FY23 First Half Results Presentation

February 22, 2023

FLIGHT CENTRE TRAVEL GROUP™

Agenda: Today's presentation

Adam Campbell
Global CFO

FY23 1H Highlights & Results

(Section 1)

Chris Galanty
CEO - Corporate

Strategic Update

(Section 2)

James Kavanagh
CEO – Leisure

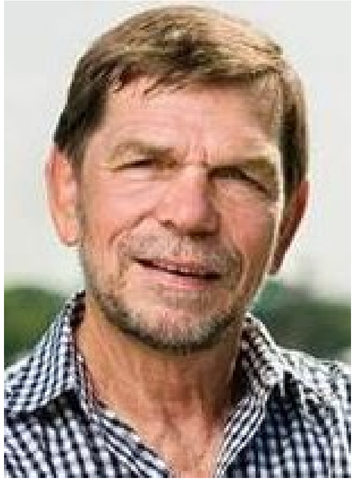
Strategic Update

(Section 3)

Melanie Waters-Ryan
CEO – Supply

Strategic Update

(Section 4)



Graham "Skroo" Turner
Global CEO

Outlook

(Section 5)

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Section 1: 1H Highlights & Results

Adam Campbell

CFO

FY23 1H: Operating highlights

Solid start to the 2023 fiscal year in an improved, but not fully recovered, trading climate

Profit for six months to December 31 ahead of expectations

- Underlying 1H EBITDA ($95m) 19% above the mid-point in initially targeted range ($70m-$90m) & in line with recently upgraded guidance (January 31)
- $280m turnaround from FY22 1H loss
- Profitable in corporate & leisure & in all geographic regions, apart from Asia (breakeven 1H)

- **Continued 1H sales momentum**
- 1H TTV up 203% & tracking at 80% of record FY20 1H result (up from 26% for FY22 1H)
- Corporate business delivering record TTV & now set to top $10b during FY23
- Leisure TTV contribution back up to 44% of group total

Positive margin trends emerging as FLT targets underlying 2% PBT margin by end of FY25

- Underlying cost margin below 10% during 1H and revenue margin improving as expected

Achieving corporate & leisure strategic objectives

- Corporate business outpacing broader industry recovery – growing to win
- Lower cost leisure models gaining scale & capturing larger share of sales – circa 40% of 1H leisure TTV. Record online leisure TTV

Investing in future growth drivers & other key areas

- Upstaffing – pre-investment in recruiting, training & developing people in both leisure & corporate to service increasing demand in a more complex travel environment
- New tech products fully/partially deployed to enhance productivity & improve customer experience – FCM platform, Melon (Corporate Traveller platform), Flight Centre omni-channel offering, TP Connects airfare aggregation tool
- M&A – Scott Dunn acquisition completed this month to fast-track luxury sector growth
- Sustainability – overarching strategy in place, including commitment to Science Based Targets (see Appendix 1)

Recent FY23 guidance reaffirmed with no obvious signs of slowdown early in 2H

- Continuing to target $250m-$280m underlying EBITDA for FY23 (excluding Scott Dunn)
- Post-COVID record TTV & profit in leisure in January 2023
- Accelerated corporate activity from mid-January (post holidays), with positive signs in US & China in particular

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FY23 1H: Result snapshot

Improvement across key metrics during early recovery phase

$95m underlying EBITDA	$9.9b in TTV, $1b in revenue	10.1% revenue margin	9.9% underlying cost margin	EBITDA conversion
• Circa $280m turnaround from FY22 1H result ($184m loss) • Profitable in leisure, corporate & in all geographic segments apart from Asia (breakeven)	• More than tripled FY22 1H results across both key sales metrics • 203% TTV growth, 217% revenue growth • Record 1H TTV for corporate business globally & in ANZ & EMEA • US corporate business just below record FY20 1H result & performing strongly early in 2H	• Comfortably above PCP (9.7%) & tracking as expected across both leisure & corporate • Higher revenue margin leisure business capturing a greater share of group TTV – back up to 44% of FLT total (FY22 1H: 25%)	• At record low level & helping to offset lower revenue margin • Excludes touring cost of sales	• 39% of incremental revenue converted to underlying EBITDA compared to PCP (40% long-term target in place)

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FY23 1H: Profit & Loss

$'m	31 DECEMBER 2022	31 DECEMBER 2021	Mvmt
Group TTV	9,886	3,263	6,623
Operating revenue	1,002	316	686
Total revenue	1,002	316	686
FV gain on change in control	—	0	(0)
Other income	17	33	(16)
Share of JV/Associates	0	9	(9)
Employee benefits	(602)	(385)	(217)
Marketing expense	(59)	(22)	(37)
Tour & hotel operations	(39)	(6)	(33)
Depreciation & Amortisation	(66)	(63)	(3)
Finance costs	(41)	(27)	(14)
Impairment	2	0	2
Other expenses	(232)	(131)	(101)
PBT	(18)	(276)	258
Underlying PBT	(0)	(270)	270
EBITDA	77	(190)	267
Underlying EBITDA	95	(184)	279
EPS (cents)	(0)	(0)	0
Margins			
Revenue margin	10.1%	9.7%	0.5 %
Underlying cost margin	(9.9%)	(18.9%)	9.0 %
Underlying PBT margin	(0.0%)	(8.3%)	8.3 %

Analysis

- Strong TTV & revenue recovery across both leisure & corporate sectors
- Group-wide, TTV up 203% compared to FY22 1H and revenue up 217%
- Break-even underlying PBT result ($270m turnaround)
- Underlying cost margin under 10% (excluding touring cost of sales) and revenue margin recovering (see slides 7 & 8 for key drivers)
- Improvement includes recovery in override revenue which will be converted to cash in FY23 2H under normal contract terms

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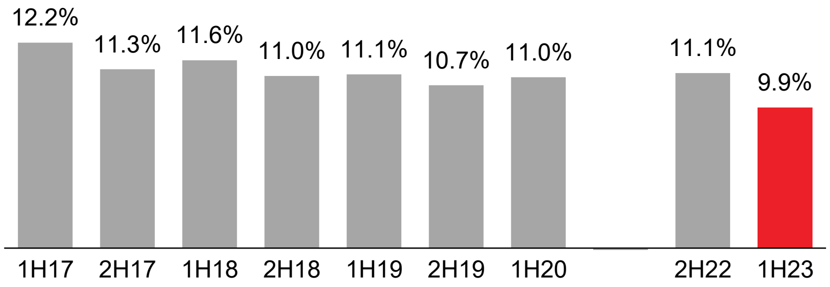
FY23 1H: Positive margin momentum

Cost margin trending down, revenue margin trending up as FLT targets 2% underlying profit before tax margin by end of FY25

Cost Margin Decreasing

- Tracking at record low levels – reflects permanent & structural cost base changes made in response to the pandemic & ongoing cost discipline
- Opportunities for further improvement as high growth businesses gain scale & as benefits flow from significant front-loaded investments in people, platforms & products
- Low revenue margin businesses that are growing rapidly also typically delivering cost margins well below group average



Graph above shows underlying cost margin excluding touring cost of sales

Revenue Margin Increasing

- Gradually improving but set to remain below pre-COVID levels primarily because of planned "mix shifts" - growth in lower revenue margin businesses
- Short-term impacts from cyclical factors:
  - Abnormally high airfares given some revenue based on fixed dollar fees
  - Heavier than normal corporate travel weighting
  - High VFR & short-haul travel weightings
- Airline commission changes flowing through in Australia & New Zealand – margins generally stable/increasing in other locations & in other travel sectors (see slide 32)
- Improvement expected as conditions normalise & as margin improvement strategies gain traction – increased attachment, new revenue streams

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FY23 1H: Continued cost efficiencies

Cost reduction strategies have led to 30% reduction in underlying costs v pre-COVID

Cost base ($m)	FY23 H1 Expenses	FY23 H1 One-off Expenses	FY23 H1 Adj Expenses	FY20 H1 Total Underlying Expenses	FY23 H1 % of FY20 H1
Employee benefits	(602)	(16)	(586)	(822)	71%
Sales & Marketing expense	(59)	-	(59)	(113)	52%
Tour & hotel operations	(39)	-	(39)	(98)	40%
Depreciation & amortisation	(66)	-	(66)	(113)	58%
Finance costs	(41)	-	(41)	(21)	195%
Impairment Reversal/ (charge)	2	2	-	0	0%
Other expenses	(232)	(3)	(229)	(294)	78%
Total expenses	**(1,037)**	**(17)**	**(1,020)**	**(1,461)**	**70%**

Longer Term Outlook – Costs

- While costs will increase as the post-COVID recovery continues, FLT expects to be able to service pre-COVID levels of TTV and revenue with a significantly lower cost base after making structural changes to increase productivity, increase scalability & rapidly grow labour-light leisure models during the pandemic

Analysis

- Costs tracking at 70% of pre-COVID levels
- Capacity to service further TTV & revenue without materially increasing costs – have pre-invested for growth, particularly in corporate
- Employee benefits expense well below H1 FY20 but has increased from FY22, as expected, given upstaffing & improved performance (incentivised workforce)
- Finance costs include $24m interest on convertible notes issued in FY21 and FY22
- Depreciation also includes lease accounting of $37m compared with $66m pre-COVID.
- Other expenses are generally volume-based variable costs. Movement reflects business growth/TTV recovery & predominantly relates to communications, technology, consulting/outsourcing, independent agent costs, insurances & occupancy

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FY23 1H: Balance sheet

$'m	December 2022	June 2022	Mvmt
Cash & cash equivalents	1,044	1,227	(183)
Financial assets	54	0	54
Trade & other receivables	647	669	(22)
Contract assets	237	130	107
Other current assets	132	86	46
Current assets	**2,114**	**2,113**	**1**
PPE	70	73	(3)
Intangibles	803	782	21
Other non-current assets	693	764	(71)
Non-current assets	**1,566**	**1,620**	**(54)**
Total assets	**3,680**	**3,732**	**(52)**
Trade payables & other liabilities	1,356	1,402	(46)
Contract liabilities	56	55	1
Borrowings	11	20	(9)
Other current liabilities	143	148	(5)
Current liabilities	**1,566**	**1,626**	**(60)**
Lease liabilities	179	194	(15)
Contract liabilities	28	31	(3)
Borrowings	354	354	0
Convertible notes	670	656	14
Other non-current liabilities	90	94	(4)
Non-current liabilities	**1,321**	**1,329**	**(8)**
Total liabilities	**2,887**	**2,955**	**(68)**
Net assets	**793**	**777**	**16**
Cash	770	866	(96)
Restricted Cash	273	361	(88)
Investments	59	59	0
Total cash & investments	**1,102**	**1,286**	**(184)**
Positive net debt	465	551	(86)

Analysis

- Strong cash position, including $1.1b in cash and investments
- Includes $59m of financial investments and $273 million of restricted cash
- Net cash of $465m excluding convertible bonds ($800m face value)
- Debt covenants expected to re-commence from 30 June 2023 and expected to comply with all covenants by that date
- No interim dividend declared
- Capital strategy, including future dividend policy, being reviewed as cash and investments expected to increase over the short-term
- Scott Dunn acquisition funded via fully underwritten $180m capital raising (completed in February 2023) - strong support from institutional shareholders
- Support carrying across to $40m retail offer, which is now underway & closes on March 6th

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FY23 1H: Cash flow statement

$'m	December 2022	December 2021	Mvmt
Operating activities			
Operating activities before interest and tax	(97)	(249)	152
Net interest and tax paid	5	24	(19)
Cash inflow from operating activities	(92)	(225)	133
Investing activities			
Acquisitions	(1)	(1)	0
Payments for the purchase of financial asset	—	(196)	196
Purchases of PPE and intangibles	(34)	(18)	(16)
Other investing cash flows	—	2	(2)
Cash flow from investing activities	(36)	(213)	177
Financing activities			
Net proceeds from convertible notes	—	392	(392)
Repayment of borrowings	(1)	0	(1)
Other financing cash flows	(48)	(44)	(4)
Cash flow from financing activities	(49)	348	(397)
Increase/(decrease) in cash held	(176)	(90)	(86)
FX impact	3	10	(7)
Total cash	1,037	1,211	(174)

$'m	December 2022	December 2021	Mvmt
Cash	770	1,078	(308)
Restricted cash	273	133	140
Overdraft	(7)	0	(7)
Total cash	1,037	1,211	(174)

Analysis

- Operating cash outflow of $92million recorded, in line with normal seasonality and traditional cash flow patterns
- FLT typically accumulates cash during peak booking seasons in the 2H of the FY and pays suppliers after peak travel seasons during the 1H of the following FY – leading to 2H inflows, followed by 1H outflows
- FY23 1H outflows also impacted by soft trading conditions in July – operating cash flows positive from August to December
- Growth in restricted cash (BSP payments that are pending) reflects strong recovery in TTV

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FY23 1H: Summarised segment results

Businesses

AU $m	LEISURE		CORPORATE		OTHER	
	HY2023	HY2022	HY2023	HY2022	HY2023	HY2022
TTV	4,389	811	5,040	2,048	456	404
Revenue	471	97	455	193	76	26
Underlying EBITDA	**43**	**(140)**	**80**	**(31)**	**(28)**	**(12)**
Revenue margin	**10.7%**	**11.9%**	**9.0%**	**9.4%**	**16.5%**	**6.5%**

Geographic

AU $m	ANZ		AMERICAS		EMEA		ASIA		OTHER	
	HY2023	HY2022	HY2023	HY2022	HY2023	HY2022	HY2023	HY2022	HY2023	HY2022
TTV	5,222	1,151	2,111	956	1,712	719	742	404	99	33
Revenue	503	93	213	106	184	86	38	11	63	19
Underlying EBITDA	**75**	**(133)**	**9**	**(23)**	**39**	**(3)**	**(0)**	**(10)**	**(28)**	**(16)**
Revenue margin	**9.6%**	**8.1%**	**10.1%**	**11.1%**	**10.7%**	**12.0%**	**5.1%**	**2.8%**	**64.2%**	**57.8%**

Other business segment includes contributions from TP Connects; Pedal Group; Avmin; Touring; Discova; Cross Hotels; GOGO wholesale; India FX and certain HO costs that have not been distributed to the Leisure and Corporate businesses. The prior year comparative has been updated to include a number of these businesses that were previously recognised in the Leisure segment.

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Section 2: Corporate Strategic Update

Chris Galanty

Corporate CEO

FY23 1H: Corporate review

Strong recovery trajectory – outperforming the market across key sales metrics

88% revenue recovery → 90% transaction recovery → 103% TTV recovery

Record 1H TTV of $5billion

- 3.4% higher than previous record (FY20 1H: $4.87billion) & almost 150% up on FY22 1H
- On track to top $10b in TTV during FY23 & comfortably surpass record full year result (FY19: $8.7b)
- Geographic diversity – 31% of 1H TTV generated in both ANZ & Americas segments, 27% in EMEA, 11% in Asia

Gaining market-share organically

- High customer retention rates + large volume of account wins
- New accounts with projected annual spends of circa $1.25b won during 1H (57% FCM, 43% Corporate Traveller)
- Wins divided between the regions – 41% of new TTV won in APAC, 32% in Americas, 27% in EMEA – set to fuel further growth globally

Ready for more rapid profit recovery

- Return on investments in new FCM & Corporate Traveller platforms, products, rebranding & people
- Invested ahead of the recovery to win, implement & service materially larger volume of business (current activity + new account pipeline)
- Improved returns - flowing from efficiency gains & lower costs – from recently won & implemented contracts
- Tech & consultancy investment to help companies achieve their sustainability goals
- Scale benefits to deliver lower costs per transaction
- Asia reopening (circa 11% of 1H TTV)

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Where we play – A two-sided model

Customer Value Proposition

Why are we different?

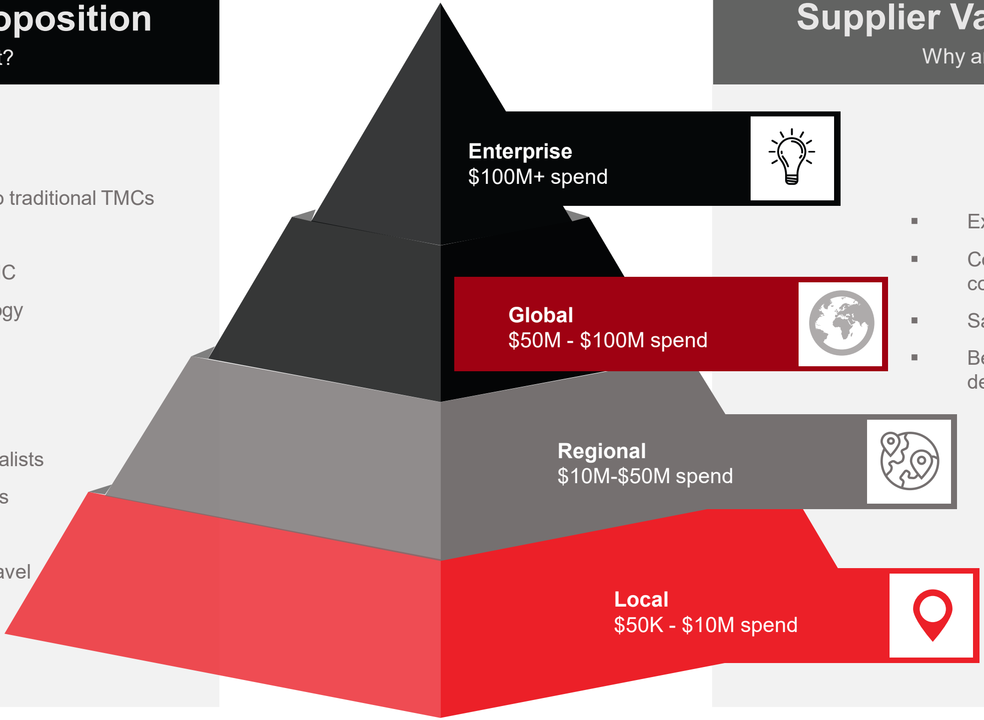
Customer Funded Model

FCM

- The only global alternative to traditional TMCs
- Highly personalised service
- The world's most flexible TMC
- Leading proprietary technology

CORPORATE TRAVELLER™

- Start-up to Mid-market specialists
- Dedicated Travel Consultants
- Widest range of content
- One Platform, A World of Travel



Customer Segmentation

Supplier Value Proposition

Why are we different?

- Exclusive programs/content
- Combination of local vs. global content
- Sales mix within FCM/CT
- Best in-class marketing/business development opportunities

Supplier Funded Model

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Focus on SME market: Corporate Traveller:

How we solve our customers' problems

Committed to SME

Our relentless focus on SMEs means the entire Corporate Traveller experience is tailored to each business' needs. It's making the complex easy, so every journey, meeting and connection counts.

A Dedicated Travel Consultant

Unbeatable service and care with a truly local feel for every customer, from a dedicated consultant in a small team, empowered by our vibrant culture.

Our Proprietary Platform: Melon

Connecting SMEs to our all-in-one platform, Melon. Personalised care with every interaction and your entire programme accessible anywhere, anytime.

The Best Content

Unrivalled access to content through FCTG's global strength + unique Melon Exclusive Deals means superior value, choice and savings to the bottom line.

CORPORATE TRAVELLER™
Powered by melon

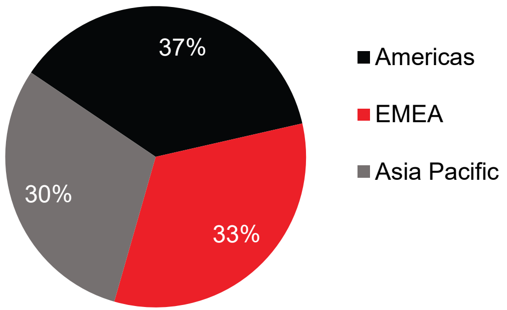
FY23 1H: Corporate Traveller

Solving customers' problems & continuing to win business from competitors, disruptors & accounts that were previously unmanaged

- Compelling customer offering built around hub cities in USA, Canada, UK, Australia, South Africa & New Zealand
- Slower recovery trajectory initially (compared to FCM) but now performing well – UK & RSA businesses surpassing pre-COVID TTV & profit, ANZ TTV at record levels
- On track to secure new accounts with projected annual spends of $1b+ in FY23
- Hyper investing in North America to fast-track growth
- Region set to benefit from recent account wins (37% of the brand's new TTV won out of Americas)
- New York City corporate village to open in Central Manhattan (Bryant Park) in March/April & will house up to 80 people
- Proprietary Melon product/booking platform deployed in North America & now being used by circa 85% of new customers in the USA - set for UK roll-out April 2023

New Corporate Traveller accounts with annual spends of more than $500m secured during 1H

TTV won by region during 1H23



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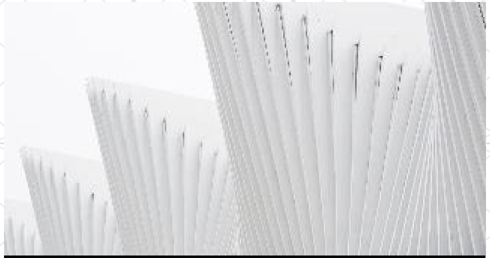
FCM: Strategic Journey (2017-2027)

Chapter 1

Truly Global

- 2017 journey from locally connected TMC to global TMC
- Status quo not an option
- Competing against Big 4
- Building blocks for success

#oneFCM

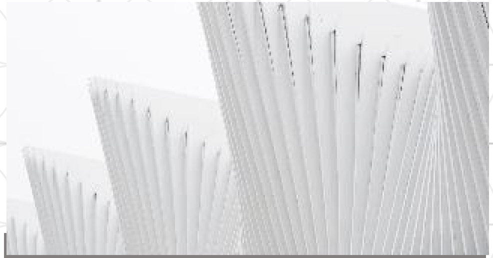


Chapter 2

Grow to Win

- Focus on volume growth and building scalable structure
- Re-brand, accelerate sales to grow market share, globalization of functions.
- Brand launch, Investment in customer experience and products

Customer satisfaction and growth



Chapter 3

Scale benefits

- Customer insights
- Productivity & cost focus
- Evolution of commercial model & customer segmentation
- Service capability digitalisation
- Global operating platform

Profitable growth

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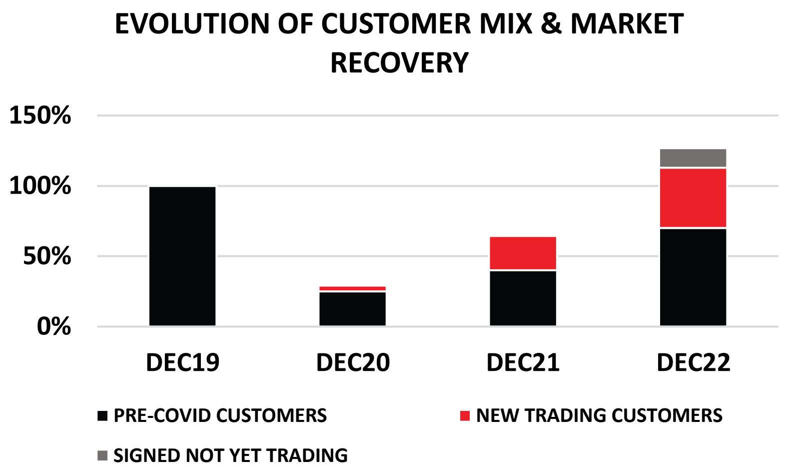
FY23 1H: FCM

The alternative to the traditional mega TMCs

- Strong TTV recovery – new wins being onboarded & continuing to drive market-share growth
- FCM volumes @ 95% of pre-COVID levels globally over 1H but adversely impacted by slower volume recovery in Asia following extended closures
- Strong pipeline of FCM accounts won in Asia to fuel future growth - TTV from new accounts weighted 49% towards AsiaPac (Americas 28%, EMEA 23%)
- Positive signs of recovery in China following early January reopening – volumes already tracking above pre-COVID levels
- FCM USA performing strongly – highest TTV month ever in January 2023 ($US100m for first time)
- Investment in proprietary, differentiated tech a key success driver
- Next generation service hub model developed to deliver consistent customer experience & enhanced productivity
- MICE sector starting to recover rapidly & earmarked as strong future growth opportunity
- Further improvement expected in key performance metrics – income per transaction & costs per transaction – heading into FY24 & leading to more meaningful profit margin recovery during FY25



Graph above reflects Gross TTV for the specific month of December each year.

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Section 3: Leisure Strategic Update

James Kavanagh

Leisure CEO

FY23: Trends

Customer demand

- Record post-COVID enquiry numbers in January 2023, along with post-COVID record TTV & profit
- FCB customer base in-store grew 1% each month in 2022, and 3% each month online
- Appealing to a younger demographic in FCB with average customer age 51, 40% of FCB online customers in 2022 were aged under 30
- Performance accelerating in Q2, with continued momentum in January

Airfare Prices

- Decrease in domestic & international fares from December to January in Australia although still above pre-COVID levels

Sales mix returning to normal

- Holidaymakers starting to overtake VFR travellers – increased sales of higher margin products (Appendix 3)
- Airfares decreasing as a percentage of total sales – 76% in July to 69% in December contributing to higher FCB revenue margins over the period

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FY23 1H: Leisure

Continued strong momentum

Rapid TTV growth

- $4.4b FY23 1H result more than 5-times FY22 1H result (almost 450% increase)
- Generated 44% of group 1H TTV - up from 25% during FY22 1H

Significant profit turnaround

- $43m underlying EBITDA after $140m underlying loss during FY22 1H

Solid performance metrics

- High consultant productivity – reflects strong demand & introduction of new tools during the pandemic
- Flight Centre brand capturing circa 75% of its pre-COVID TTV in Australia & New Zealand from 30-35% of its pre-COVID workforce (FTEs)

Investment in new growth models starting to pay dividends

- Now capturing almost 40% of TTV through diverse network of highly scalable complementary, independent & luxury offerings operating alongside flagship Flight Centre (mass market) brand
- Record $770m TTV contribution from online leisure businesses – driven predominantly by flightcentre.com but with significant contributions from StudentUniverse & Jetmax
- $445m in TTV from flightcentre.com – 1H result alone represents more than 20% growth on FY19 full year contribution & up 360% on FY22 1H
- Luxury Collection taking shape globally – boosted by Scott Dunn acquisition (Appendix 4)

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Leisure: Strategic Objectives

Differentiate & grow Flight Centre

Grow our market leading position in AU/NZ/RSA and fast track plans in the UK & CA

Rapid expansion in growth categories

Increase share in growing market segments:
Luxury Travel & Independent Agents community

Accelerate complementary models

Ready-made holidays, forex and student travel.
Seed future viable options to complement growth

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Leisure: Diversity

Catering to broad customer mix

Mass Market	Luxury	Complementary	Independent
		B2C	B2B
FLIGHT CENTRE	TRAVEL ASSOCIATES; Scott Dunn	My holidaycentre; LIBERTY TRAVEL; StudentUniverse; TRAVEL MONEY Oz We speak your currency	FLIGHT CENTRE TRAVEL GROUP INDEPENDENT
Global omni-channel retailer famous for flights + holidays, making it easy to book amazing travel experiences	The leading network of luxury travel advisors designing 'One of a Kind' experiences for discerning guests, across a global Luxury Travel Collection.	Specialist brands in: • Packages 'holiday in a box' • Foreign Exchange • Student Travel accelerating to be #1 in segment	The fastest growing community of independent travel agents and member groups, with access to market leading content, products and commercials

- **Provide customers with: widest range of products, services and value in travel**
- **Provide suppliers with: access to the most valuable and diverse range of customers**

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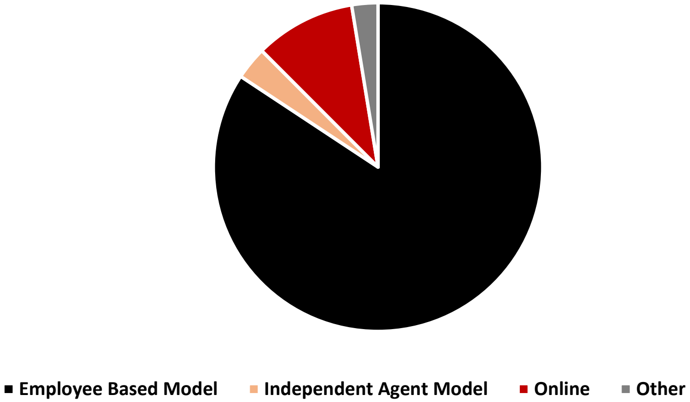
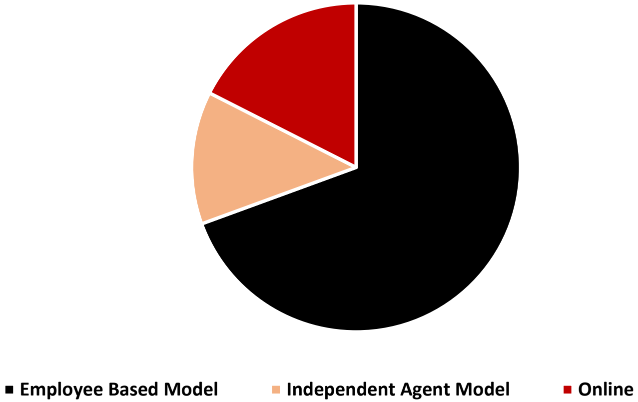
Key value drivers – Leisure evolution

Operational transformation starting to pay dividends

FY19



FY23 FORECAST



- From a heavy bricks & mortar store & employee-based Leisure business
- To a thriving multi-channel business, with a diverse range of highly scalable, complementary, independent & luxury offerings that make up close to 40% of our sales contribution alongside our mass market Flight Centre brand
- Employee based models expected to contribute c. 70% of Leisure TTV in FY23 compared to c. 84% in FY19

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Leisure: Growth Investments

GLOBAL EXPANSION

Physical Growth

Growing portfolio of brands

Network & People growth

M&A / Partnerships

Goal: Top line TTV Growth

INVESTING IN OUR FUTURE

Capability building

Digitalizing the CX

Extending Product Range

Investing in Talent

Goal: TTV Growth

SIMPLIFYING THE BUSINESS

Capital efficiency

Sweating new assets

Operational efficiencies

Retiring legacy platforms

Goal: Group 2% PBT margin

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Progress Update

Global expansion

- ✓ **Luxury Collection developed:** Travel Associates in ANZ, Scott Dunn in UK,USA & Singapore
- ✓ **Network**
  - 37 FCB shops reopened during 1H
  - 58 Travel Money Oz shops now open with the brand coming out of hibernation
- ✓ **Scaling our sales force**
- ✓ **Independent agency networks in 5 countries** – highly scalable model drawing on FLT's diverse portfolio to service intermediary sector (now 150% bigger than PCP)

Capability building

- ✓ **Digitalizing our CX**
  - **Omni** – enabling customers to seamlessly shop across channels, contributing to record online sales on flightcentre.com
  - **Click & Deliver** – ancillary products like FX
  - **Independent agent portal** - "Home" marketplace of product, tech & services in one application
- ✓ **Extended product ranges**
  - Attracting more customers with diverse range of products, Flights + Holidays, ancillaries (Captain's Pack)
  - "Holidays In A Box" - MyHolidays (Ignite) almost 2.5 times larger than pre-COVID
- ✓ **Investing in talent** – talent management pathways reintroduced, including leading staff development programs

Simplifying the business

- ✓ **Now a more productive business with fewer systems/applications**, improved workflow & increased consultant productivity
- ✓ 70%-80% of pre-COVID TTV being generated with circa 30%-35% of traditional FTE sales force in FCB in ANZ
- ✓ **Rigorous cost discipline** with new structures geared towards greater return on invested capital & lower cost margins

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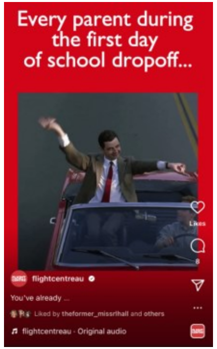
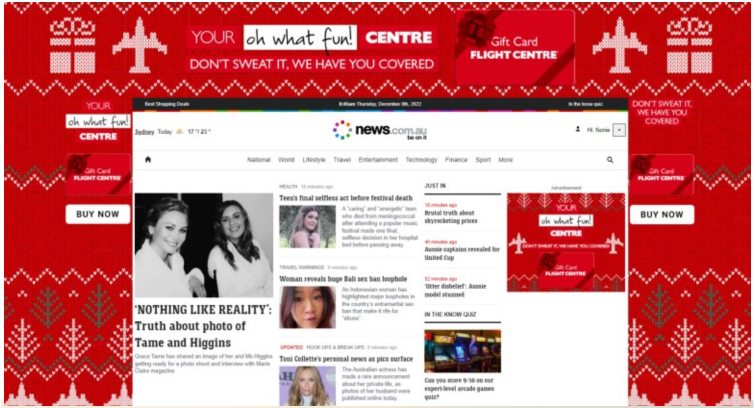
FLIGHT CENTRE
IN MARKET



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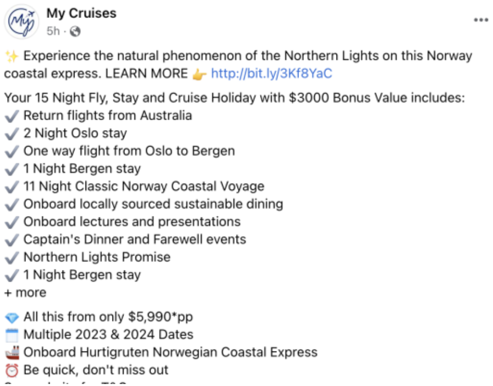
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Section 4: Supply Strategic Update

Melanie Waters-Ryan

Supply CEO

Global Supply Excellence for a local market

We deliver leading commercial returns, broadest content, operational excellence, cost leadership and strategic partnering across the end-to-end supply chain, to empower our brands to deliver on their market positioning, customer promise and profitability goals.

OUR CORE SUPPLY CAPABILITIES

- Procurement & Supplier Relations
- Technology & Content Distribution
- Revenue Management & Pricing
- Fulfilment & Supply Chain Support
- Data, Analytics & insights
- Risk & Sustainability
- Excellence in enabling Brand differentiation

FY23: Key supply initiatives

- ✓ Maximising product margin in COVID recovery
- ✓ Supply partnerships – global & local deep relationships – mutual recovery plans
- ✓ Fresh Air initiative & NDC capability
- ✓ Optimising operating & support model – cost and efficiency – as industry stabilises
- ✓ Expanding revenue opportunities across supply chain – payments
- ✓ Industrialised global pricing & revenue management
- ✓ Key brand lines & product category growth plans – e.g. SME range in Corporate Traveller & Insurance Leisure
- ✓ Supply chain sustainability
- ✓ Travel benefits program

Supply Margin – Key Drivers

AIRLINE CAPACITY RECOVERY POSITIVELY IMPACTING SUPPLY DEALS

Volume targets are returning to supply deals as post covid baselines are established.

Supplier willingness to pursue globally focussed deals has increased.

Previously announced reductions in standard market commission rates now implemented in AU/NZ markets

CONTINUED RECOVERY IN CRUISE BOOKINGS

Strengthening sales volume in cruise and improved margins. Ocean cruise recovering faster than river cruise , but both on a positive trend

HOTEL CONTENT AT IMPROVED MARGINS

Improvement in both underlying contracted rates and the ability to direct bookings to higher value channels

SUPPLIER MIX

Booking trends indicate an increasing propensity to add additional components to transactions, Flight bookings, which have a lower average margin reduced as proportion of total

PREFERRED SUPPLIER GROWTH

Reengagement with a broader base of suppliers as they rebuild post Covid. Several new supply deals signed in H1 FY23

FY23: Fresh Air initiative

A key strategic pathway for new air capability & air content freedom

GDS-first but NDC-ready

- Through its investment in TP Connects, FLT is well placed to access differentiated content that sits outside the traditional GDS
- **TP Connects delivers technical connectivity to both our air partners & upstream customer & consultant tools**

Providing a single entry point to FLT

- **Our one door entry to then distribute to multiple points of sale - key to making it easy for our strategic air partners to deal with us**
- **Commercial discussions underway with major partners re what, where & how we deploy capability**

Opportunity to work closely with airlines

- Various carriers have invested heavily in NDC
- Opportunity to work with FLT to generate ROI
- Targeting B2B & B2C deployment by end of FY23

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Travel Services

Diverse and stable businesses

1

Discova DMC

Strong pipeline of sales won during COVID years

Monthly profitability post Asia opening & transformation of Americas business

Development of unique range of socially and sustainable products

2

Grasshopper

Active, experiential and sustainable range of product

Successful launch Japan e-bike tours

Already 25% up on pre-COVID TTV

3

Cross Hotels and Resorts

20 hotels under management / 1,500 room keys

Launch of new white label Hotel Management Agreement

Strong ADR and occupancy as Asia has opened

4

Wholesale and external transformation

Gogo and Infinity models undergoing transformation

Integration with Bedbank (The Travel Junction) model

Relaunch of trade model in early FY24

5

Touring (Backroads and Topdeck)

Limited 2022 season and strong forward sales of 2023 season

Solid profit results expected for 2023 across both brands post COVID, right-sizing of business and range

6

Avmin and Air Charters

Ongoing strong demand – FIFO, music industry, sporting teams, government clients. Record number of flights a day in early February 2023

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Kaura

A new luxury tented resort opening in conjunction with the villagers of Manggis, Bali

Proudly supported by Discova & FLT

Section 5: FY23 Outlook

Skroo Turner

CEO

FY23 Outlook: Guidance

Prospect of stronger profit growth in months ahead, given ongoing solid demand and margin improvement trajectory

Full Year Guidance

- Targeting $250m-$280m underlying EBITDA for 12 months to June 30 excluding Scott Dunn contribution (circa $6-8m EBITDA expected from acquisition completion to year-end)
- Mid-point implies 35%-65% earnings split between 1H & 2H respectively – in line with normal seasonality

Key Drivers

- 2H profit uplift expected to be driven by seasonality (peak booking months are generally during the six months to June 30), further top-line growth, supply chain stability & operational enhancements which are expected to improve margins
- Corporate business set to benefit from new accounts won, onboarded & serviced more efficiently (after initial onboarding investment)
- Further recovery in resilient leisure market globally – significant upside potential when normal travel patterns resume
- Primary focus continues to be on organic growth but will consider further strategic M&A opportunities
- Further gradual recovery towards longer-term 2% underlying PBT margin target (by end of FY25)

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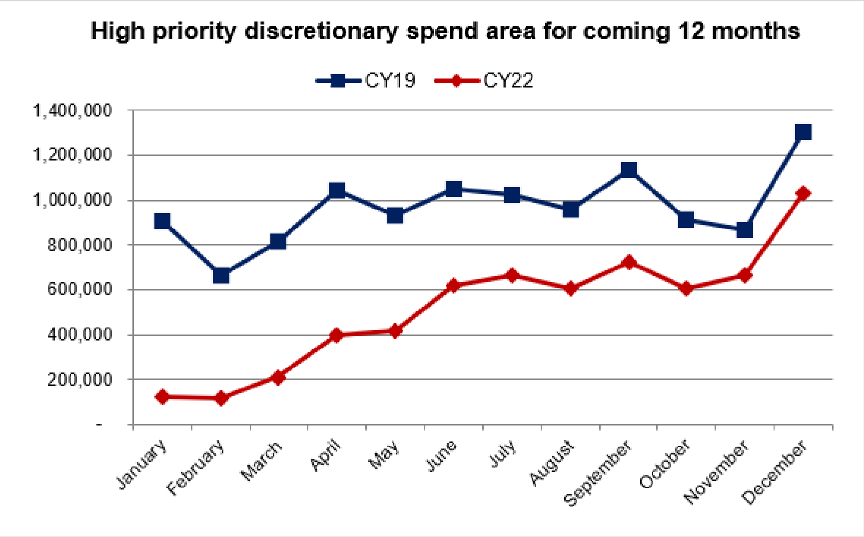
FY23 Outlook: Opportunities in a recovering market

Considerable pent-up demand yet to flow through



As per ABS data. Short-term resident departing from June 2022 to November 2022 as a percentage of June 2019 to November 2019.

Upside Potential

- Outbound travel (leisure business's core product) rebounding but still well below pre-COVID levels - significant pent-up demand (revenge travel) yet to flow through
- Australian short-term resident departures @ 79% of pre-COVID levels in December 2022 but @69% over 1H
- Lack of airline capacity an ongoing issue but situation gradually improving
- Chinese carriers returning to Australia – China Southern flying daily from both Sydney & Melbourne to Guangzhou
- Cathay Pacific – another significant partner - ramping up Hong Kong services
- Increased capacity to deliver cheaper fares & more rapid volume recovery – expecting international capacity ex Australia to return to circa 85% of pre-COVID by June 30

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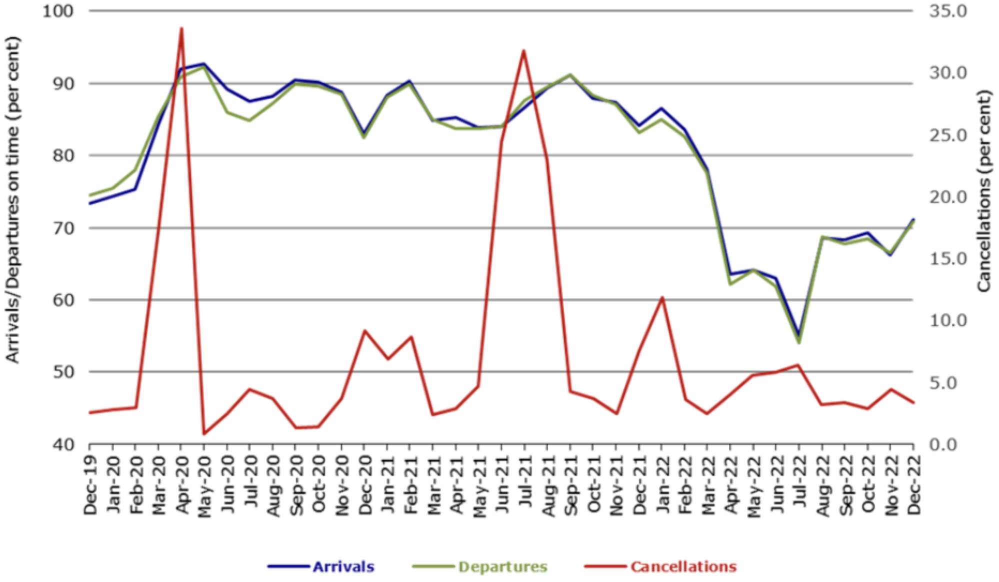
FY23 Outlook: Heightened demand for assistance

Expert help needed to navigate an improving but still complex travel environment

- Most restrictions now removed, but some ongoing complexity & disruption
- Australian domestic flight cancellations still tracking above historic averages (see accompanying graph)
- Complexity plays to FLT's strength in both leisure & corporate sectors
- Consistent growth in Flight Centre on and offline customer base
- Strong demand for person-2-person service – even in sectors that are normally low touch
- 1 in 2 online customers calling for advice (1 in 4 pre-COVID)

Figure 1: Total Industry On Time Performance by month from December 2019



Source: Bureau of Transport, Infrastructure & Regional Economics

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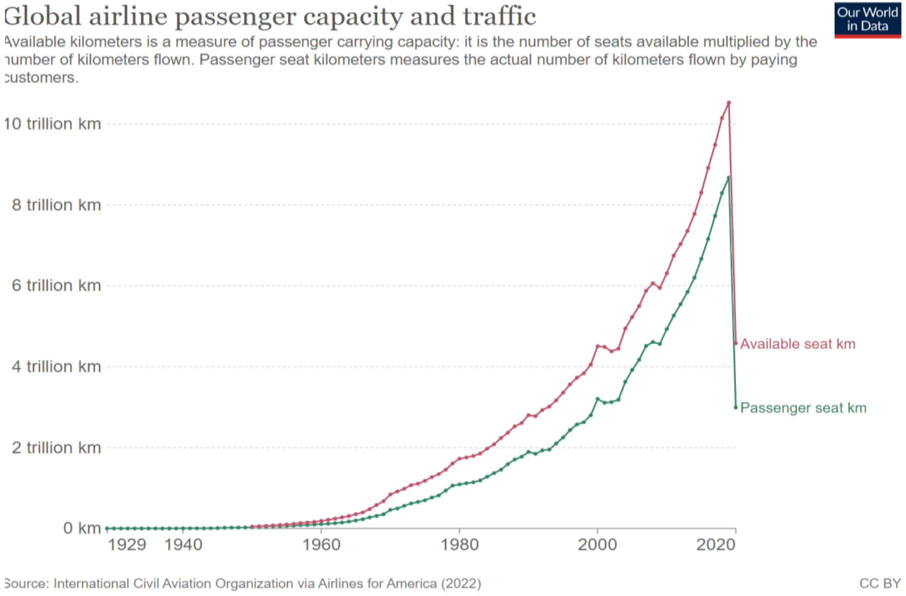
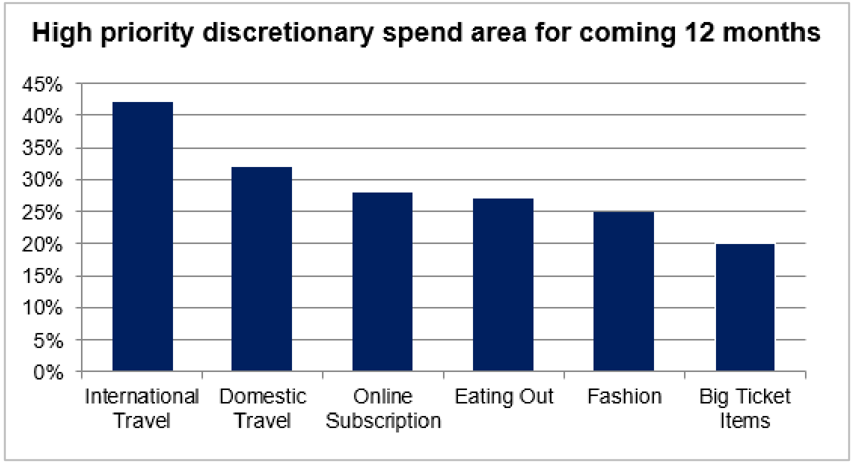
FY23 Outlook: Resilience of global travel market

A discretionary product that customers prioritise & feel compelled to buy every year

Growth sector: Travel has consistently grown year-on-year. Prior to COVID, downturns have been relatively rare & generally short-lived



Travel is a high priority: Customers more likely to reduce, rather than remove, travel budgets in times of economic uncertainty. Oher products are typically considered more discretionary



Source: Amadeus "Consumer travel spend priorities 2022"- a study involving 4500 consumers from the UK, USA, Germany, France and Singapore

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FY23 Outlook: Solid ongoing demand

A discretionary product that customers prioritise & feel compelled to buy every year

Further recovery in early 2H trading

- No evidence of material impacts on demand during the early post-COVID recovery phase as a result of macro-economic changes
- Strong demand for flights key contributor to increased household spending in Australia in December 2022
- TTV continuing to track well above FY22 & at post-COVID record levels in leisure in January 2023
- Record TTV in FCM USA in January 2023 with 16 of top 20 US clients transacting more than in any other month over past year

Travel drives increase in household spending

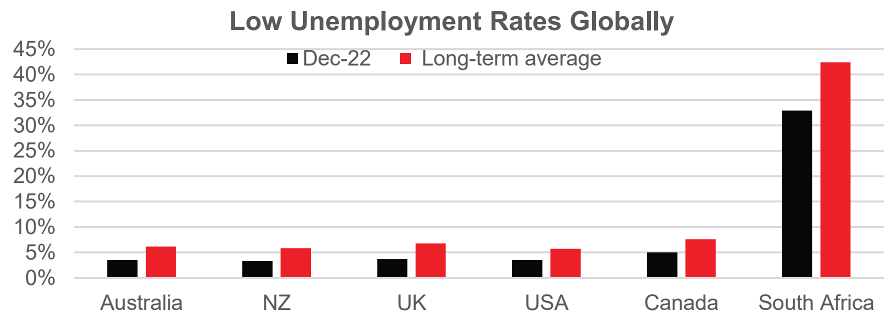
Media Release

Released 14/02/2023

"Household spending on services rose 22.7 per cent compared to December 2021, driven by increased spending on transport (up 31.0 per cent), as air travel demand continued to grow strongly."
- Robert Ewing, head of business indicators at the Australian Bureau of Statistics

Some macro-economic tailwinds

- Very low unemployment a potential tailwind in leisure
- Higher interest rates leading to higher interest revenue on FLT's large cash float
- Household savings at relatively high levels in some markets following extended periods of lockdown - $US3.9trillion increase in bank deposits in China alone last year (Source: People's Bank of China)



Source: Trading Economics.
Long-term average varies from country to country – AUS Feb 78-Dec 22, NZ 1985-2022, UK 1947-2022, USA 1948-2022, Canada Feb 78-December 22), RSA 2001-2022,

End of presentation: Questions?

Appendices

Appendix 1: Commitment to sustainability

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Appendix 2: Five-year result summary

5-YEAR SUMMARY $'m	December 2022	December 2021	December 2020 (restated)	December 2019	December 2018
TTV	$9,886	$3,263	$1,533	$12,399	$11,155
Revenue margin	10.1 %	9.7 %	10.4 %	12.5 %	13.0 %
EBITDA	$77	($190)	($226)	$165	$167
EBITDA (underlying)	$95	($184)	($156)	$229	$180
PBT	($18)	($276)	($313)	$39	$127
PBT (underlying)	($0)	($270)	($243)	$103	$140
NPAT	**($20)**	**($194)**	**($231)**	**$22**	**$85**
EPS	(9.9)c	(97.4)c	(115.6)c	18.7 c	84.1 c
DPS	(9.9)c	(97.4)c	(115.6)c	18.6 c	83.6 c
ROE	(2.5)%	(25.0)%	(20.0)%	1.6 %	5.6 %
Capex	$34	$18	$19	$60	$51
Staff Numbers - FTE	12,135	9,868	8,230	19,555	20,207
Cash at bank and on hand[1]	$770	$1,078	$1,592	•	•
Restricted cash[1]	$273	$133	$77	•	•
General cash	•	•	•	$187	$284
Client cash	•	•	•	$651	$623
Cash and cash equivalents	$1,044	$1,211	$1,670	$838	$906
Financial Asset Investments	$59	$255	$10	$100	$186
Cash and investments	$1,102	$1,466	$1,680	$938	$1,092

[1] Change in presentation during the year ended 30 June 2020 to reflect funds held by the Group that are restricted for use.

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Appendix 3: Normal travel patterns gradually resuming

Holidays surpassed VFR as main reason for travelling during CY22 but VFR still tracking well above historical levels

Key Points - CY2022

- The holidaymaker has now usurped the visiting friends/relatives (VFR) travellers - 48% v 37% - but is still under-weight (57% pre-COVID)
- While lower than last year (53% down to 37%) VFR is still, however, a much higher percentage than pre-COVID (37% now v 26% pre-COVID)

14.9 Short-term resident returns, Australia — main reason for journey(a) — selected years

	2019 (%)	2021 (%)	2022 (%)
Holiday	57.4	16.4	47.8
Visiting friends/relatives	25.9	53.4	37.0
Business	8.2	11.1	6.9
Convention/conference	2.7	0.7	2.4
Employment	1.7	7.8	1.9
Education	1.2	1.4	0.6
Exhibition	0.1	0.1	0.1
Other	2.8	9.1	3.2

a. As a percentage of all short-term resident returns.

Source: Australian Bureau of Statistics, Overseas Arrivals and Departures, Australia December 2022

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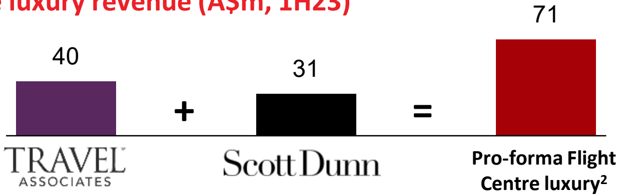
Appendix 4: Scott Dunn acquisition completed

Scott Dunn acquisition provides an attractive opportunity for FLT to establish a presence in the UK and US luxury markets

Diversifies and extends existing Leisure business

- Adds scale to Flight Centre's existing luxury offering globally (Travel Associates)
- Diversifies Flight Centre's offering geographically, and into the higher-margin luxury package model
    - Adds a large customer base of high-net-worth individuals
    - Growing number of repeat bookings
- High value, complex booking transactions with multiple components
- Scott Dunn generated A$118 million of TTV, A$31 million of revenue and A$13 million of EBITDA in 1H231

Pro-forma Flight Centre luxury revenue (A$m, 1H23)

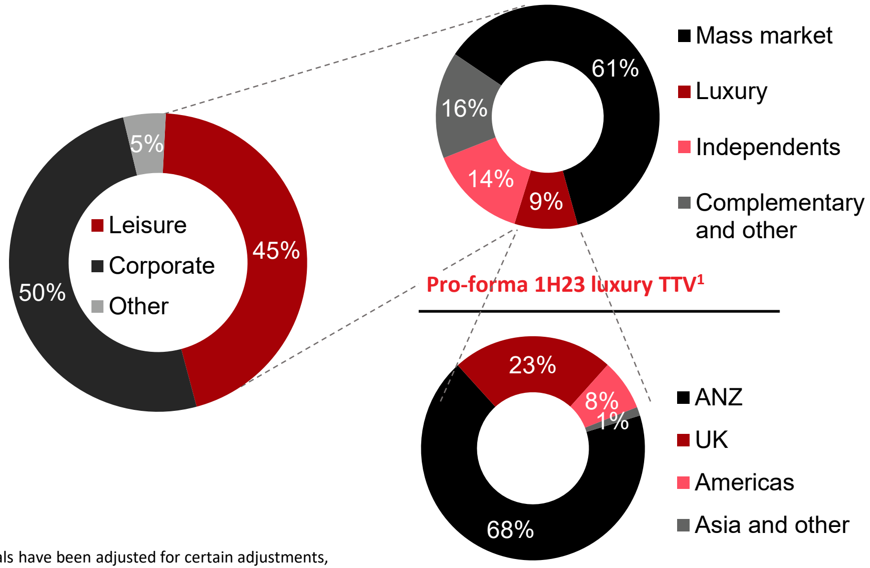


% Flight Centre Group	4.0%	3.1%	7.1%
% Flight Centre Leisure	8.5%	6.6%	15.1%

Increases exposure to high quality luxury segment

Pro-forma 1H23 Group TTV[1]

Pro-forma 1H23 leisure TTV[1]



Notes: Scott Dunn financials converted from GBP to AUD based on average monthly exchange rate over the period shown. These financials have been adjusted for certain adjustments, normalisations identified during Flight Centre's limited due diligence, accounting principles consistent with those that will be applied under Flight Centre ownership. 1. Represents unaudited proforma financials for the 6 months to 31 December 2022. Prior to the realisation of synergies and the impact of one-off transaction costs. 2. Represents the combination of Travel Associates globally and Scott Dunn.

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