FLT: FY22 Full Year Result Presentation

August 25, 2022

Agenda: Today's presentation

Adam Campbell
CFO

FY22 Highlights & Results

(Section 1)

Graham "Skroo" Turner
Global MD & CEO

FY23 Outlook

(Section 2)

Chris Galanty
CEO - Corporate

Strategic Update

(Section 3)

James Kavanagh
CEO – Leisure

Strategic Update

(Section 4)

Melanie Waters-Ryan
CEO – Supply

Strategic Update

(Section 5)

FY22 Results & Highlights

Adam Campbell

CFO

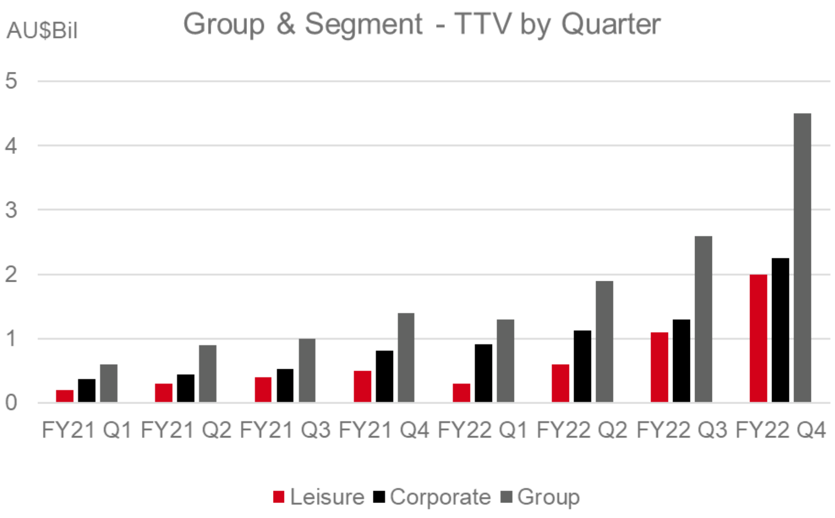
FY22: Highlights

Positive Early Steps on Path to Recovery – Targeted Return to Profitability Timeframes Achieved

✓ **Bottom-line result better than initially expected & well within upgraded range**
- $183.1m underlying EBITDA loss ($180m-$190m FY22 target in place)
- Breakeven 2H result with solid 4Q profit
- Both corporate & leisure businesses returned to profit within anticipated timeframes
- Corporate & EMEA businesses profitable (underlying EBITDA) for year; Americas segment profitable during 2H, & ANZ segment profitable over the final 4-months of the year

✓ **Strong momentum late in year**
- Accelerated leisure & corporate sales growth driven by higher airfares & demand uplift after governments reopened borders
- 4Q TTV alone exceeded FY21 TTV
- Both global corporate & global leisure, as well as all geographies other than Asia & "Other" segment in underlying positive EBITDA for Q4

✓ **Generating cash**
- Operating cash flow positive since March 22 (post-Omicron) with strong liquidity position



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FY22: Highlights

Achieving Strategic Objectives – Ready For Growth

✓ **Corporate business out-performing - winning organically & growing market-share**
- High customer retention rates + new account wins with circa $2.5b in annual spends secured during FY22
- Outpacing industry recovery – June 2022 gross TTV slightly above PC levels with transaction volumes at 89% of PC

✓ **Capturing leisure TTV through a diverse range of brands & channels**
- Solid market-share growth in Australia & New Zealand – attracting new customers & successfully shifting TTV between traditional & new models
- Consultant productivity at record levels & various brands/channels delivering record contributions – including flightcentre.com.au
- South Africa recovering well – 102% of PC TTV generated in July 2022, with traditional shop network delivering 86% of TTV from 46% of PC network (underlining strong productivity gains)

✓ **Maintaining cost discipline in both corporate & leisure while preparing for growth**
- Investing in people, products & technology
- "Growth cost base" maintained in corporate – impacting short-term profit but foundations in place to service both increased activity from already contracted clients & increased demand for human assistance

✓ **Preserving balance sheet strength**
- Circa $1.3b in cash & investments at June 30 (including client)

FY22: Profit & Loss

$'000	FY22	FY21	Mvmt
Group TTV	**10,340**	**3,945**	**6,395**
Operating revenue	1,007	396	611
Total revenue	**1,007**	**396**	**611**
FV gain on change in control	4	—	4
Other income	57	280	(223)
Share of JV/Associates	12	17	—
Employee benefits	(882)	(810)	(72)
Marketing expense	(60)	(25)	(35)
Tour & hotel operations	(25)	(2)	(23)
D&A	(126)	(138)	12
Finance costs	(58)	(37)	(21)
Impairment	9	(36)	45
Other expenses	(317)	(247)	(70)
PBT	**(378)**	**(602)**	**224**
Underlying PBT	**(361)**	**(507)**	**146**
EBITDA	**(200)**	**(432)**	**232**
Underlying EBITDA	**(183)**	**(338)**	**155**
EPS (cents)	(143.7)	(217.5)	74
Margins			
Revenue margin	*9.7%*	*10.0%*	*(0.3)%*
Underlying cost margin	*(13.9%)*	*(32.8%)*	*19.0%*
Underlying PBT margin	*(3.5%)*	*(12.9%)*	*9.4%*

FY22 Analysis

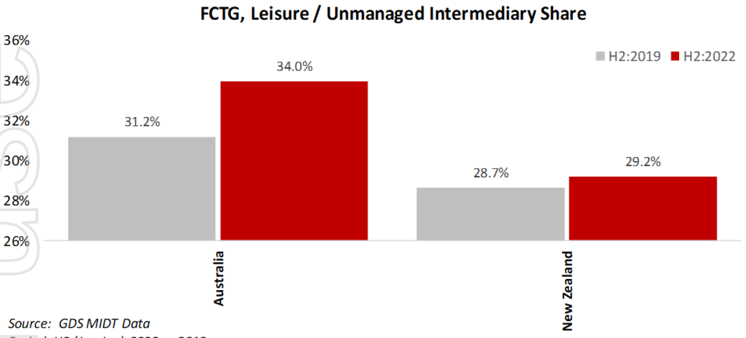
- H2 revenue significantly improved on H1 as demand for global travel recommences.
- Other income includes government support of $34m, of which $5m is offset by employee costs for stood down/furloughed employees (2021 - $236m with $117m offset by employee costs)
- Cost reduction strategies implemented since March 2020 reflected in overall decreased expenses.
- Statutory losses include $16.9m in losses and gains that have been excluded from underlying results. Losses predominantly relate to employee retention plans and gains include $4m from the change in control of TP Connects
- $35m PBT in Pedal Group cycle JV from $344m in sales (FLT share of profit after tax $12m)
- Lower FY22 revenue margin – driven predominantly by air yields, sales mix and other timing factors (GDS and overrides) early in the recovery cycle
- Investing in ESG/sustainability - internal programs (see Appendix 1) + new products for customers

FY22: TTV Growth

$10.3b in TTV with heavy 2H weighting – market share increasing

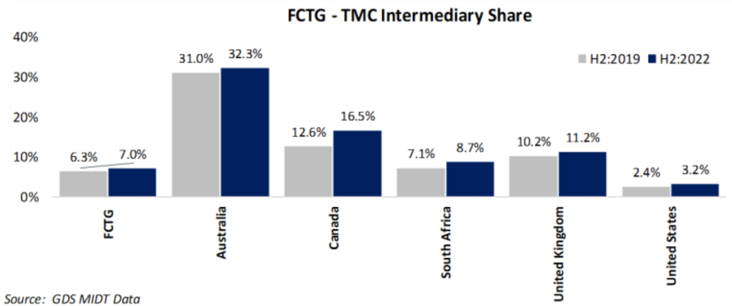
- $10.3b TTV for the year representing 162% year on year growth – solid progress on the path back to $23.7b FY19 TTV record
- Corporate TTV up 158% to $5.6b & topped PC gross TTV levels in June 2022 – therefore delivering a record TTV result for the month
- Leisure TTV up 197% to $4.1b and starting to recover more rapidly – 68% of gross PC TTV in June 2022
- Company-wide sales recovery driven by uplift in volumes and increased airfare prices – particularly on international routes – meaning TTV recovery outpacing recovery in both ticket volumes and revenue to date
- Corporate achieving organic market-share growth during the pandemic fed by multi-billion dollar pipeline of new account wins & high retention
- Leisure market-share increasing in key ANZ sector (circa 70% of FY22 leisure TTV) with the established shop networks complemented by growth models

Positive Signs Emerging in Leisure



Source: GDS MIDT Data
Period: H2 (Jan-Jun) 2022 vs 2019
Unit: Air Segments booked in GDS
Market Share: Based on all intermediaries categorised as OTA or Agent

Growing to Win in Corporate Sector (2H19 v 2H22)



Source: GDS MIDT Data
Period: H2 (Jan-Jun) 2022 vs 2019
Unit: Air Segments booked in GDS
Market Share: Based on all intermediaries categorised as Travel Management Company (TMC)

FY22: Continued cost efficiencies

Cost reduction strategies have led to 48% reduction in underlying costs v PC

Cost base ($'000)	FY22 Expenses	FY22 One-off Expenses	FY22 Adj Expenses	FY19 Total Underlying Expenses	FY22 % of FY19
Employee benefits	(882)	(23)	(859)	(1,592)	54%
Sales & Marketing expense	(60)	—	(60)	(194)	31%
Tour & hotel operations	(25)	—	(25)	(157)	16%
Depreciation & amortisation	(126)	—	(126)	(82)	154%
Finance costs	(58)	—	(58)	(26)	223%
Impairment Reversal/ (charge)	9	9	—	—	0%
Other expenses	(317)	(13)	(304)	(694)	44%
Total expenses	**(1,459)**	**(27)**	**(1,432)**	**(2,745)**	**52%**

Longer Term Outlook – Costs

- While costs will increase as the post-COVID recovery continues, FLT expects to be able to service FY19 levels of TTV 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

- Employee benefits expense well below FY19 but increasing, as expected, as workforce grows & as TTV recovers (incentive model)
- FLT shielded from full impacts of current wage inflation given natural flex within remuneration system - workforce weighted heavily towards incentivised sales staff who are earning more in current climate
- Global Recovery Rights program extended for 2nd year as part of staff retention efforts (costs included within FY22 one-off employee benefits expense)
- Finance costs include $40m interest on convertible notes issued in FY21 and FY22
- Depreciation also includes lease accounting of $69m, which commenced in FY20
- Other expenses include communications, technology, consulting, independent agent costs, insurances and utilities

FY22: Summarised segment results

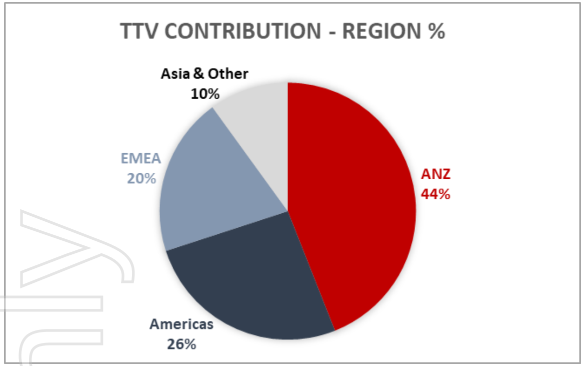
Businesses

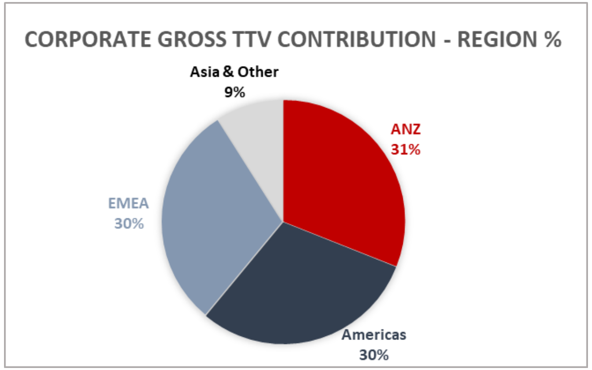
AU$m	Leisure		Corporate		Other	
	FY22	FY21	FY22	FY21	FY22	FY21
TTV	4,135	1,391	5,588	2,169	618	385
Revenue	463	156	525	217	20	23
Underlying EBITDA	(180)	(262)	14	(80)	(16)	4
Revenue margin	***11.2%***	***11.2%***	***9.4%***	***10.0%***	***n.a.***	***n.a***

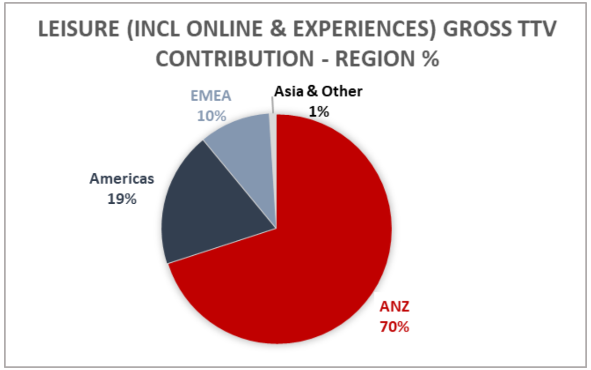
Geographic

AU$m	ANZ		Americas		EMEA		Asia		Other	
	FY22	FY21	FY22	FY21	FY22	FY21	FY22	FY21	FY22	FY21
TTV	4,537	2,067	2,641	803	2,074	568	1,031	473	58	34
Revenue	416	177	279	111	235	79	35	15	42	14
Underlying EBITDA	(134)	(129)	(14)	(79)	32	(54)	(17)	(19)	(51)	(57)
Revenue margin	***9.2%***	***8.6%***	***10.6%***	***13.8%***	***11.3%***	***13.9%***	***3.4%***	***3.2%***	***n.a.***	***n.a***

FY22: Segment results







Geographic

- Geographic diversity
- Strong momentum - TTV more than doubled year-on-year in each segment
- Profit rebound - EMEA profitable over full year, Americas profitable during 2H & ANZ profitable for last 5 months of year
- ANZ YTD recovery masked by government subsidies during PCP
- Asia gradually re-awakening but some countries (including China) still subject to heavy restrictions

Corporate

- $5.6b in TTV (54% of group)
- Profitable during FY22
- Global diversity– 70% of gross TTV generated outside ANZ
- Strong future growth prospects globally as new accounts come onboard
- Account wins weighted towards larger Americas, UK, Europe & Asia markets but strong pipeline also secured in Australia - bolstered by high profile recent wins from competitors

Leisure & Experiences

- $4.1b in TTV
- Returned to profitability in Q4
- Heavy Southern Hemisphere weighting
- 469 stores now open including Travel Money kiosks, with an additional 43 (38 Flight Centre shops and five Travel Money outlets) set to re-open by end of 1H
- Meaningful contributions from new growth models - $750m in online TTV (gross)

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FY22: Strong year-end liquidity position

Liquidity position

As at 30 June 2022	$'000
Cash and investments	1,286
Working capital assets (excl. cash and investments)	943
Working capital liabilities (excl. client creditors)	(828)
Client creditor liability	(704)
Total liquidity	**697**

Liquidity Covenant - significant headroom

Requires FLT to retain $1 in cash for each $1 in debt

For the purposes of applying this covenant:

- Debt consists of FLT's $350m in bank debt
- FLT's convertible notes are not classified as debt and are excluded
- Cash includes client cash but excludes cash held by certain subsidiaries who are not Guarantors

No other financial covenants until June 30, 2023

Overview

- Operating cash inflow circa $40m during Q4
- Client cash building to $636m at year-end
- $207m in short-term debt retired in March 2022 (UK CCFF facility)
- Covenant waiver extended by six months to June 30, 2023
- Accumulated tax losses will deliver additional cash conversion during recovery phase
- Capital strategy in medium-term will include
    - Funding future growth – organic, M&A
    - Optimal debt structures, including convertible notes
    - Shareholder returns

See Appendices 2 & 3 for additional Balance Sheet & Cash Flow details

FY23 Outlook

Skroo Turner

CEO

FY23: Upside opportunities in recovering market

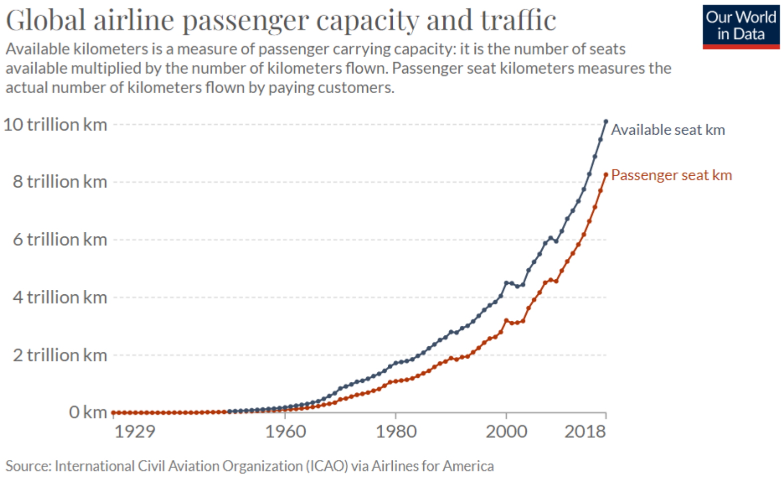
Considerable pent-up demand yet to flow through

✓ **Resilience of global travel market**
- Consistent year-on-year growth delivered PC – travel is a discretionary product that customers buy annually (a necessity, not a luxury)

✓ **Greater need for expert assistance**
- Current complexity plays to FLT's strengths in both leisure & corporate

✓ **Upside potential as normal travel patterns resume**
- Australian outbound travel tracking at just 35% of PC passenger levels during FY22 2H – peaking at 60% in June (Appendix 4)
- Weighted towards lower margin/low attachment VFR travellers (Appendix 5). "Holidaymakers" - normally the largest market segment – only now starting to take off in greater numbers

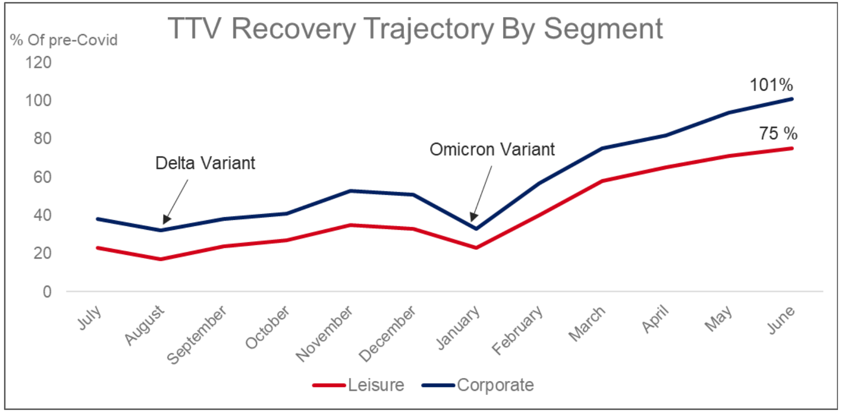
Travel Resilience: Historically, downturns in travel demand have tended to be short-lived & then followed by periods of strong growth

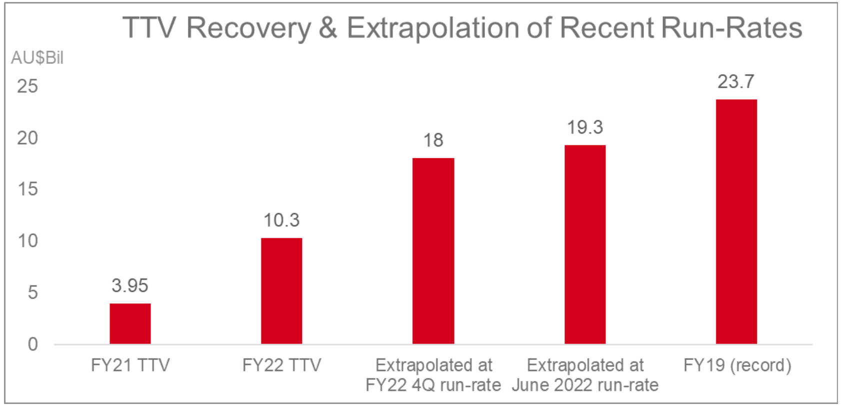


FY23: On track to outpace industry recovery

Positive TTV & market-share trends

- Full market recovery not expected in FY23, but FLT likely to be tracking close to monthly PC TTV levels by year-end if current trends continue
- Strong momentum from 4Q
- Corporate TTV recovery achieved in June 2022 - 6 months ahead of initial expectations - & at 4Q run-rate will top record FY19 result during FY23 in smaller overall market
- Accelerated leisure rebound – FY22 4Q gross TTV up 70% on FY22 3Q & more than 4 times FY21 Q4





FY23: Outlook supply constraints

Supply constraints early in FY23 - lack of capacity affecting airfare pricing & helping to spark travel advisor “renaissance”

Global airline capacity gradually increasing – 87% of PC levels at end of July 2022 with heavy domestic weighting (97% domestic, 72% international)

Significantly slower international capacity recovery to date in Australia & New Zealand (54% & 49% outbound capacity recovery respectively at end of July) – absence of Chinese carriers & reduced Virgin Australia presence among the key contributors to capacity reductions

Leading to higher-than-normal airfares – particularly in premium cabins – & contributing to strong TTV recovery, but at lower margin given various products & businesses earn fixed dollar margins

"Headline" economy fares in Australia generally higher than PC fares but remain relatively affordable when adjusted for inflation & average wage increases (see Appendix 6)

Added complexity, cancellations & delays, challenges in securing seats again reinforce travel's resilience & are helping to fuel a “renaissance of the expert travel advisor" across both corporate & leisure

FY23: Monitoring macro-economic changes

Positive & negative factors in play

Cost of living increases	Very low unemployment rates
• Inflationary pressures • Interest rates rising but typically low by historical standards	• Significant offsetting factor - customers with desire & means to travel • FLT overcoming labour market tightness

Attracting talent

Successfully navigating tight labour markets

Novice Recruitment Programs Reinitiated at Scale

- FLT has a long history of recruiting, training and developing industry newcomers
- Novice recruitment programs reactivated in July 2021 to help expand workforce & service increasing demand

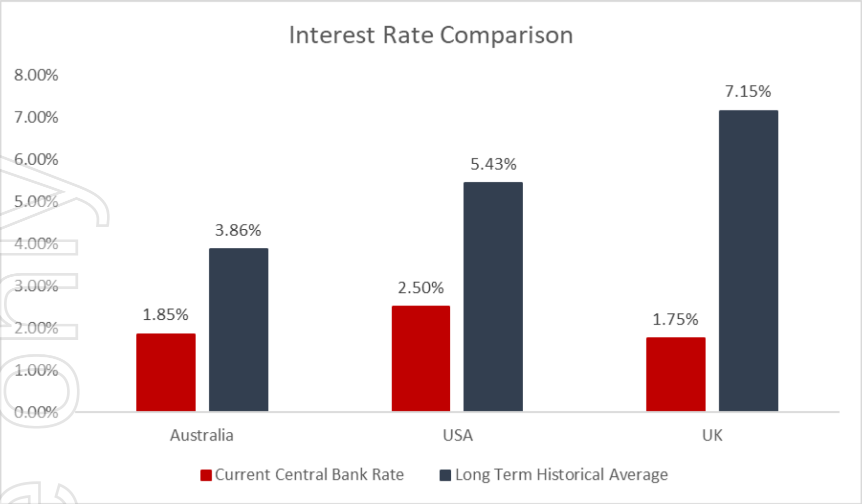
Industry regaining its appeal

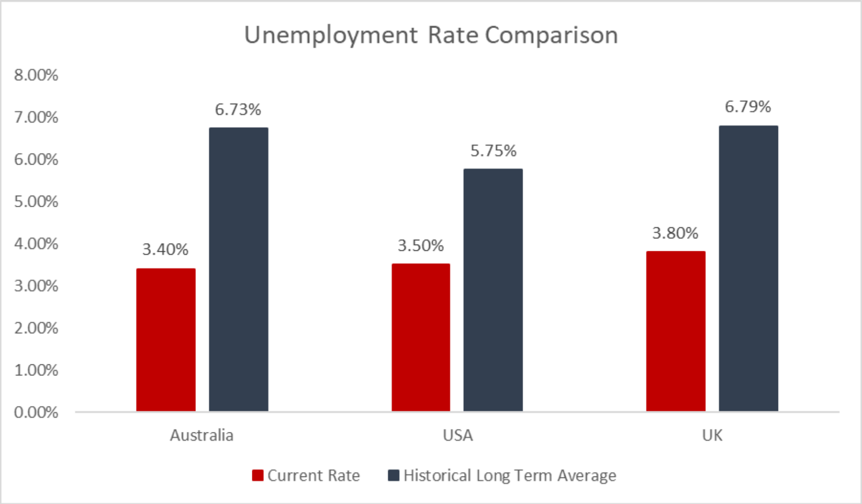
Now attracting circa 4500 applicants per month in Australia alone

Newcomers quickly finding feet

Novice sales averages currently above network-wide averages PC – aided by new Helio booking system

FY23: Outlook – some macro-economic tailwinds





- Interest rates rising but still well below historic averages in FLT's three largest markets, where circa 80% of the company's cash is typically held
- Rate movements do not typically lead to material travel pattern changes

- Unemployment levels also well below long-term averages – now at a 48-year low in Australia (July 2022)
- Low unemployment a key lead indicator for leisure travel in particular - very large percentage of the population with the desire & ability to make the most of limited holiday time

Interest rate & unemployment data sourced from www.tradingeconomics.com

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FY23: Outlook

Too early to provide FY23 guidance, given industry is in early recovery phase & experiencing some ongoing volatility – significant parts of Asia yet to reopen

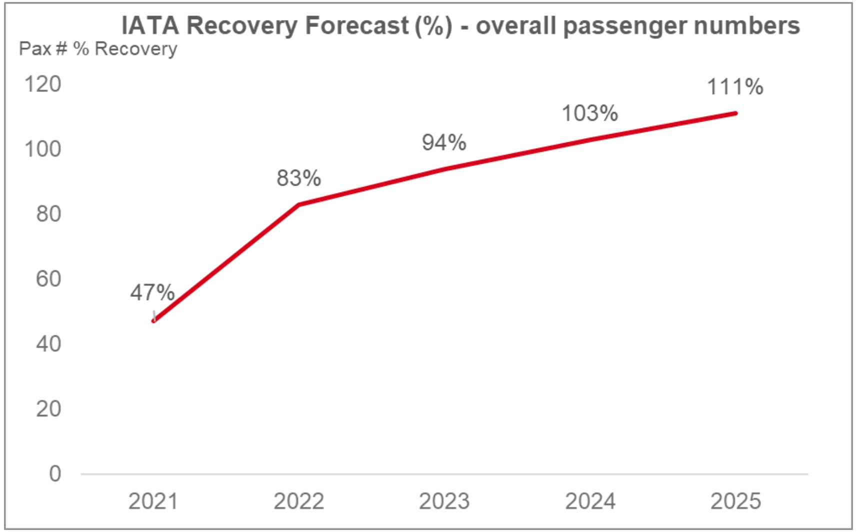
Conditions currently set to normalise as year progresses, ahead of stronger industry recovery globally late in FY24 *(Source: IATA Air Passenger Recovery Numbers)*

FY23 profit & TTV likely to be heavily 2H weighted – reflecting traditional seasonality & timeframe for anticipated return to normal operating conditions

Solid start to the year – similar leisure & corporate recovery trajectories in July (a seasonally softer month), with early trading results for August pointing to further growth

Ongoing aim to convert 40-50% of incremental revenue to EBITDA during recovery

Supply constraints & changing macro-economic conditions not currently impacting demand or expectations around FLT's recovery timeline, given company's diversity, market-share growth & travel's historical resilience – particularly leisure



Recovery %'s are based on 2019 levels

Outlook: Well-placed to benefit

Ready & able to capitalise on opportunities that will arise during the recovery phase

Aspiring to be one of the largest, diversified travel company globally - rapidly growing corporate business with broad global footprint, high profile leisure business with large market-share across multiple channels & brands in Southern Hemisphere + smaller, more specialised Northern Hemisphere offering

Re-emerging from the pandemic with solid balance sheet & with key assets retained/strengthened

Expanding leisure & corporate workforce to service current & anticipated future demand – lengthy track record of recruiting, training & developing people a competitive advantage in current climate

Tech platforms enhanced – investments in new corporate digital platforms, Helio (leisure land booking database) & TP Connects (airfare aggregation/NDC). Working to provide suppliers with global access to FLT & its diverse array of channels & businesses via a single door & to enhance consultant productivity

Experienced & capable leadership team in place – average tenure of 25 years among Global Taskforce + close to 20 years average tenure among broader leadership group (Taskforce direct reports)

Resilience of travel – a "discretionary" product that customers reinvest in every year

Ongoing strategic focuses on TTV & market-share growth, revenue & maintaining a lower cost regime

Board expansion

Kirsty Rankin joins Gary Smith, Colette Garnsey, Rob Baker, John Eales & Graham Turner on FLT's board

Kirsty Rankin
New FLT non-executive director

ABOUT KIRSTY

An entrepreneur & former CEO with global experience in data-driven insights, digital transformation, loyalty programs, customer engagement & new product development across multiple industries, organisations & geographies. CEO of Pinpoint Pty Ltd, prior to its sale to Mastercard in 2014 & subsequently a global executive with Mastercard in the USA. NED of Azupay (privately-owned real-time payments platform), Stone & Chalk (leading innovation start-up & scale-up hub) & Skyfii, an ASX-listed omni-data intelligence company.

Personal Skills:

Brand & marketing

Digital technology / e-commerce

Driving global growth

FY22 Strategic Update

Chris Galanty

Corporate CEO

Corporate: Reflections on 2022

Evolution of customer needs

Return to travel

- Most COVID restrictions eased
- External travel continues to increase
- Internal travel, meetings & events have picked up
- Resilience of corporate sector underlined by recovery in transaction volumes, despite "short-term friction"

Changing customer needs

- Volatility of market reduced capacity and increased fares, greater need for TMCs
- Higher levels of service required – ongoing need to invest in people and customer friendly technology
- Increased demand for services, shift from supplier direct channels to managed travel
- Strong focus on sustainable travel, companies require support

Competitive landscape

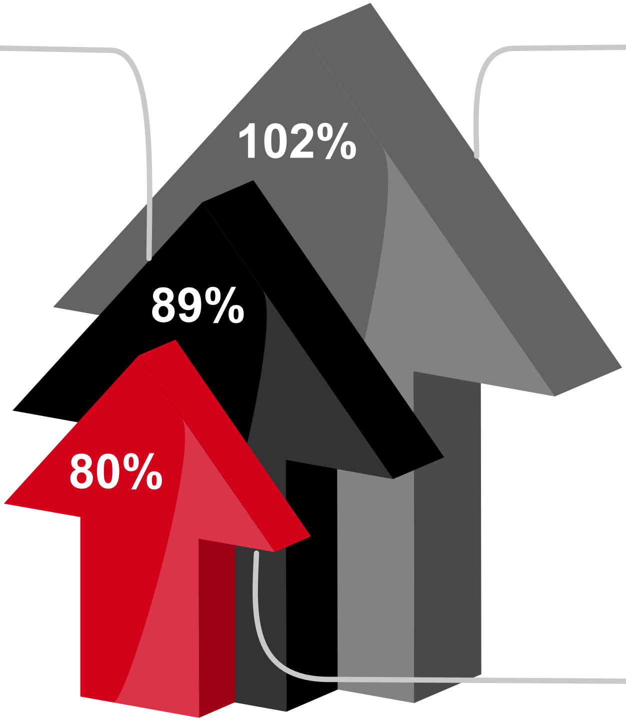
- Large corporations have less choice & seeking an alternative – being invited to more RFPs than ever
- Legacy TMCs struggling to adopt to new needs
- SME customers see limitations in technology-only companies.

Corporate recovery – at June 30, 2022

Outpacing the market across key sales metrics – overall industry recovery estimated to be 75-80% of PC volumes

Monthly Transaction Volumes

Solid recovery - no slowdown in forward demand among resilient corporate client base



Monthly TTV

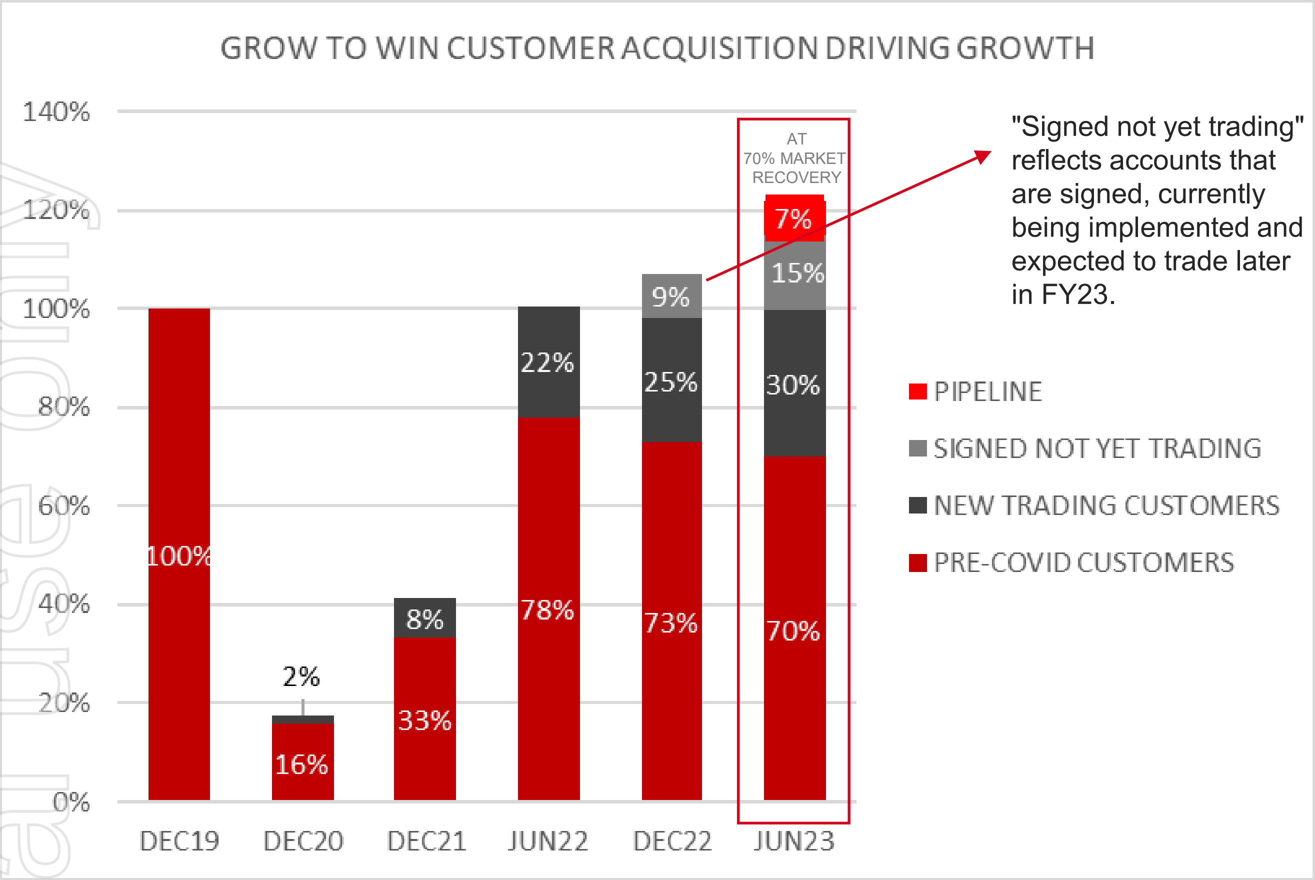
Rebound to above pre-COVID gross levels - driven by volumes, higher airfare prices

Monthly Revenue

Tracking well above PCP but lagging TTV growth – reflects business mix changes (FCM v Corporate Traveller) & higher fare environment

Corporate: Growth targets

Return to PC TTV achieved in June 2022 (six months ahead of schedule)

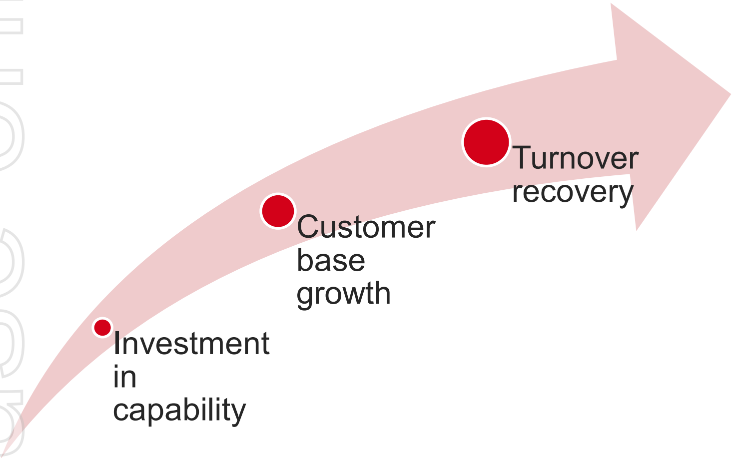


Now targeting circa 120% monthly TTV recovery by June 2023 with pre-Covid customers spend @ 70% of 2019 levels (decrease from current levels reflects anticipated decrease in ticket prices)

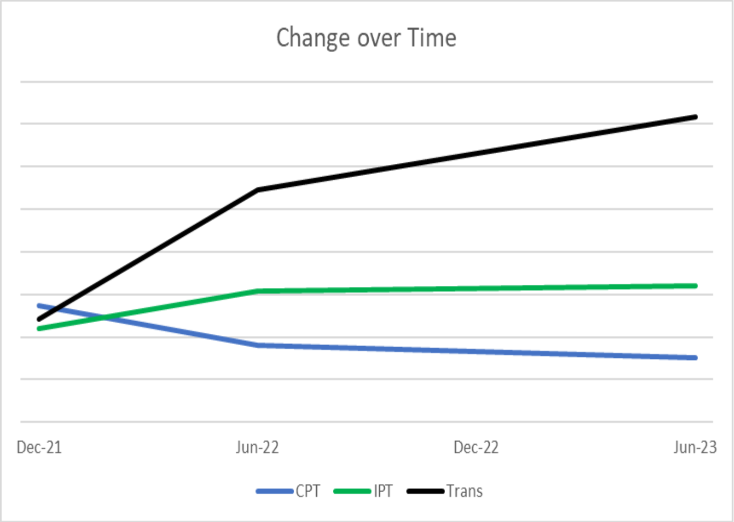
Corporate: Consistent 3-year strategy

Achieving the Grow To Win objectives & gaining scale benefits

Strong foundations established



Scale benefits – profit growth to be driven by rapid transaction growth at lower cost per transaction



Trans = transactions
IPT = income per transaction
CPT = costs per transaction

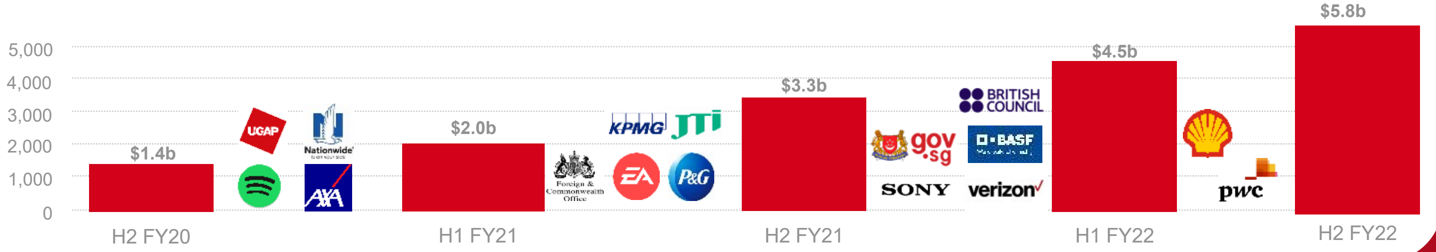
Corporate: Grow to Win timeline

	FY2021		FY2022			
	Q3	Q4	Q1	Q2	Q3	Q4
FCTG Corporate	FCM Rebrand	melon Corporate Traveller FCM platform China Melon launch Corporate Traveller Rebrand	FCM platform launch Duty of care and Approval	FCM Japan	FCM Spain	FCM Booking launched in US Voice of Customer
Investment	Hotel aggregation platform	Sustainability	NINA & PINTA	Shep	Air content platform with TP Connects	
Productivity Growth		Global automation capabilities		Data platform rollout		Workflow management

Total New wins

$5.8 Bn

Cumulative Combined Signed Volume (AUD)



Where we play – A two-sided model

Customer Value Proposition
Why are we different?

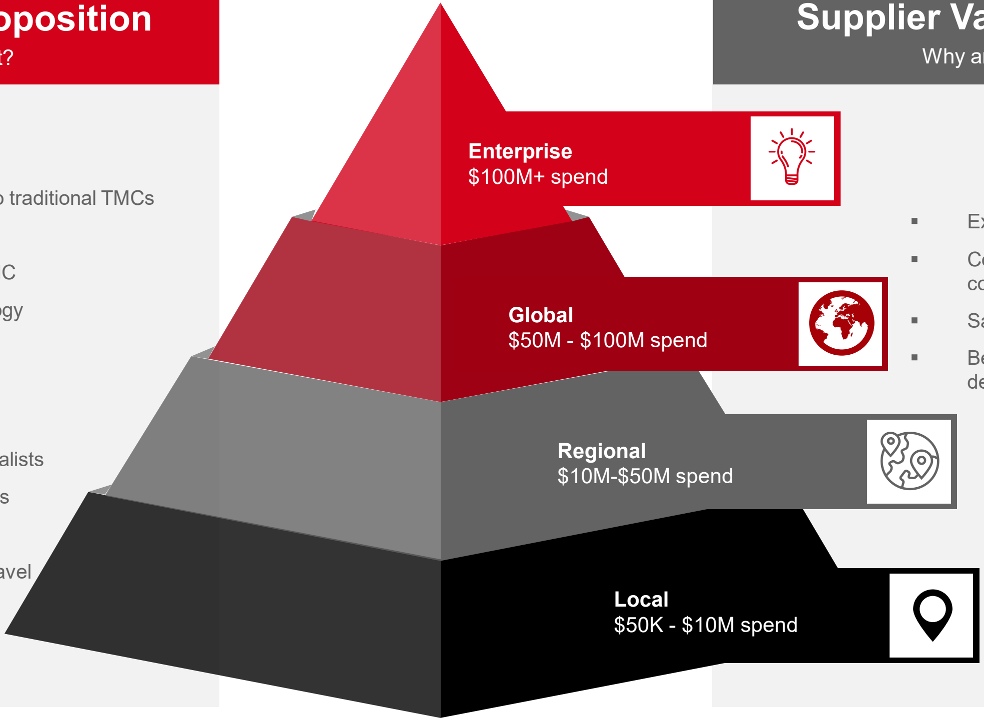
Customer Funded Model

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

Corporate strategy on a page: Unique value proposition

Winning Brands
Two globally differentiated winning brands focused on SME and GMN

CORPORATE TRAVELLER™
Corporate Traveller is the TMC that's fanatical about SMEs and delivers Care Uplifted through the power of our people and technology

FCM
FCM is The Alternative TMC for Multi-National Corporates.
The flexibility of its offering is based around customer requirements

Proprietary customer tech
Leading Customer experience focused technology

melon
Melon is Corporate Traveller's proprietary technology that is built with the SME customer in mind

The FCM platform
FCM's new platform offers customers the best in market-leading technology, all seamlessly integrated into one place; giving you the ultimate choice to plug-and-play, your way.

Industry Leading Organic Growth
Sales and Marketing Machine

Acquisition | CORPORATE TRAVELLER™ | Retention | FCM | Growth

High Touch Service and Automation
Personalised service enhanced by data analytics and digitalisation

Automation & Robotics | Data Science | CRM | Consultant Desktop | Booking, Pricing, Aggregation

Supply partnerships and proprietary aggregation
Global Supply across Leisure and Corporate using TP Connects

FLIGHT CENTRE TRAVEL GROUP™

People, Culture & Sustainability
The most fundamental building block to each brand's success

Ownership | Irreverence | Egalitarianism

Corporate: Next 18 months

Future deliverables

01

Accelerate customer growth

- Continue delivery of core strategy
- Technology rollout
- Invest in new customer segments and geographies

02

Leverage new market dynamics

- Own & control content capabilities
- New airline & hotel retailing opportunities

03

Accelerate Service Model Productivity

- Automation
- Digitalisation
- Cost structure

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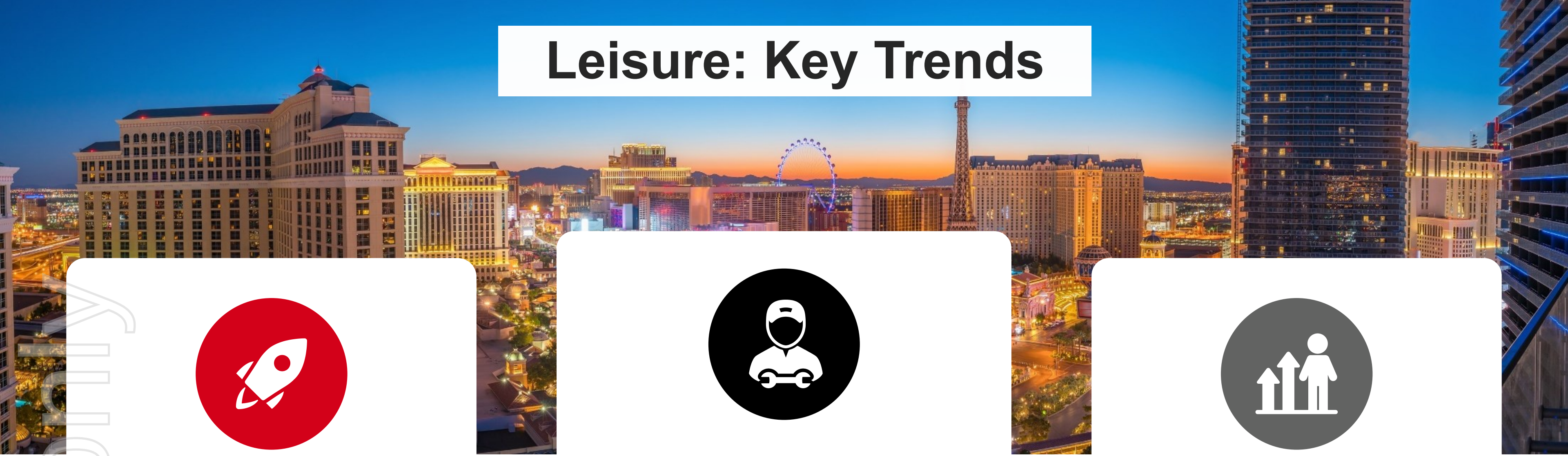
FY22 Strategic Update

James Kavanagh

Leisure CEO

Leisure: Key Trends



Leisure Performance

Accelerated H2 sales $3.2bn

Growing Market-share ANZ

Consultant productivity doubled

Circa 80% network now open, 43 opening

42% Couples leading recovery

Youth purchase intent increasing

Customer/Market Trends

Holidays now replacing VFR

Customers keen but cautious

Shorter booking lead times

Trips are 3 days longer on average

Lack of airline capacity

Labor market challenges

Rising travel costs not affecting demand

Renaissance of Travel Advisor

Uncertainty is new norm

Some restrictions remain

50% bookings re-touched vs 25% PC

Increased relevance of "expert advisors"

Welcoming new customers

FLIGHT CENTRE TRAVEL GROUP

Leisure: Horizons of Growth

Differentiate & grow Flight Centre

Grow our market leading position in AU/NZ/RSA and fast track UK & CA, with our omni growth plans

Rapid Expansion in growth categories

Increase share in growing market segments:
Independent Agents (b2b) & Premium Travel (b2c)

Accelerate complementary models

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

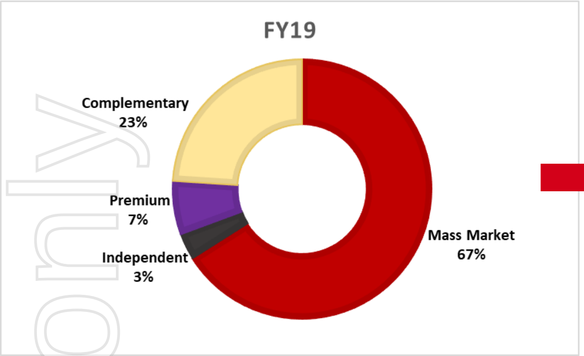
Leisure: Brand portfolio

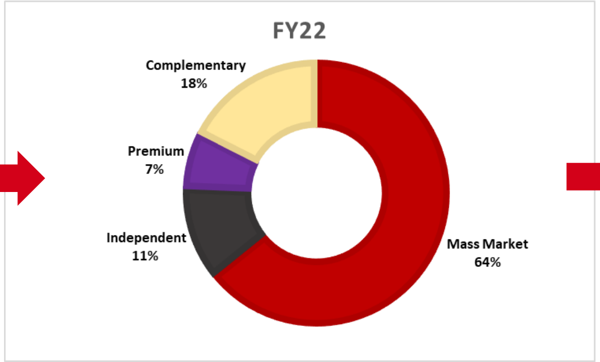
B2C | B2B

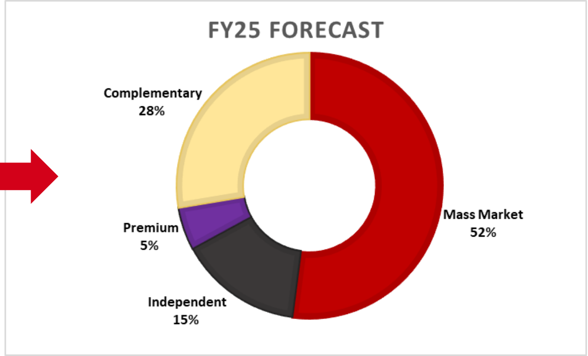
Mass Generalist	Premium	Complementary	Independent
FLIGHT CENTRE	TRAVEL ASSOCIATES	My holidaycentre StudentUniverse TRAVEL MONEY OZ We speak your currency	FLIGHT CENTRE TRAVEL GROUP INDEPENDENT
Modern omni-channel retailer famous for flights + holidays + deals	The leading network of luxury travel advisors designing 'One of a Kind' experiences for discerning/luxury customers	Specialist product brands: • ready-made holidays • foreign exchange • student / youth travel online and more... accelerating to be #1 in their 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 product; services & value in travel,
Provide suppliers with: access to the most valuable & diverse range of customers

Global Leisure TTV: Model Shift







Online Leisure Growth

- Collectively, FLT's leisure online businesses generated circa $750m in gross TTV during FY22 - captured above within FCB & Complementary (BYO, Student Universe, MyHolidays)
- In Australia, flightcentre.com.au delivered record gross TTV & generated circa 20% of FCB's FY22 turnover

Leisure Growth Investments

Global Expansion
Brands
Network
Operating Model
People

Digitalising the CX
Omni Channel
Personalisation
Leveraging Data Assets – new Annie "bot"

Product Extension
Exclusive Packages
Hosted Tours
Cruise range expansion
First & Business
Sustainable Ranges

Simplifying Business
Productive work-flows
Reduced applications
Integrated Apps

People & Culture
Starting
Staying
Loving it
Creating a legacy

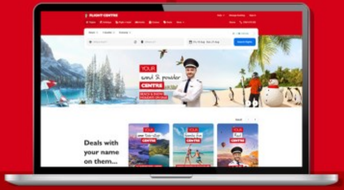
Our Omni approach

Travel and tech products living in an Omni ecosystem. Providing customers with a seamless travel experience.

Our Customer Needs

Connected Platforms

INSTORE



ONLINE

PHONE

APP

Complementary Brands

Accelerating to be the next big thing

StudentUniverse
Student Youth

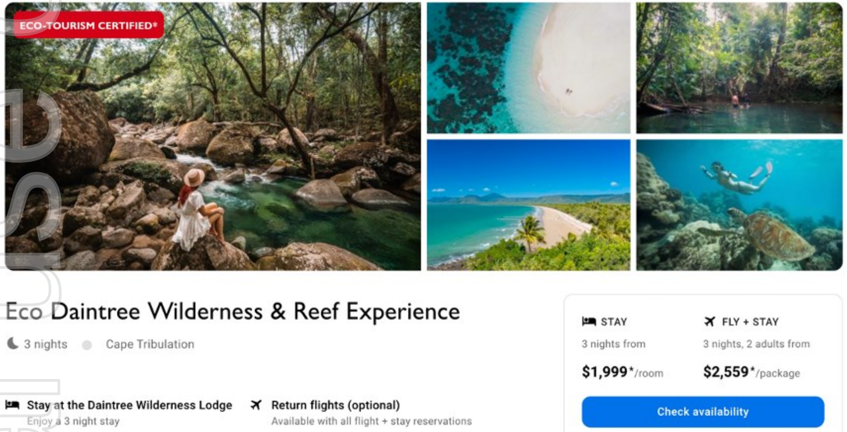
TRAVEL MONEY Oz
We speak your currency
forex

BYOjet
Book your own
Low-Cost OTA

LIBERTY TRAVEL
Packages

My holidaycentre
Packages


THE BEST OF ITALY & BEYOND
YOUR
sunny escapes
CENTRE
UP TO $1900 BONUS VALUE
holiday
ULTIMATE VIP ESCAPES
FLIGHT CENTRE
cruises
fiji


ECO-TOURISM CERTIFIED*
Eco Daintree Wilderness & Reef Experience
3 nights
Cape Tribulation
STAY
3 nights from
$1,999*/room
FLY + STAY
3 nights, 2 adults from
$2,559*/package
Check availability
Stay at the Daintree Wilderness Lodge
Enjoy a 3 night stay
Return flights (optional)
Available with all flight + stay reservations


TRAVEL ASSOCIATES
HOSTED JOURNEYS
Experience the world's only
Outback Film Festival in VIP luxury
5 DAY HOSTED JOURNEY TO WINTON
Departing on 24 June 22
YOUR TRAVEL HOST
BRENDA HAYWARD
Noller & Turner Travel Associates
Experienced travel advisor based in Paddington, QLD
with over 20 years of experience in travel
Contact me to secure your place by 6 May 2022

FY22 Strategic Update

Melanie Waters-Ryan

Supply CEO

Supply

Formally established as FLT's 3rd pillar during FY22

01 Leisure & corporate supply mart

Delivering & overseeing product & supply-related services including supplier partnerships, content management & connectivity, pricing & revenue management, fulfilment & supply support, consultant support, strategic brand partnering

02 In-destination & Air businesses

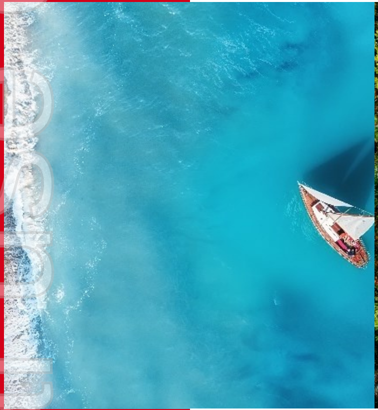
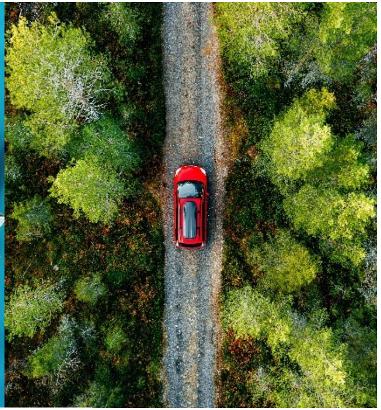
Topdeck & Backroads touring businesses, Discova destination management businesses, Cross Hotels & Resorts – hotel mgmt, AVMIN charter air concierge services, TP Connects differentiated air distribution solutions

03 External distribution

The Travel Junction, GoGo – leveraging FLT's products & tech systems to service external customers

Leisure & corporate supply mart



01

Content

Ensuring breadth & depth of all content requirements across the group & delivering upon brand unique & differentiated content

02

Supply Partner Relationship Management

Best-in-market supply partnerships

03

Distribution Efficiency

Embedding new technology, creating a one-door entry for our supply partners to all brands & businesses. Connecting to all brands' distribution platforms both B2C & B2B

04

NDC Access & Distribution

Integration of TP Connects platform across all brands & businesses & full globalisation of our air capability

05

Data & Analytics

Sales performance, trends, insights, predictions, opportunities

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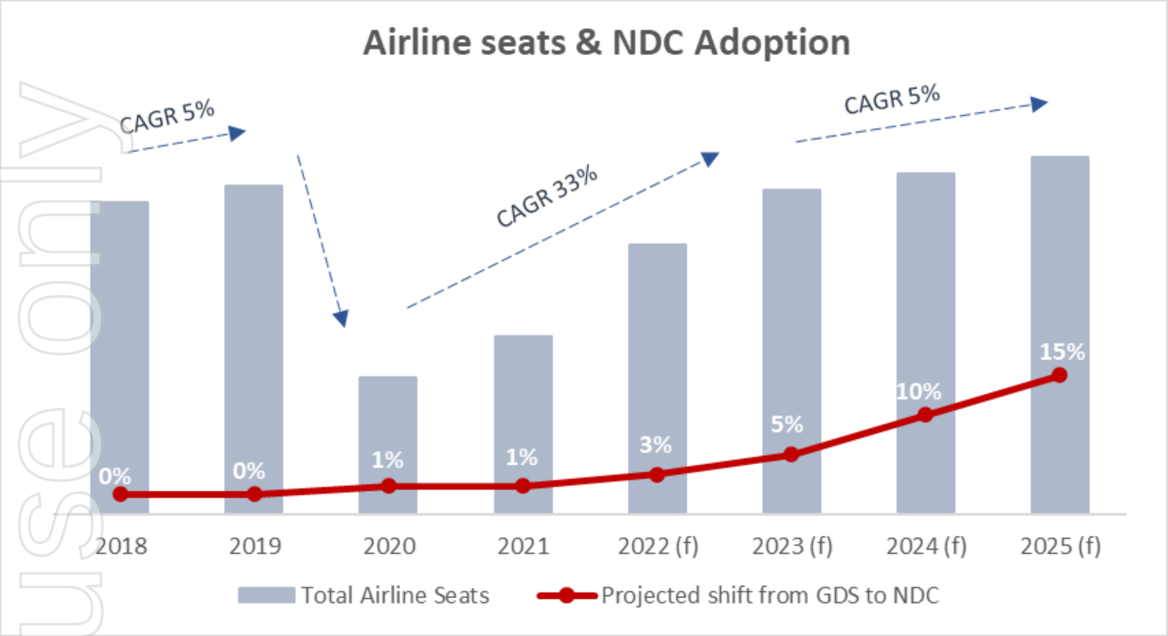
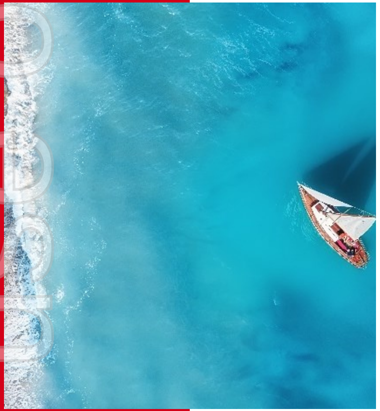
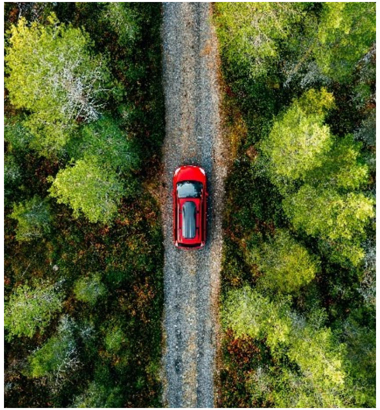
Supply: Market shift to NDC gaining momentum

FLT at forefront of changing climate & well placed to benefit – investment in TP Connects



- Airlines continue to invest in NDC (New Distribution Capability) & are keen to work with industry leaders
- FLT has invested in TP Connects to aggregate content from multiple sources – GDSs, LCCs, NDC
- NDC agent portal deployment throughout FLT
- Accelerated deployment roadmap of API connectivity to all FLT platforms





In-destination businesses

Strengthening FLT's position as a diversified global travel company, while providing core products that deliver unique selling propositions that are aligned to and reinforce our leisure and corporate brands' positioning at superior margins & profitability

Touring – Topdeck, Back-Roads

Both businesses now back on the road but with reduced 2022 schedules – broader range of itineraries on offer in 2023

Discova

Americas business recovering well, Asia business still impacted by local lockdowns. Good global growth prospects – strong account pipeline secured during pandemic.

Cross

Occupancy increasing as travel recovers.. 18 hotels operating, 15 in pipeline – spanning Thailand, Indonesia, Vietnam & Japan

Commitment to sustainability – Manggis Village

- *Collaboration between FLT's in-destination businesses Discova, Cross Hotels & Resorts and local villagers to develop community-based tourism that will bring prosperity and community pride back to this East Bali village decimated by the pandemic*
- *Creation of an organic farm, curated tours and a boutique tented camp (Kaura) to deliver an immersive local village experience for our travellers*
- *Income generated from the sale of organic produce to Cross hotels and new jobs in hospitality and tourism will allow the village to invest in education and infrastructure for future generations*
- *Creation of sustainable livelihoods and empowerment of women in local communities through responsible tourism is not just about giving back but building back better.*

END OF PRESENTATION: Questions?

Appendices

Appendix 1: Ramping up ESG efforts

Preserving & enriching a world worth seeing – CY22 timeline

Dec - Jan

Project Initiation

Global sustainability officer appointed

Sustainability Taskforce assembled – senior leaders & other key business representatives

Desktop research

Feb - Mar

Materiality

Science Based Target initiative commitment

Materiality assessment

Board, customers, our people, investors

Peer review

Competitor analysis

Apr

Vision & narrative

Vision generation workshops

Board presentation

May

Carbon Data

Carbon road mapping including scope 1,2 & 3

Data gathering

Jun - Aug

Strategy

Data review and footprint analysis

Strategy workshops

Sep - Dec

Targets set

Strategy finalised

SBT emissions targets set and validated

Appendix 2: FY22 balance sheet

$'m	June 2022	June 2021	Mvmt
Cash & cash equivalents	**1,227**	1,291	(64)
Financial assets	**—**	65	(65)
Trade & other receivables	**669**	279	(40)
Contract assets	**130**	50	(46)
Other current assets	**87**	138	(9)
Current assets	**2,113**	**1,823**	**290**
PPE	**73**	90	(17)
Intangibles	**782**	688	94
Other non-current assets	**765**	664	101
Non-current assets	**1,620**	**1,442**	**(86)**
Total assets	**3,733**	**3,265**	**468**
Trade payables & other liabilities	**1,402**	843	559
Contract liabilities	**55**	55	0
Borrowings	**20**	212	(192)
Other current liabilities	**149**	151	(2)
Current liabilities	**1,626**	**1,261**	**365**
Lease liabilities	**194**	268	(74)
Contract liabilities	**31**	35	(4)
Borrowings	**354**	356	(2)
Convertible notes	**656**	347	309
Other non-current liabilities	**94**	42	118
Non-current liabilities	**1,329**	**1,048**	**347**
Total liabilities	**2,955**	**2,309**	**712**
Net assets	**778**	**956**	**(244)**
Cash	**866**	1,172	(607)
Restricted Cash	**361**	119	242
Investments	**59**	65	(71)
Total cash & investments	**1,286**	**1,356**	**(436)**
Positive net debt	**551**	**669**	**(118)**

FY22 Analysis

- $1.3b cash and investments at 30 June 2022.
- Corporate debtor book building as volume increases, offset by client cash build in leisure business.
- Debtor write-offs continue to be very low (less than 1% of debtor book).
- External borrowings under UK CCFF paid down in FY22.

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Appendix 3: FY22 Cash flow statement

$'m	FY22	FY21	Mvmt
Operating activities			
Operating activities before interest and tax	**(120)**	(922)	802
Net interest and tax refunds	**19**	10	9
Cash inflow from operating activities	**(101)**	**(912)**	**811**
Investing activities			
Acquisitions	**(40)**	0	(40)
Proceeds from sale of St Kilda building	**—**	62	(62)
Purchases of PPE and intangibles	**(40)**	(37)	(3)
Other investing cash flows	**(4)**	(57)	53
Cash flow from investing activities	**(84)**	**(32)**	**(52)**
Financing activities			
Net proceeds from convertible notes	**392**	392	0
Repayment of borrowings	**(207)**	(222)	15
Other financing cash flows	**(92)**	**186**	**(278)**
Cash flow from financing activities	**93**	**356**	**(263)**
Increase/(decrease) in cash held	**(92)**	**(588)**	**496**
FX impact	**12**	14	(2)
Total cash	**1,210**	**1,291**	**(81)**

FY22 Analysis

- Operating cash flows include government subsidies of $41m and tax refunds of $44m.
- $40m outflow for the acquisition of TP Connects, SHEP and Grasshopper.
- $400m raised from issue of convertible notes and $207m repaid under the Bank of England COVID-19 financing facility.
- $94m paid in principal repayments on lease liabilities.
- Positive operating cash flow generation in Q4.

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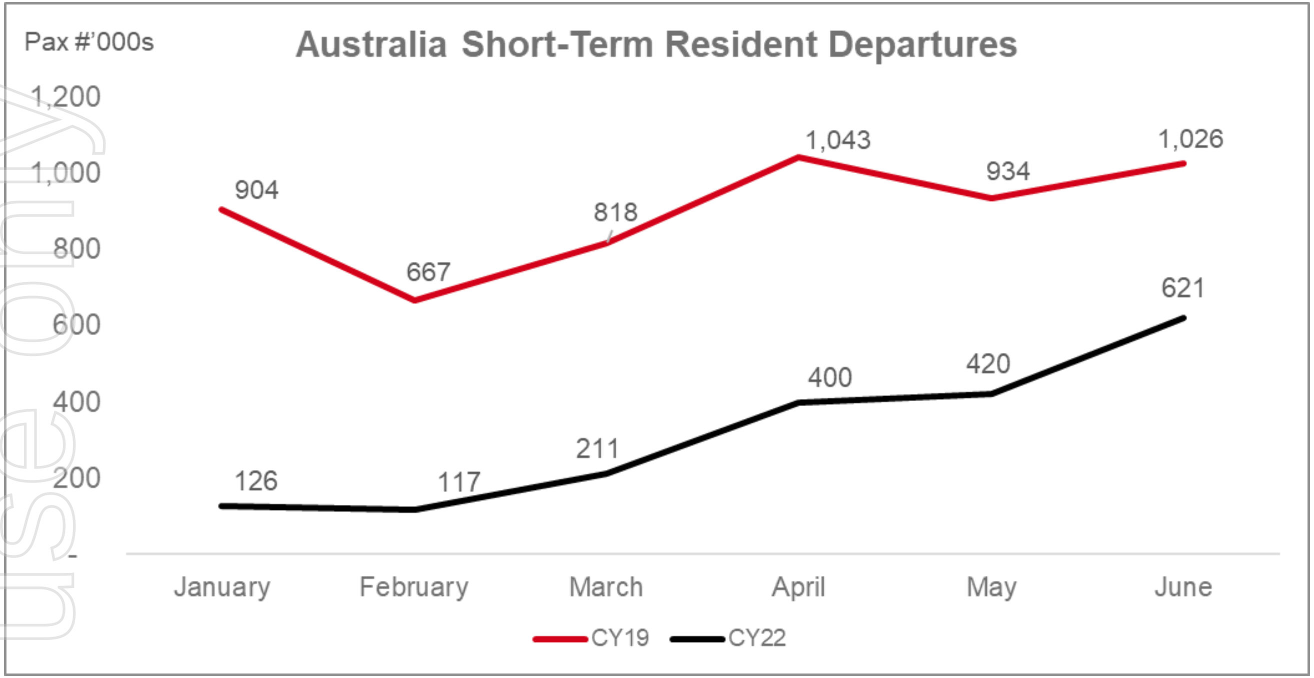
Appendix 4: Rebound in its infancy

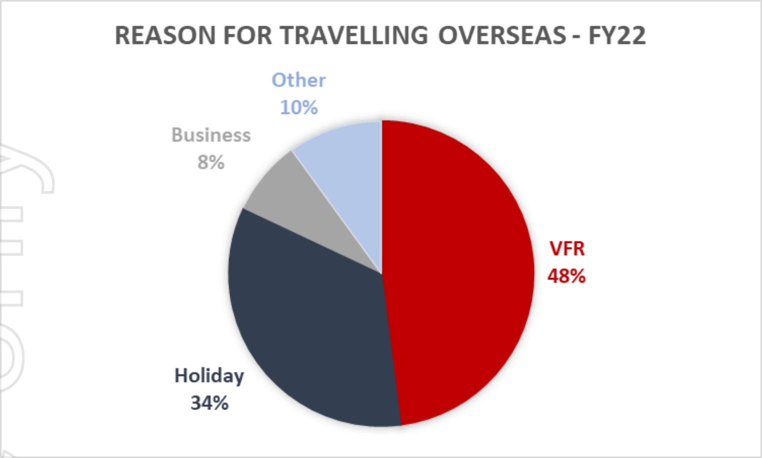
Clear growth prospects with outbound travel tracking at just 35% of pre-COVID levels during FY22 (peaking at 60% in June 2022)

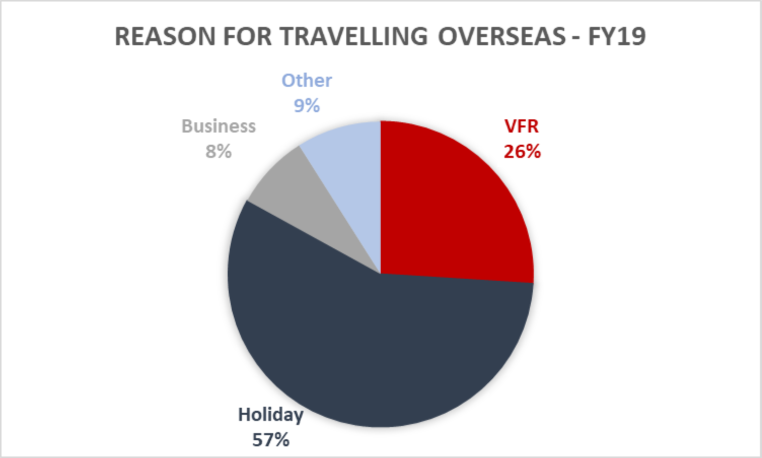


- Large potential upside as pent-up demand continues to flow through, and as normal outbound travel patterns resume.

Source: Australian Bureau of Statistics

Appendix 5: VFR outweighing holidaymakers





- Almost half the people who travelled overseas during FY22 were visiting friends & relatives, compared to about a quarter during FY19.
- 34% said they had been on holiday overseas, compared to 57% during FY19

Source: Australian Bureau of Statistics

Appendix 6: Airfare affordability

While prices have increased from very low PC levels, fares have generally remained highly affordable by historical standards

Route	Headline Return Airfare (13/08/2012)	Affordability (% of full-time adult average weekly total earnings – Nov 2012)	Adjusted Return Fare (inflation to June 2022)	Headline Return Airfare (13/08/2022)	Affordability (% of full-time adult average weekly total earnings – May 2022)
Sydney-Bali	$597	41%	$740	$658	37.2%
Sydney-Auckland	$330	22.70%	$409	$484	27.3%
Sydney-London	$1,505	103.50%	$1,864	$1689	95.4%
Sydney-Fiji	$550	37.80%	$681	$627	35.4%
Sydney-Manila	$619	42.60%	$767	$789	44.6%
Sydney-LA	$1,148	79%	$1,422	$1439	81.3%
Sydney-Singapore	$456	31.40%	$565	$695	39.3%
Sydney-Christchurch	$280	19.30%	$347	$652	36.8%
Sydney-Delhi	$1,015	69.80%	$1,257	$1149	64.9%

Appendix 7: Five-year result summary

$’m	FY22	FY21	FY20	FY19	FY18
TTV	**$10,340**	**$3,945**	**$15,303**	**$23,728**	**$21,818**
Revenue margin	*9.7%*	*10.0%*	*12.4%*	*12.9%*	*13.4%*
EBITDA	($200)	($432)	($594)	$427	$442
EBITDA (underlying)	($183)	($338)	($407)	$427	$463
PBT	($378)	($602)	($849)	$344	$364
PBT (underlying)	($361)	($507)	($509)	$343	$385
NPAT	**($287)**	**($433)**	**($662)**	**$264**	**$265**
EPS	(143.7)c	(217.5)c	(552.2)c	224.2c	261.6c
DPS	—	—	—	158.0c	167.0c
ROE	(36.9)%	(45.3)%	(48.7)%	(18.1)%	(17.0)%
Capex	$40	$37	$94	$101	$87
Selling staff	5,706	5,464	7,131	14,346	14,622
Cash at bank and on hand [1]	$866	$1,172	$1,780	$718	*
Restricted cash [1]	$361	$119	$88	$454	*
General cash	*	*	*	$337	$445
Client cash	*	*	*	$836	$829
Cash and cash equivalents	**$1,227**	**$1,291**	**$1,868**	**$1,172**	**$1,274**
Financial Asset Investments	$59	$65	$8	$115	$204
Cash and investments	**$1,286**	**$1,356**	**$1,876**	**$1,287**	**$1,478**

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

Appendix 8: Presentation glossary

ANZ = Australia & New Zealand
AM = account managers
AUD = Australian dollars
BAU = business as usual
BDM = business development managers
B2B = business to business
CCFF = COVID corporate financing facility (short-term UK loan)
DPS = dividends per share
EBITDA = earnings before interest, tax, depreciation & amortisation
EMEA = Europe, Middle East & Africa
EPS = earnings per share
FCB = Flight Centre brand
FLT = Flight Centre Travel Group
FX = foreign exchange
FY22 = 2022 fiscal year
1H = first half
1Q = first quarter
GDS = Global Distribution System
GFC = Global Financial Crisis
IATA = International Air Transport Association
KPIs = key performance indicators

LDV = Laurier Du Vallon (leisure brand)
LCC = low-cost carrier
M&A = mergers & acquisitions
MTD = month-to-date
NDC = new distribution capability
NEDs = non-executive directors
NPAT = Net profit after tax
OBT = online booking tool
OTA = online travel agency
PBT = profit before tax
PC = Pre-COVID
PCP = prior corresponding period
PPE = property, plant & equipment
RFP = Request for proposal
ROE = return on equity
SME = small to medium enterprises
SU = StudentUniverse
TA = Travel Associates brand
TMC = travel management company
TTV = total transaction value
UAE = United Arab Emirates
VFR = visiting friends & relatives