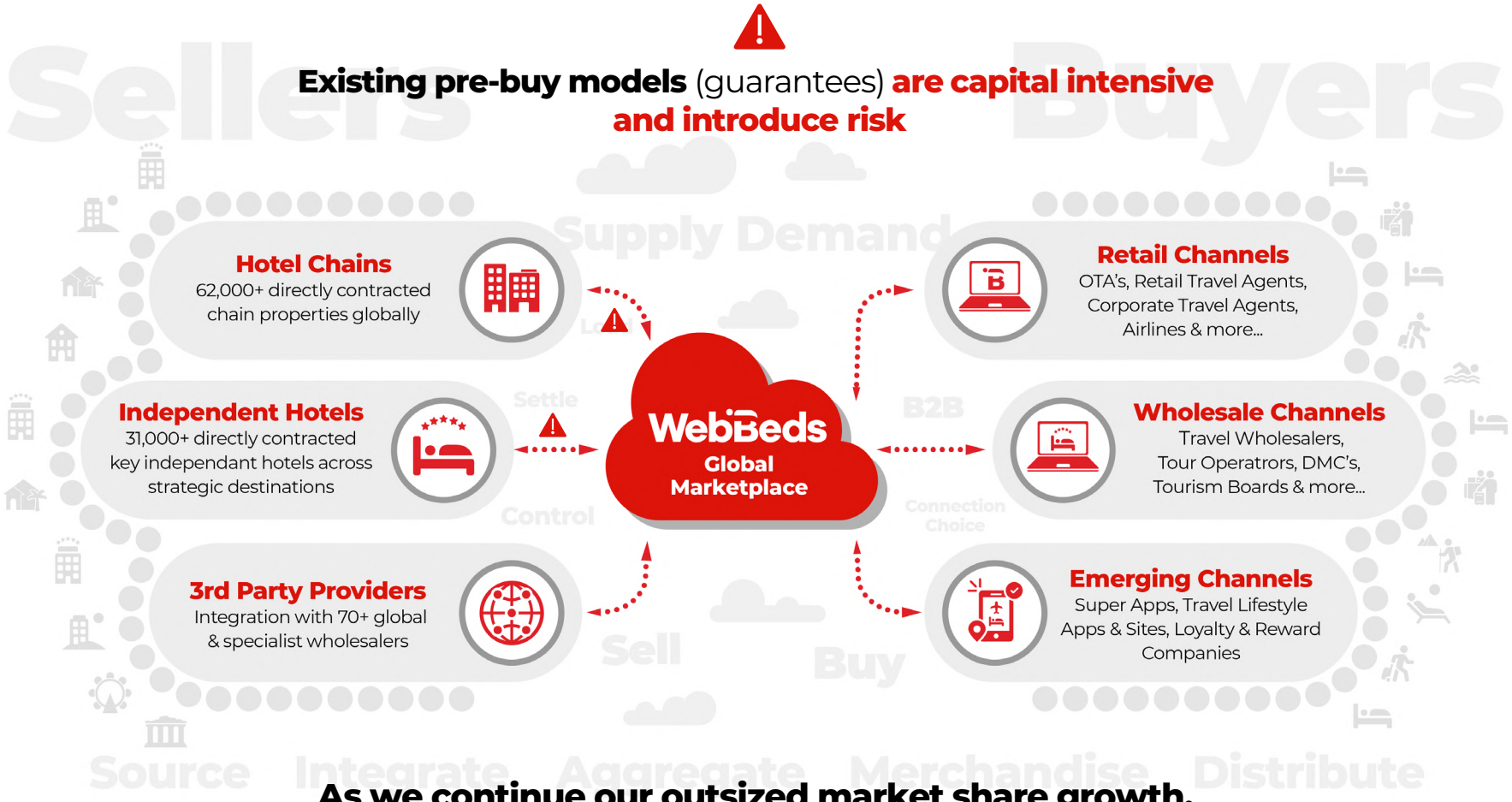
Traditional pre-buy models were developed in a pre-digital world and a lot has changed.

We achieve our goal of securing supply our way...

About (& Types) of Pre-Buys.

Existing pre-buy models (guarantees) **are capital intensive and introduce risk**



As we continue our outsized market share growth, we focus on building out our preferred model.

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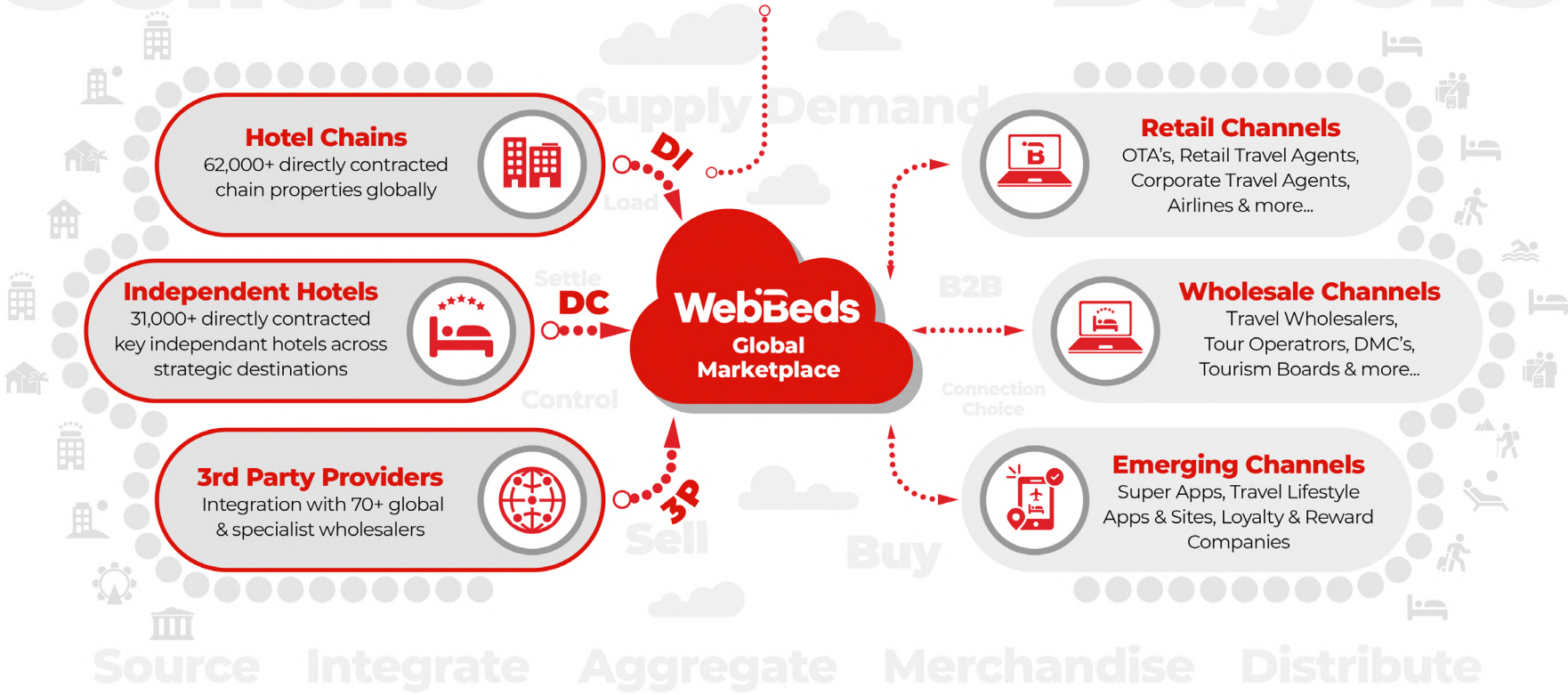
We continue to achieve our goal of securing supply our way; managing our inventory connectivity...

Our Way: Partnerships models.

We manage our access to hotel supply through **Dynamic Inventory**, **Direct Contracts** & **Third-Party connectivity...**



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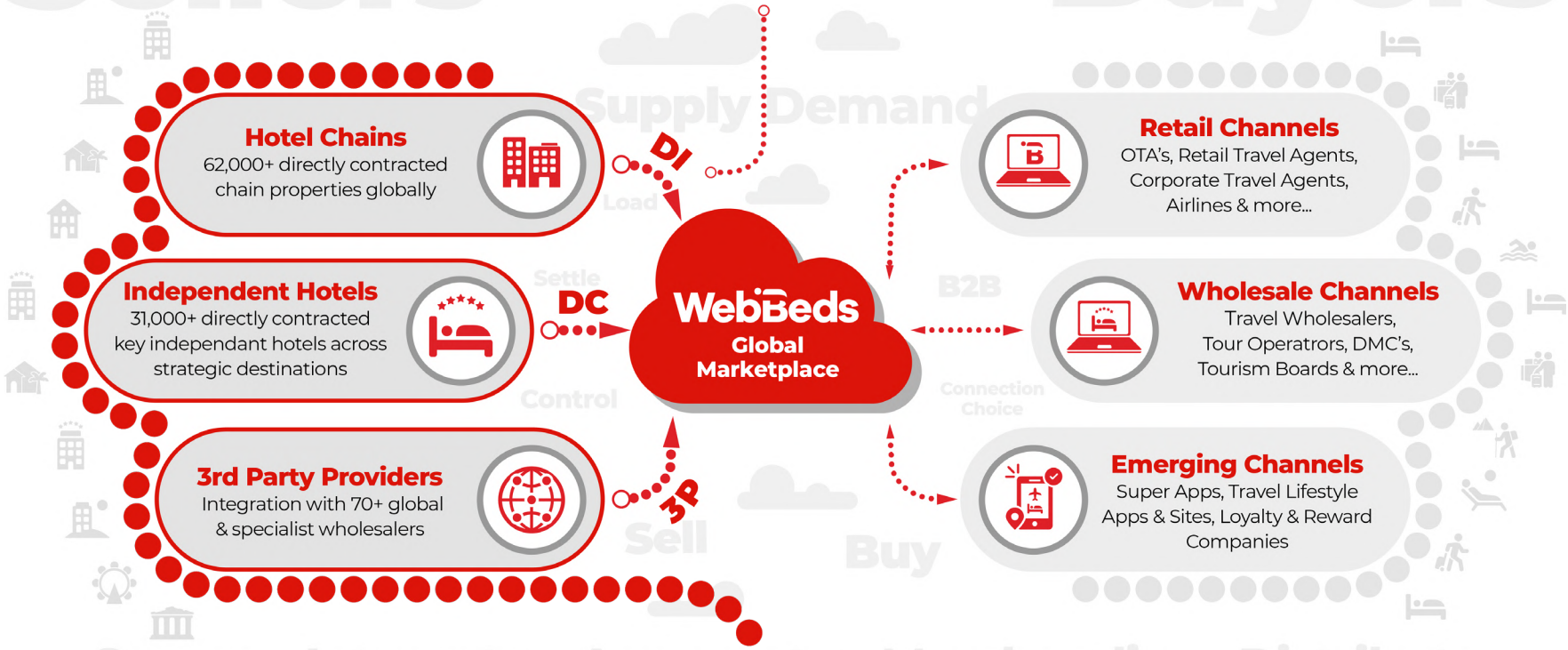
We continue to achieve our goal of securing supply our way; managing our inventory connectivity & working with hotels to distribute inventory, where they want, in the right channels, at the agreed price.

Our Way: Partnerships models.

We manage our access to hotel supply through **Dynamic Inventory**, **Direct Contracts** & **Third-Party connectivity...**



& WebBeds partnership enhancements provide;

1. Proactive team engagement **2.** Committed goals **3.** Leveraging data & AI forecasting to guide better decision making **4.** Maximise room occupancy

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Sophisticated technology is the catalyst for improved revenue per room and will be a game changer for hotel revenue management.

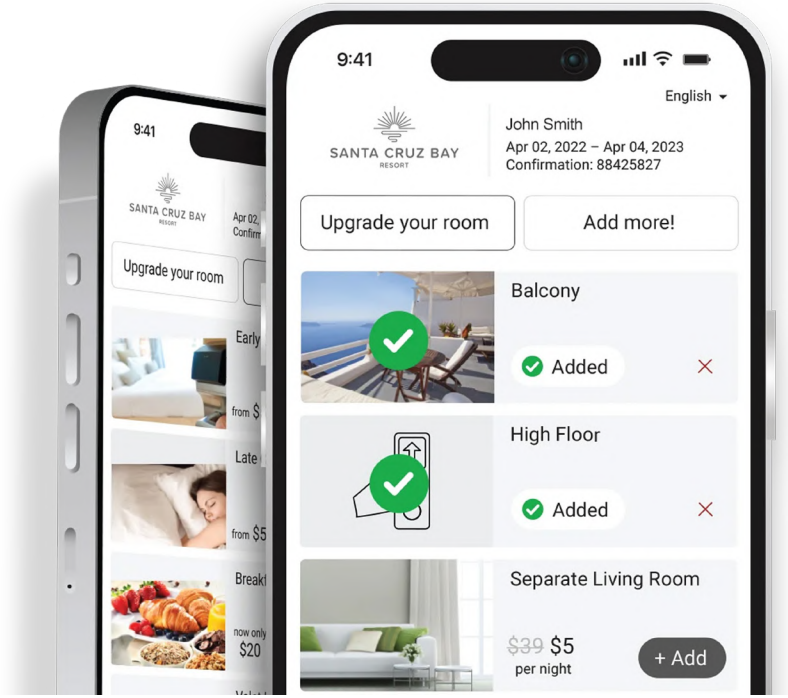
Strengthening Partner Relationships.

Other ways by which we strengthen our relationship with our hotel partners...

In October 2023, Webjet Limited acquired 100% of ROOMDEX, which has now been integrated into WebBeds.

ROOMDEX is now being used to **strengthen our supplier offering** as a data proven upselling solution.

ROOMDEX delivers the most technologically intelligent room inventory merchandising and upgrade solution on the market.



2.2 WebBeds Booking Site.

Search, compare & book hotels online

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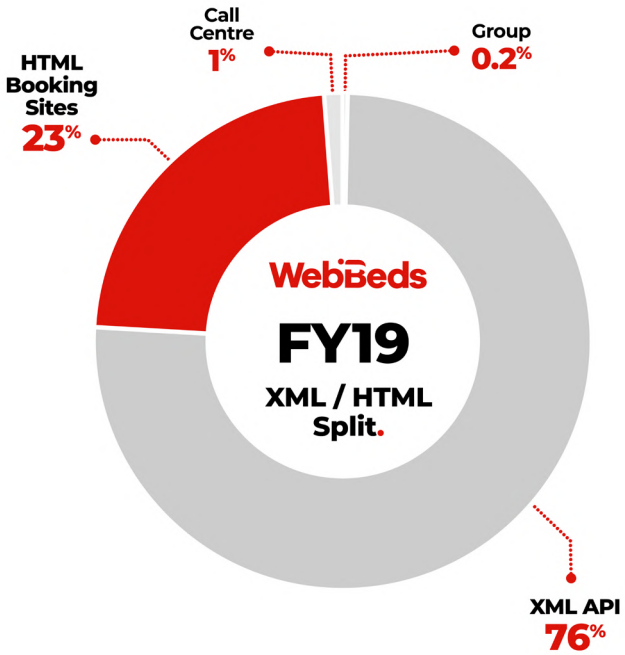
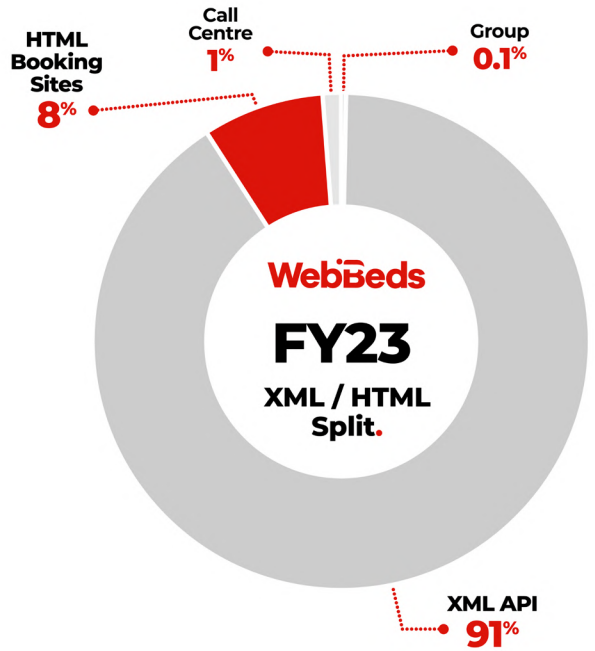
Potential of the Retail (non-API) Segment.

Research indicates that global hotel bookings via intermediaries, both online and offline, are forecast to increase 9.1% CAGR from 2023-2027.[1]





Growth Potential

9.1%

CAGR[1]

WebBeds new trade site seeks to expand our presence in this important segment.

1) Source: "Global outlook on travel and deep dive into hotel wholesale industry" Euromonitor International November 2023
Euromonitor International - Use Disclaimer

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A refreshed booking site will deliver greater penetration of the Retail Channel.

New WebBeds Trade Booking Site.

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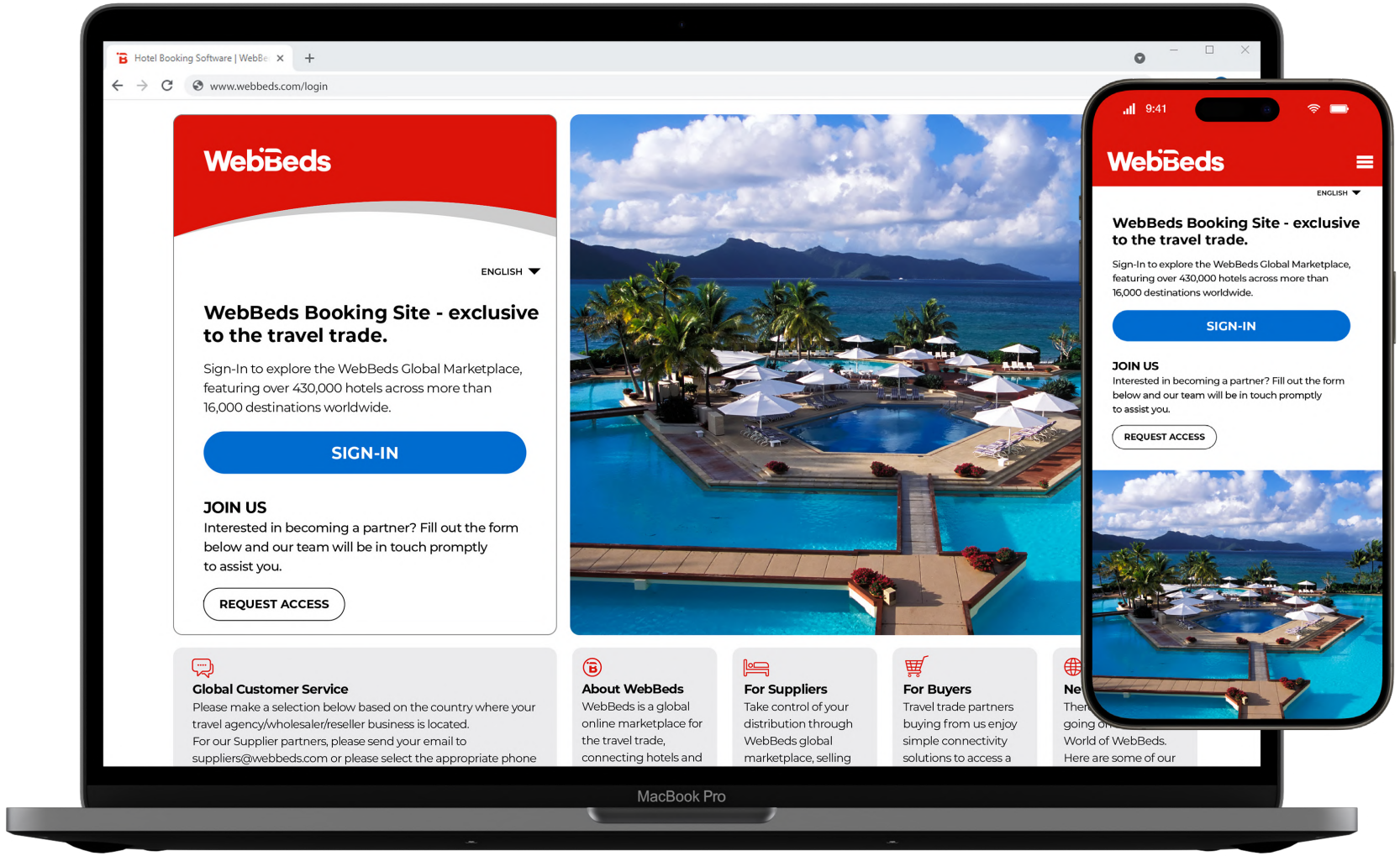
New WebBeds Trade Booking Site.

Our upgraded Marketplace booking site will provide improved marketing capabilities, enhanced shopping features & empower travel buyers.

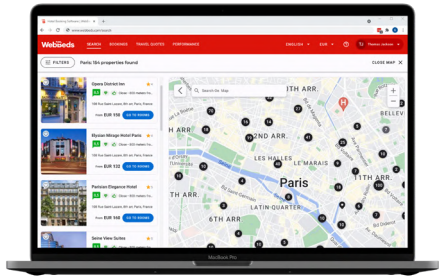


WebBeds

Our upgraded Marketplace booking site will provide improved marketing capabilities, enhanced shopping features & empower travel buyers.

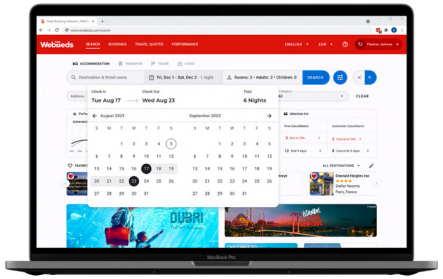
New WebBeds Trade Booking Site.

Our new booking site will deliver...



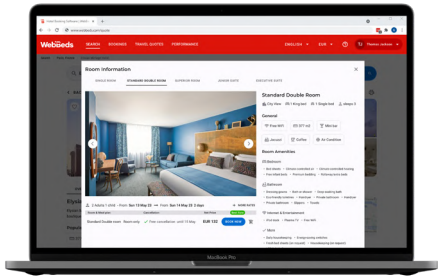
Better UX.

An enhanced User Experience delivered using a modern tech stack & a responsive User Interface.



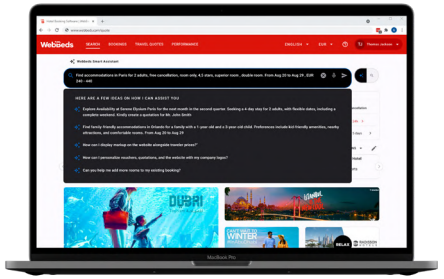
Better Search.

A much more robust search engine to deliver results at industry-leading performance levels.



Better Content.

Improved hotel content, including room types, descriptions & images.



AI Travel Advisor.

Built-in AI-powered travel advisor to deliver an interactive, personable interaction for the buyer.

Agile.

The ability to deliver enhancements & new features to market more quickly

3. Conversion.

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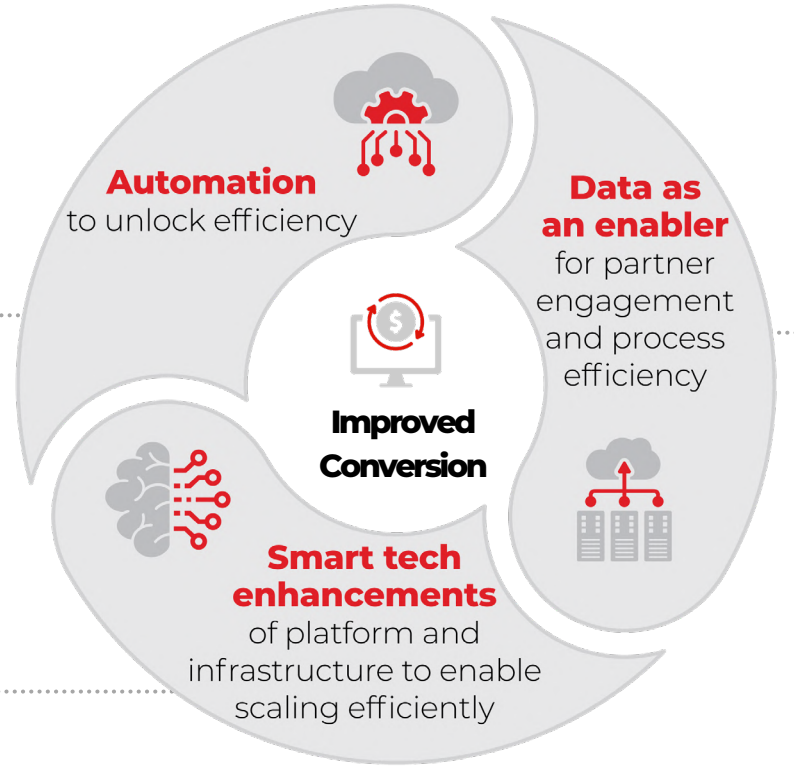
Key drivers that have helped us drive conversion.

Improved Conversion - 2022 to 2023.

How did we improve Conversion?

We are now **more efficient** on Booking-per-FTE basis

We now have the **ability to scale capacity** when needed



We can **leverage our massive depository of data** to deliver a competitive advantage

Enhanced data analytic tools

100% cloud enabled

Single contracting platform

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We have a long-term commitment to continuously improve our conversion rate, that will continue into 2030.

Levers to improve conversion.

Using Machine learning & AI, we have improved conversion - additional levers are:

Price.
Competitiveness vs the market.

Technology.
Improving our response time, look to book ratios.

Mapping.
Improving the quality and relevance of our content.

Rate Plans.
Allowing for more options by reflecting appropriate rates and conditions.

Accuracy.
Overall effort to reduce errors.

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Our commitment to continuously improve our conversion rate.

WebBeds' journey to improve conversion.

Our journey of improvement - projects delivering value to our business.

2021/2

Simplification.

Simplification of our technology platforms

2022/3

Automation.

Operations & Customer Service Processes

2023/4

Accuracy.

Reduction of errors & improvement of accuracy of inventory and supplier content

2024/5

Intelligence.

Intelligent long tail, Machine Learning /AI to drive improvements in revenue

2025

More to come...

A Business Transformation team is dedicated to improving conversion

Summary.

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Three areas of focus to ensure continued growth towards FY30.

Our Pillars of Growth.

1. Growing Our Existing Portfolio.

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c.8%*

2. New Customers, Supply & Markets.

- New customer pipeline
- New hotel pipeline
- New markets

c.14%*

3. Conversion.

- Continue current efforts.
- Driving more volume from efficiency improvements
- Selling more of what we have to everyone

c.9%*

* Split over the last 12 months

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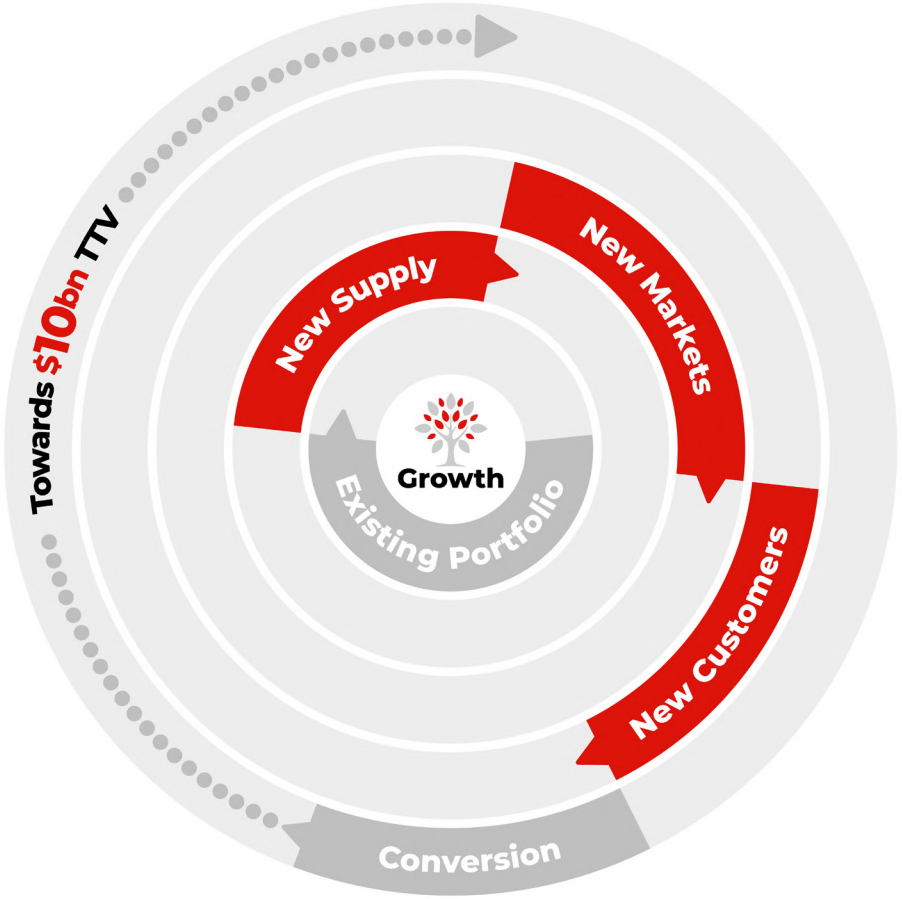
The flywheel effect expands our existing portfolio with new customers, new markets & new supply.

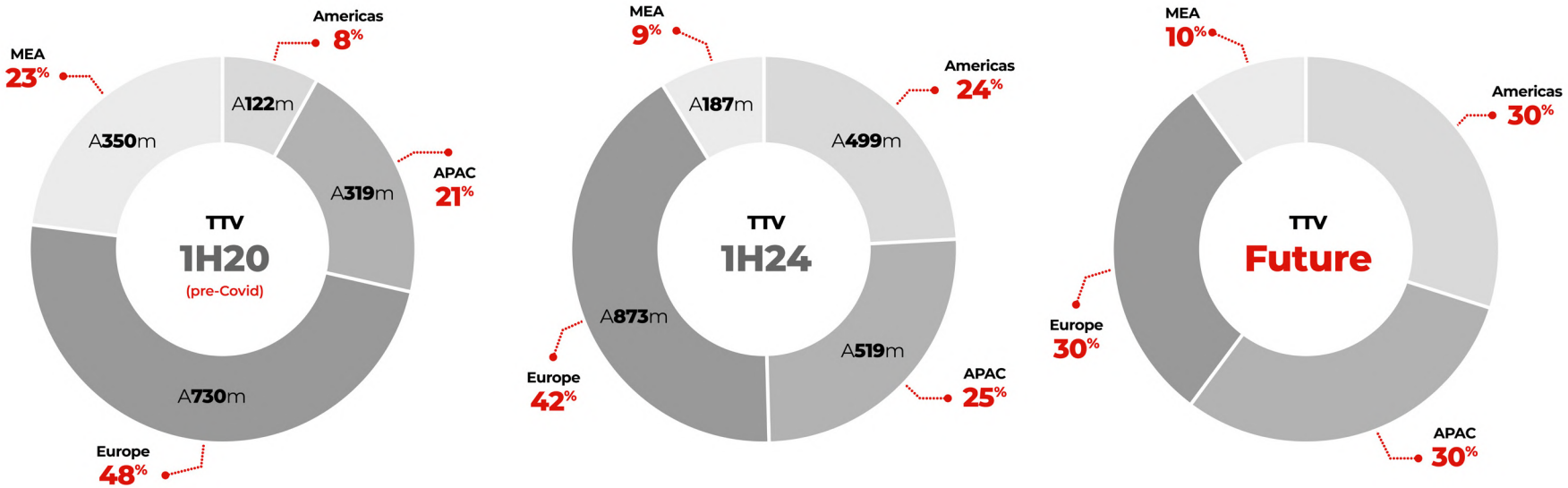
WebBeds ability to generate demand.



WebBeds

All regions expected to grow although CAGR will be higher in APAC & Americas.

Towards a balanced global portfolio.



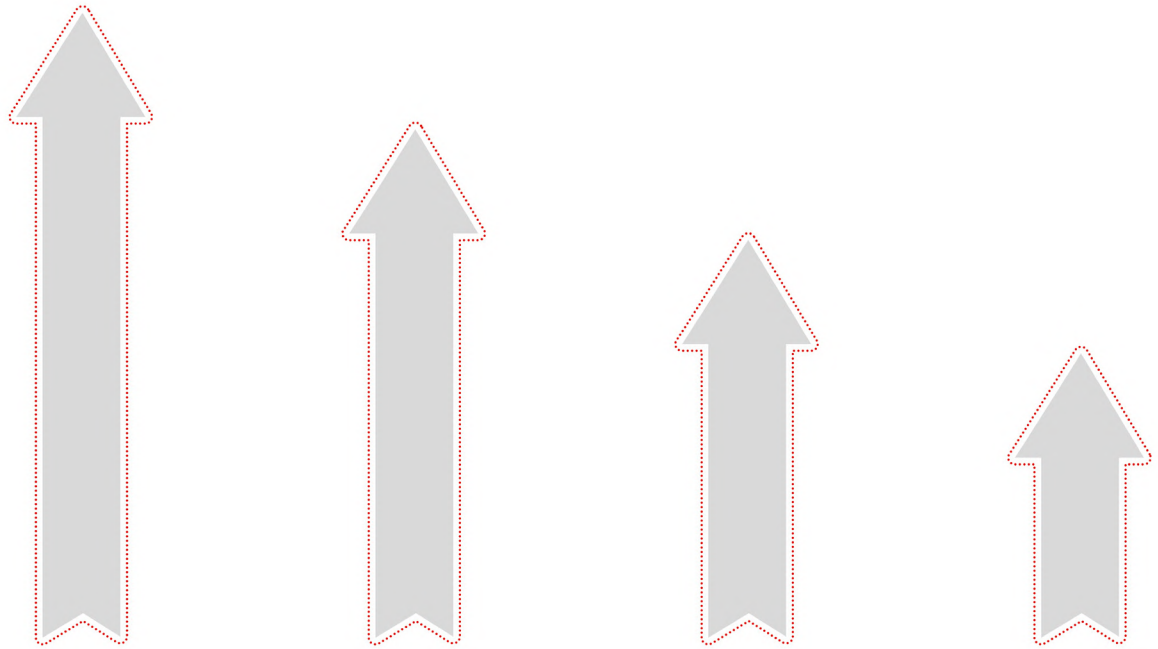
Business split is expected to evolve towards equal share from our Top 3 regions.

1) dfg

WebBeds

Higher growth rates in TTV and Revenue over Expenses and Capex will drive c.50% EBITDA margins.

Metrics of the future – Year on Year growth expectations.



TTV % | Revenue % | Expenses % | CAPEX %

We expect to deliver EBITDA margins at c.50% and 90-110% cash conversion.

Margin Shifts.

Revenue/TTV margins to decline due to mix change. Expected to settle in the short term at c.mid-7%

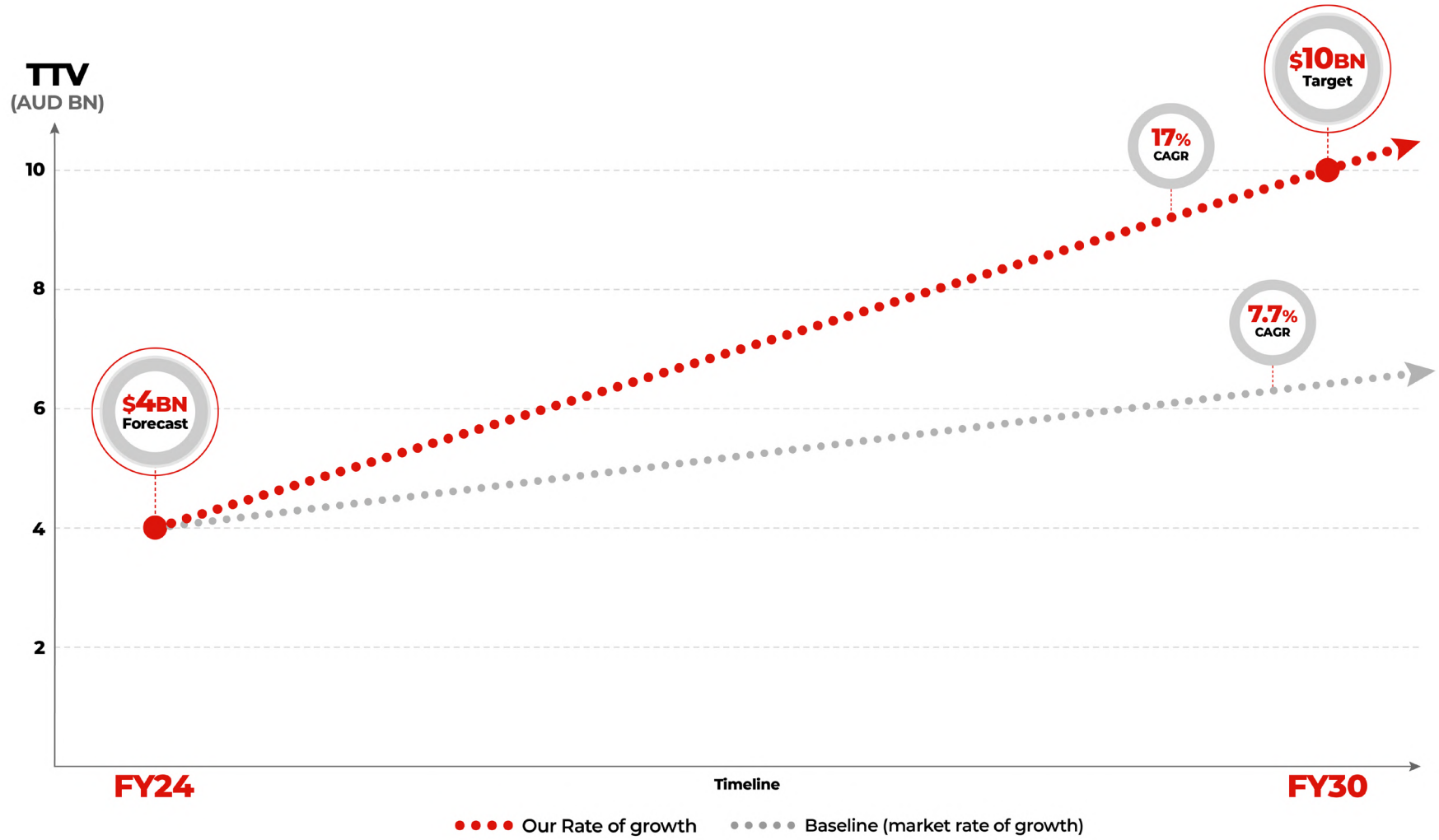
Strong Balance Sheet.

A strong balance sheet delivers optionality for M&A.

WebBeds

The foundation has been laid, and the roadmap is clear to deliver $10bn TTV in FY30.

Our path to $10 billion TTV.

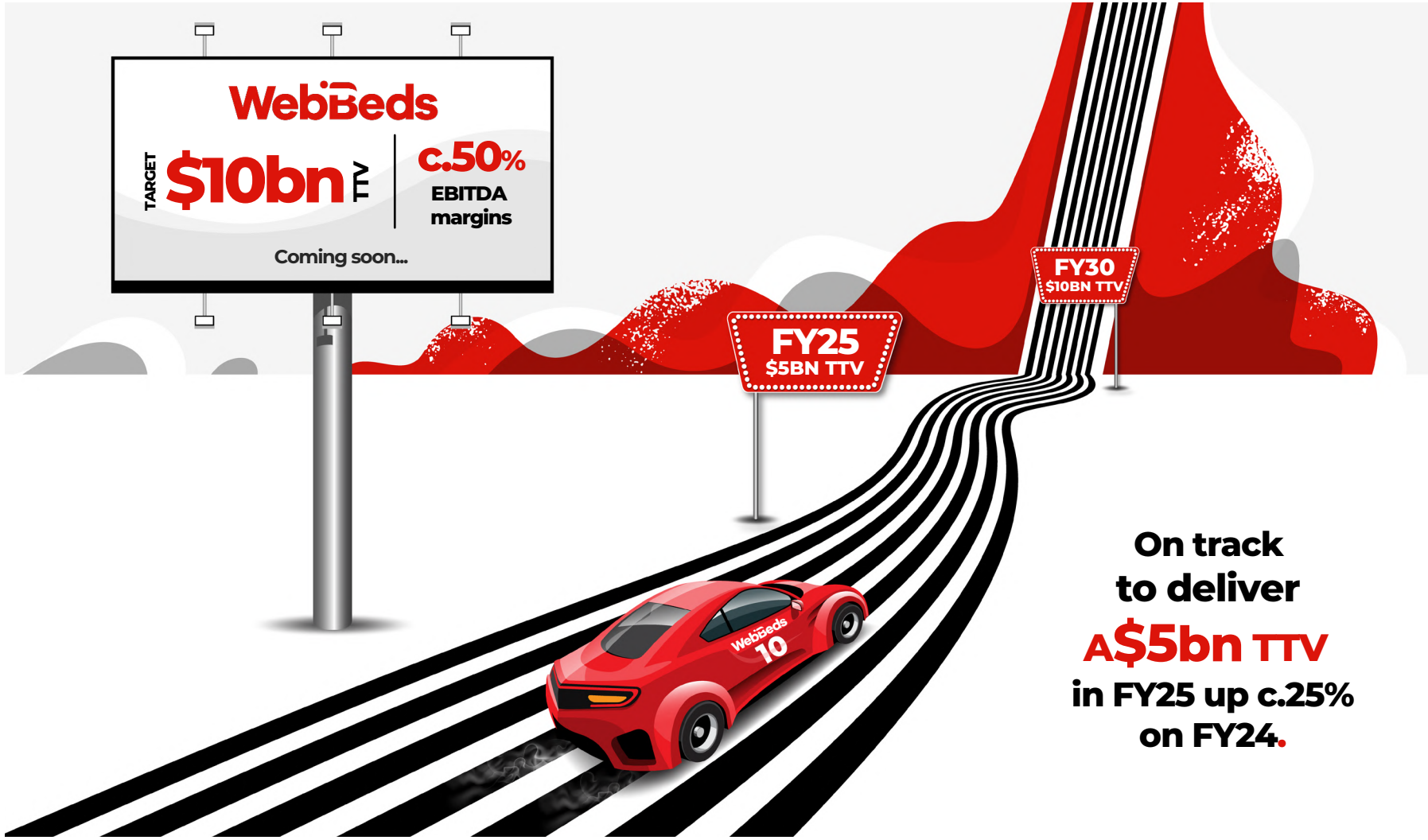


1) Assumes AUD to EURO 0.60cents

WebBeds

On our journey towards delivering A$10bn TTV in FY30.

We are on the way...



On track to deliver A$5bn TTV in FY25 up c.25% on FY24.

WebBeds

Thank you.

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Appendix.

WebBeds

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The data included in this report is accurate, according to Euromonitor International's market research database, at time of publication: November 2023