

## HECHO RELEVANTE

De conformidad con lo previsto en el artículo 17 del Reglamento (UE) nº 596/2014 sobre abuso de mercado y en el artículo 228 del texto refundido de la Ley del Mercado de Valores, aprobado por el Real Decreto Legislativo 4/2015, de 23 de octubre, y disposiciones concordantes, **eDreams ODIGEO** (la “Sociedad”) pone en conocimiento de todos sus accionistas información de negocio relevante que va a ser difundida en el día de hoy con motivo del *Investor Day*.

Se adjunta a continuación la presentación preparada por la Sociedad a estos efectos.

Luxemburgo, 18 de noviembre de 2016

**eDreams ODIGEO**



# Investor Day

18<sup>th</sup> November 2016

We provide customers with their perfect trip at the right price



Video being played live – not viewable on webcast

## Agenda

# We provide true value to customers & suppliers

- ▶ The value we bring to customers
- ▶ The value we bring to suppliers

Our market is attractive and we are well positioned versus competitors

We are uniquely able to deliver

We are delivering a successful transformation for long-term sustainable growth

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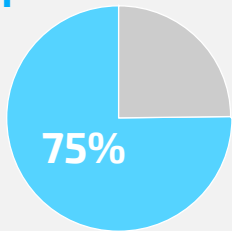
Q&A

## eDreams ODIGEO appeals to over 17 million customers of all demographics and needs

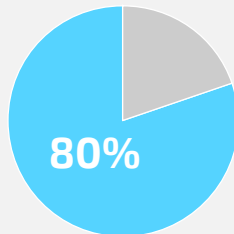
### Our customers are diverse

- ... large range of group sizes
- ... travelling to all sorts of destinations
- ... with a variety of purposes
- ... and differing price sensitivities

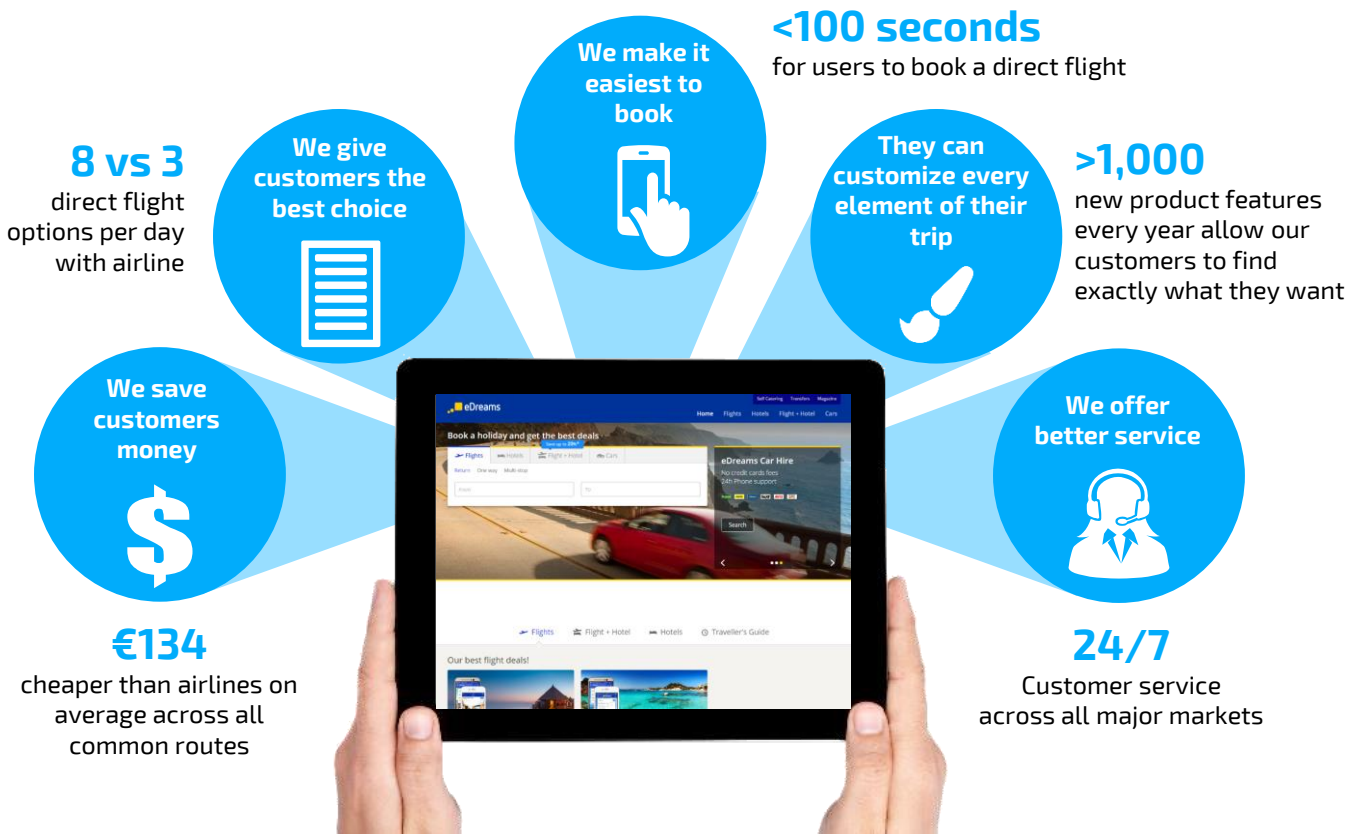
3 out of 4 of our customers travel fewer than 3 times a year



The majority does not care about travelling with a specific airline



# Customers book with us because we provide strong value and choice, in the most convenient way



# Customers can save on each booking by using eDreams ODIGEO

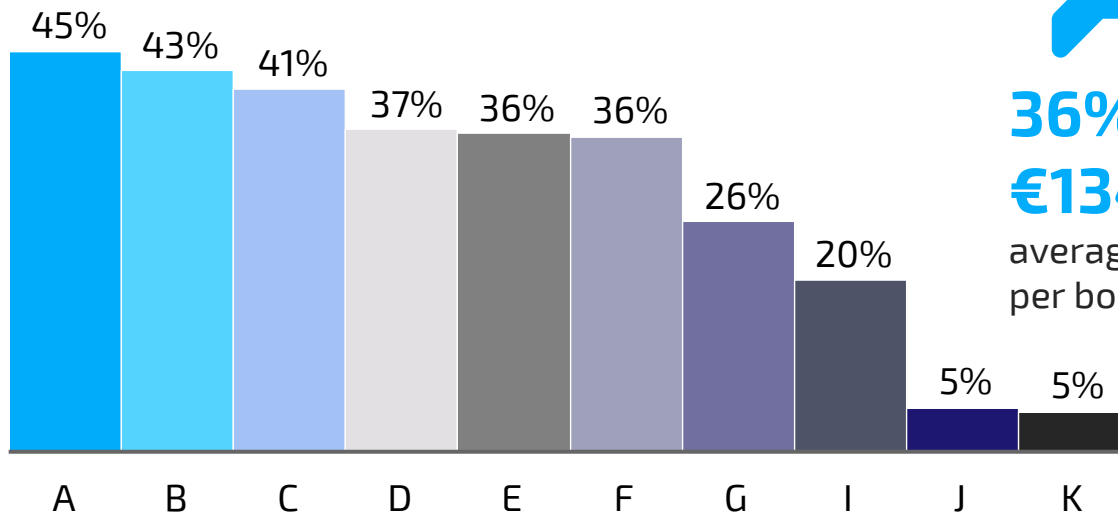
Save money 

**9** major pan-European carriers and LCCs

**> 5,000** common routes on **same date, same payment including all fees**

**400,000+** comparisons across **80m flights**

**Average final price saving per booking, eDreams v airline**  
% AOV



**36%** or **€134** average saving per booking

# Broad inventory selection means that eDreams can be cheapest: one example

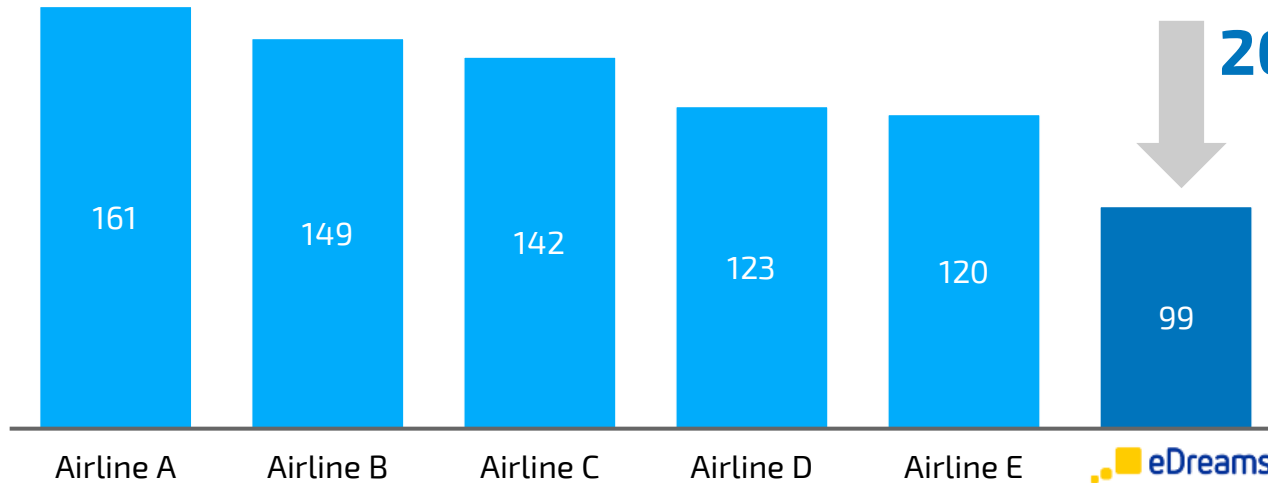
Save money



Price of return flight, 1 pax, EUR



Example trip:  
Barcelona >  
Brussels (return)  
18<sup>th</sup>-21<sup>st</sup> November



SOURCE: Airline websites, accessed 15th November 2016. Cheapest price for 1 pax, inc cheapest form of payment



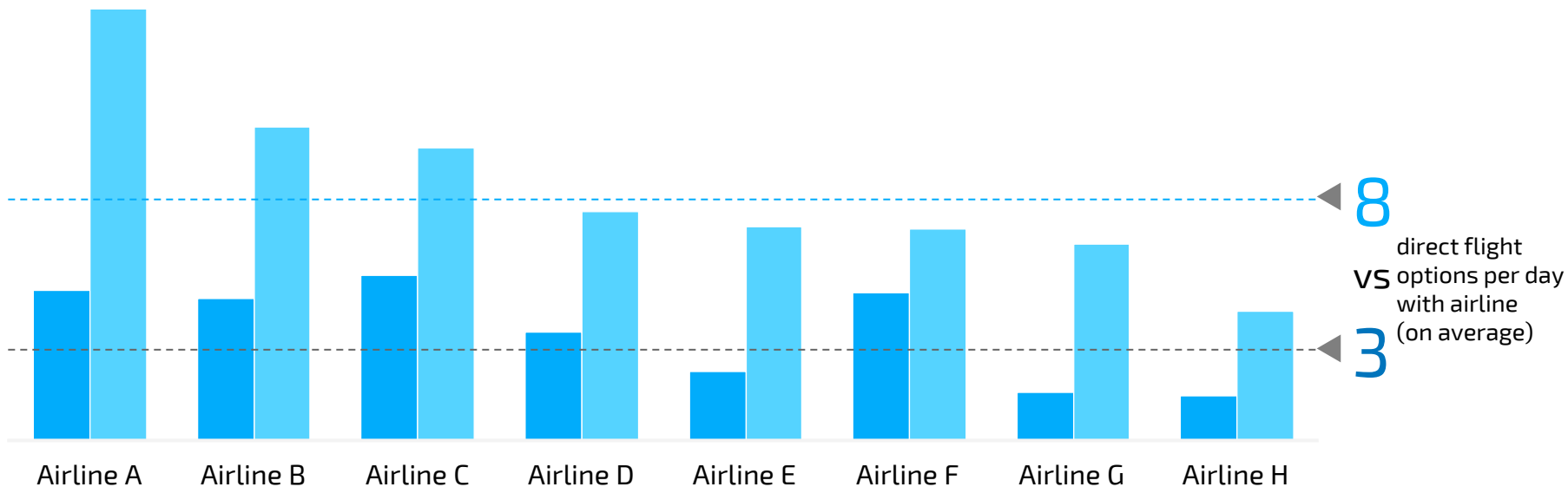
For each route, we offer many more direct flight options per day

Best choice



Average number flights per day per route<sup>1</sup>

Airline eDreams ODIGEO



8  
direct flight options per day with airline (on average)  
VS  
3

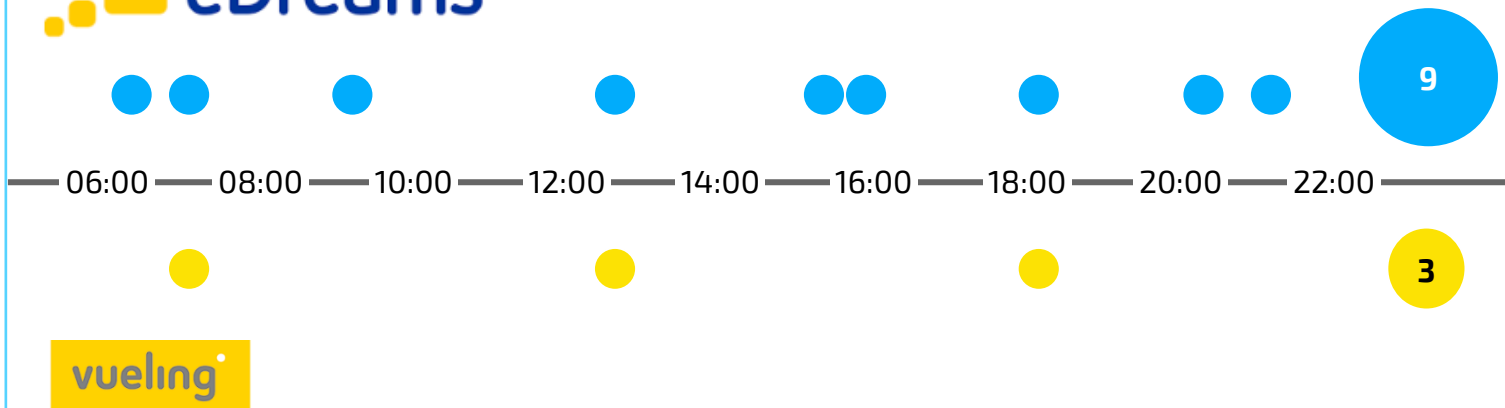
<sup>1</sup> Based on assessment of > 3,200 routes operated by airlines. Comparison of eDreams ODIGEO flight options on same routes (by city) as operated by airline

For the same route as before, eDreams offers twice as many flight options than the next nearest airline

Best choice



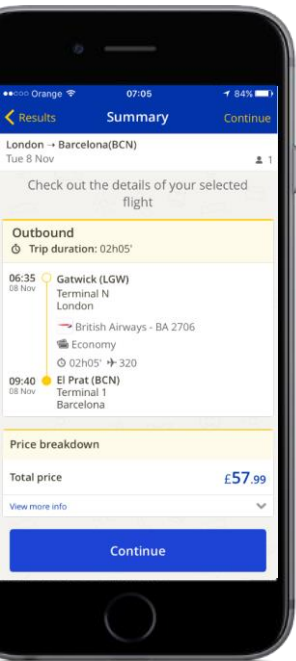
Example direct one-way trip:  
[Barcelona > Brussels](#)  
18th November



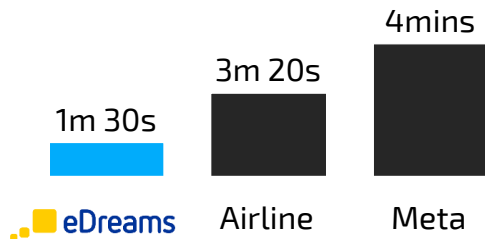
# Customers can book their trip much more quickly by using eDreams



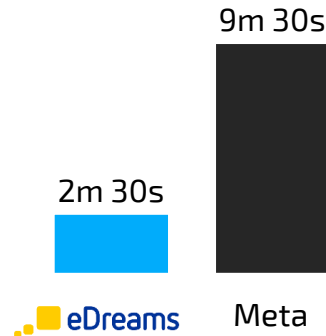
## Time to complete booking, minutes



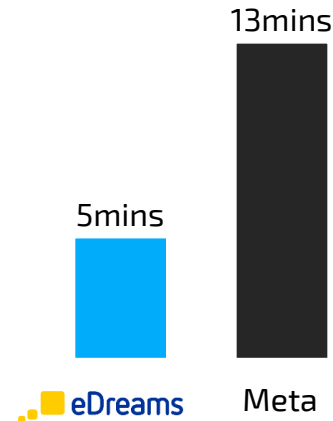
Direct



Multi-leg



Flight and hotel



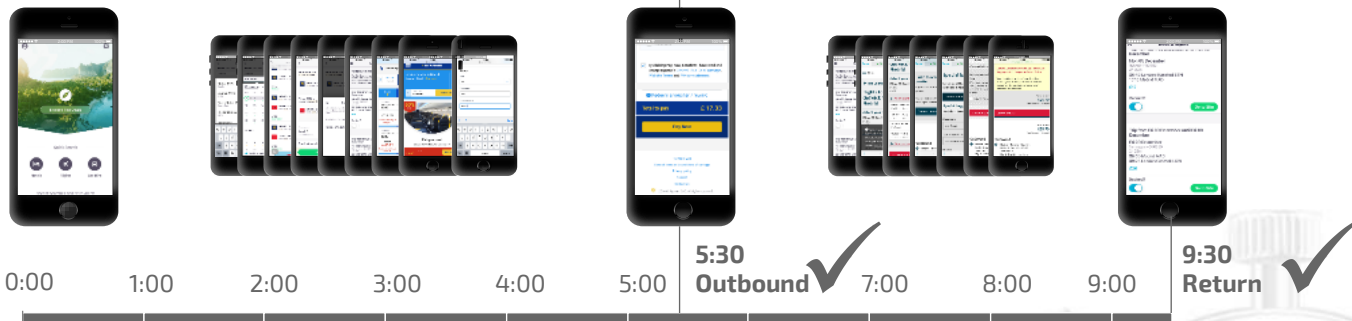
**Additional 20-25s can be saved if card payment details are stored**

You can book a return trip on eDreams 4x faster (vs meta and airlines)

Convenience

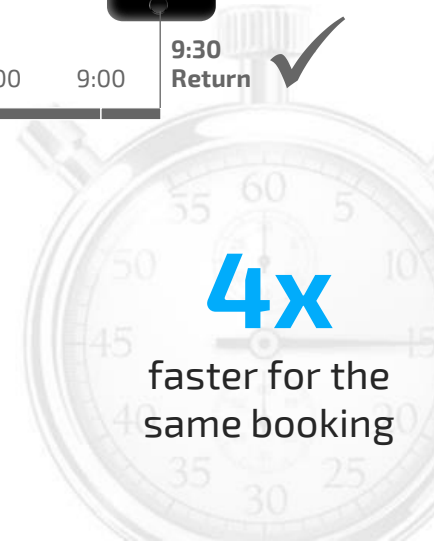
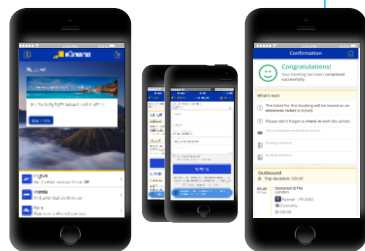


### Metasearch and airlines



**Example trip:**  
Barcelona > Brussels  
(return)  
18th – 21st November

2:30  
Both legs booked ✓✓



Each step of a customer's journey allows them to customize their trip to suit their exact needs

Customization 



Inspire and plan

Search

Compare and select

Order and confirm

Pre-travel

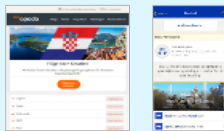
Travel

Post-travel



### Personalized engagement methods

Personalized content and emails

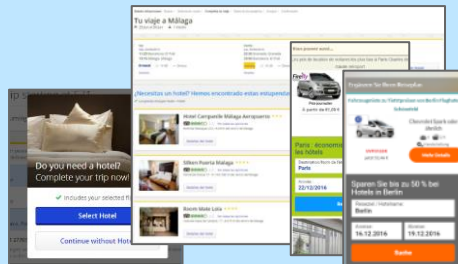


Heatmaps for exploring destinations

Last search allows instantaneous launch of previous search

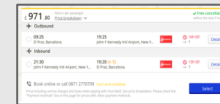
### Tailorable suite of products and add-ons

Large-scale selection of hotels, bags, cars and insurance options offered throughout booking experience to create dynamic packages



### Services to tailor trip to preferences

Flexible travel dates and free cancellation allow customers to change their mind



Push notifications based on individual or cohort behaviour, plus travel alerts and information

MyTrips and saved searches mean next time we can adapt offering to their preferences



# We have market-leading customer service

Best service



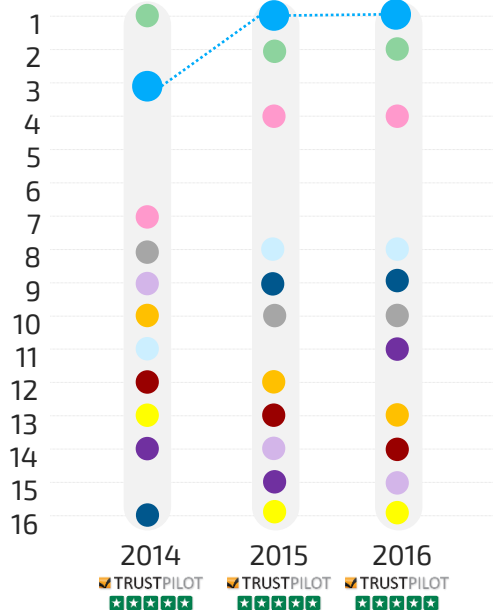
## Award-winning customer service



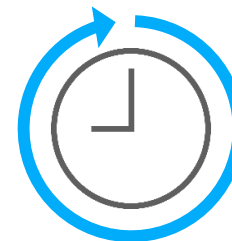
## Customer service recognized as better than competition

Trustpilot score ranking

- eDreams ODIGEO
- Ebookers
- Lastminute
- AirFrance
- easyJet
- Expedia
- Ryanair
- Lufthansa
- Alitalia
- BA
- Vueling



## 24/7 round the clock customer service



<b>Airline 1</b>	06:00 - 20:00 <sup>1</sup>
<b>Airline 2</b>	06:00 - 19:00 <sup>1</sup>
<b>Airline 3</b>	08:00 - 20:00
<b>Airline 4</b>	09:00 - 18:00 <sup>1</sup>
<b>Airline 5</b>	08:00 - 20:00 <sup>1</sup>

<sup>1</sup> Reduced or no weekend service

## Customers love our service

Best  
service



**Perfect customer service.** I made a mistake with my booking and they sorted everything out for me.

I had never travelled with eDreams, but I will **definitely use them again.**

**Invoice in 10 minutes on a Sunday.** I requested an invoice for some services I contracted via the website by just filling a form with the required information, and just 10 minutes after, I got it by email. All this on a Sunday!

**Excellent** – I spent two weeks looking for a getaway with the girls on different webpages without reaching a decision. In the end I called the bookings helpline on your page and in 10 minutes the bookings were done, for the price I wanted and with all the necessary information about the flights, the hotel, the transfers and the city.



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Q&A



# The demand an OTA brings to an airline allows them to improve their yield management



Airline



Extra demand allows an airline to close cheaper fare seat categories earlier, and therefore charge higher rates for the same seats

Airline w/OTA demand



Each incremental 1% of demand is worth an extra

**0.8% revenue**

to the airline and

**increases load factor by 0.4pp**

Amadeus analysis on LCC booking data.  
SOURCE: Amadeus IT Group, 2016 analysis

# OTAs present a 50% cheaper means of indirect customer acquisition for airlines



Estimated acquisition cost per booking (indirect traffic), EUR

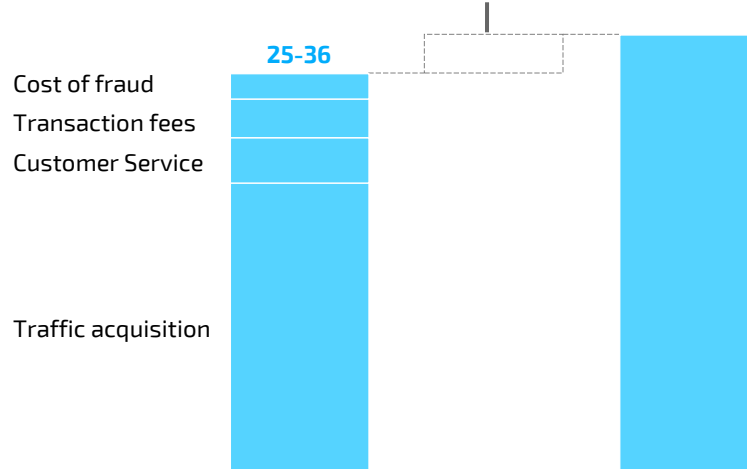
**External acquisition (via OTA)<sup>1</sup>**



**VS**

**Internal acquisition<sup>2</sup>**

*Additional investment also required for technology and infrastructure to support these transactions*



<sup>1</sup> Spend includes sales commissions to agencies, computerized distribution expenditure, and associated advertising and sales promotions. Based on airline annual reports and industry benchmarks.

<sup>2</sup> Traffic acquisition based on Expedia, lastminute.com and Priceline FY15 results. Customer service and transaction fees based on Expedia FY15 results, cost of fraud based on internal estimates.

SOURCE: Airline and OTA annual reports, industry benchmarks

We are helping airlines grow and are an important strategic partner to them



— Airlines are benefiting from our growth

— 95% of our partner contracts have performance components

**““** Odigeo has been always a very important partner, our relationship has always been very clear and transparent, and there is no doubt that in the last years, the situation has improved even more.



Our strong global partnership with Odigeo is best described as a mutually beneficial business relationship, where the technological innovation set by Odigeo has been one of the key drivers.



What I particularly like about working with you is your “yes we can” approach. Nothing seems to be impossible and any new ideas as bold as they might be will always be looked at.



Our dedication to you as a partner is 100%.



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- ▶ **Market overview and our position within it**
- ▶ Our relationship with metasearch players
- ▶ Scale advantage

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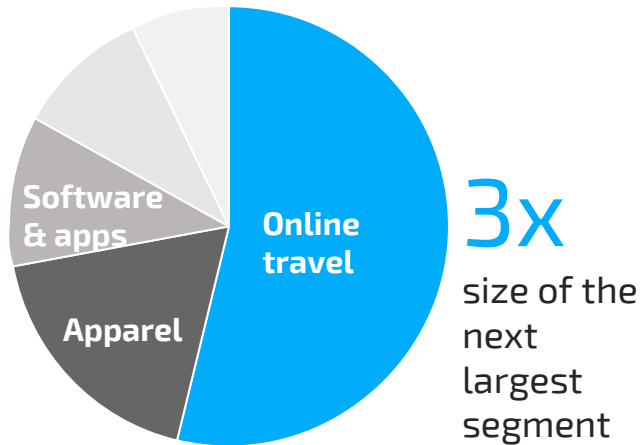
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Q&A

# Large and growing OTA market is poised for further expansion

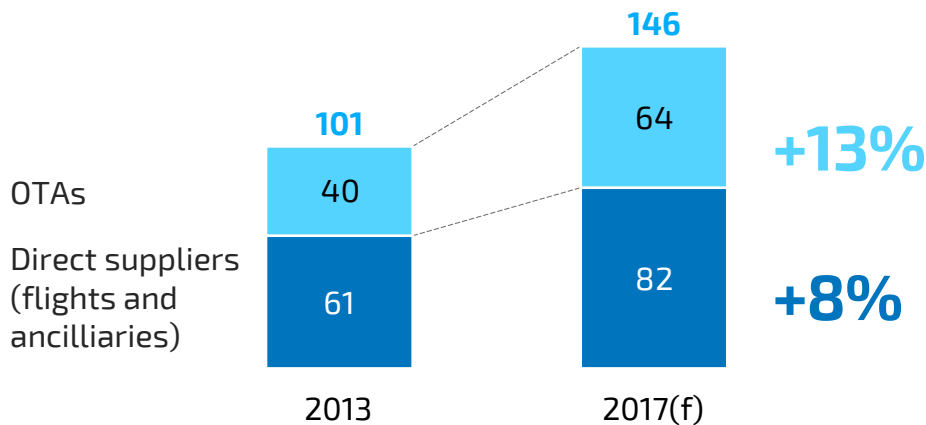
Market

Travel is the biggest eCommerce segment...



...and OTAs are the fastest growing segment within the European market

Total European online travel market, EUR bn



# The European market's high online travel growth makes it particularly attractive for OTAs

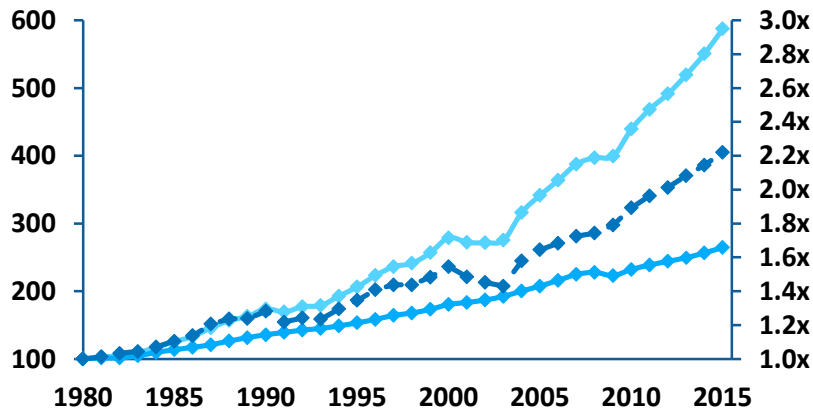
Market

## Improved macro environment creates an attractive environment for OTAs...

### Passenger traffic growth vs GDP growth

Percent

Passenger traffic growth World GDP growth Travel/GDP Ratio



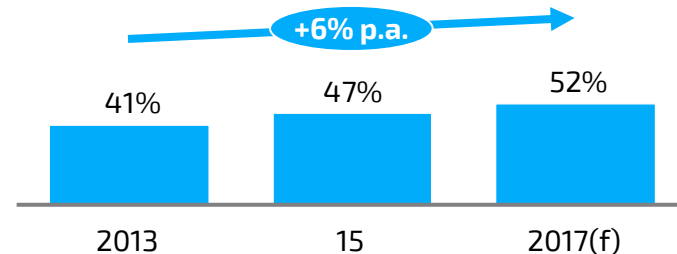
Flight sector has outgrown GDP growth by **1.7x** over the **past decade** and this multiplier continues to increase

## ...as well as greater continuous shift from offline to online travel

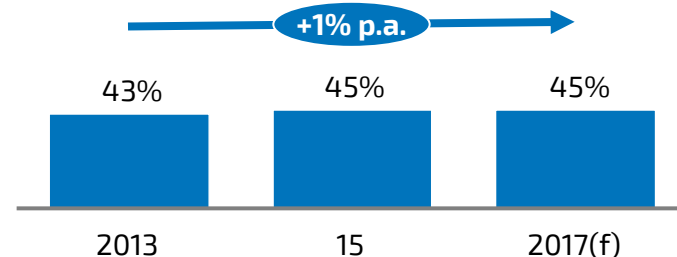
### Online travel penetration

Percent

Europe

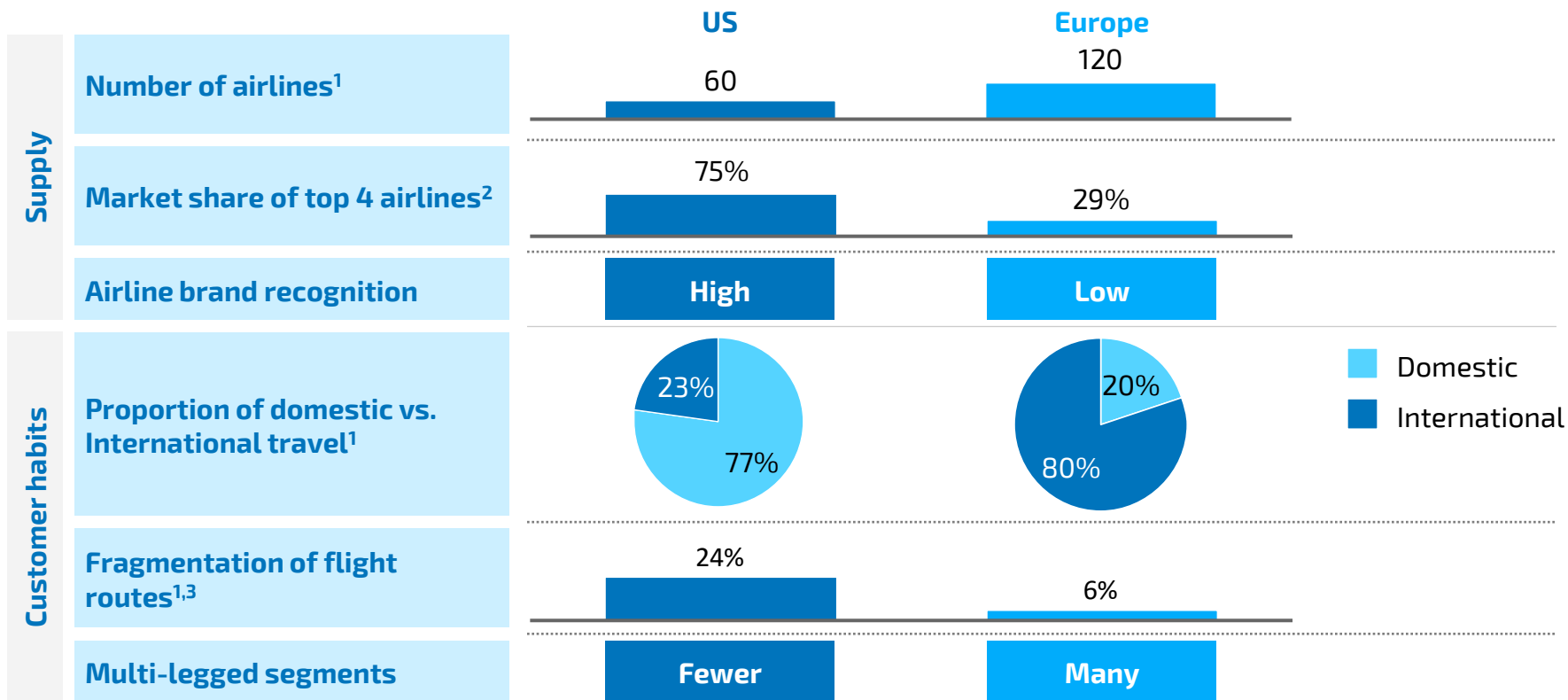


US



# Flight market dynamics in Europe make it especially suited to OTAs

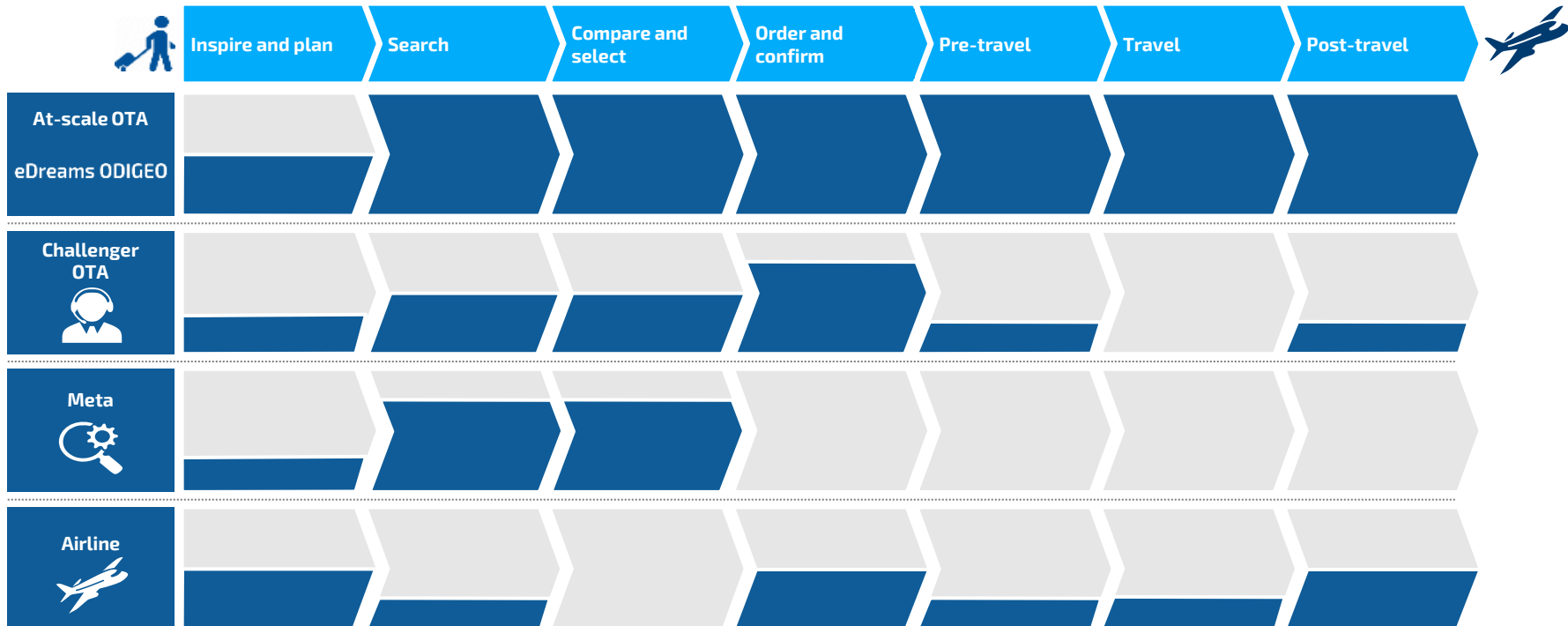
Market



<sup>1</sup> Industry research <sup>2</sup> OAG Analyser, based on number of seats for 2015; <sup>3</sup> Top 10 from-to city pairs - % of total passengers

# OTAs are the only players that serve all customers' needs

## Market





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- ▶ Scale advantage

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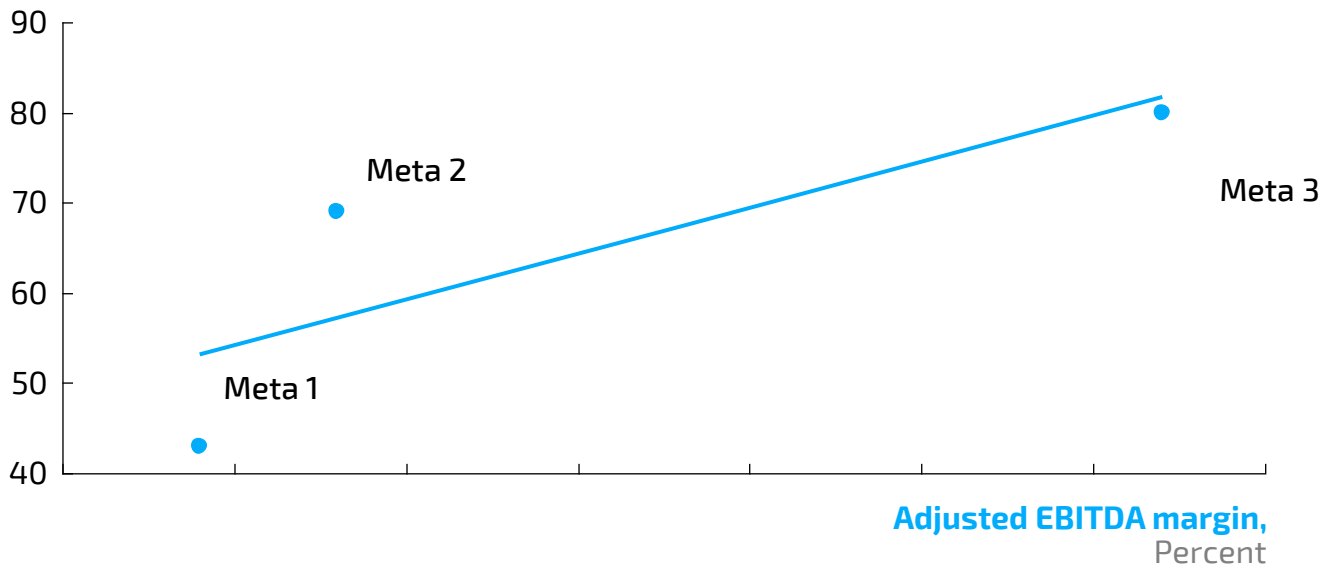
Q&A

## Metasearch engines depend on OTAs for content and income...

## Metasearch

## Share of traffic directed to OTAs (France)

Percent



- ▶ Traffic demonstrates meta dependence on OTAs to provide customers content
- ▶ Partnerships with OTAs are more profitable for metas than with airlines



... and moving beyond their current model would require significant investment

Metasearch



# The customer experience through a metasearch site is also much less convenient

Metas lack the customer data to fully understand how to communicate with them

The customer booking experience is slower and has fewer service options

“Metas’ lack of customer data means “the sector is becoming disadvantaged, because **data is becoming the holy grail**...online travel agencies are much closer to transaction data and better positioned to service suppliers”

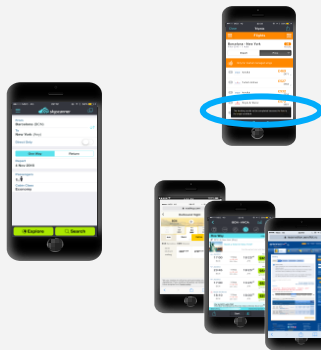
– Interviews with Evercore, American Airlines, United Airlines, ‘The State of Metasearch Travel in 2015’, Skift



Our personalized content has driven increases in customer

engagement of **7x**

and increases in conversion of **4.5x**



Flights can become unavailable or reservations can time out during process

No option to book hotels, car hire, airport transfers, insurance and more

Customer booking journey requires

**3 steps vs 11** with eDreams vs a

meta and is **75% faster**

The customer experience through a metasearch site is also much less convenient



Video being played live – not viewable on webcast

# Even Google has found it hard to build a model as a flight meta

Launch of Google Flights

Sep 2011

Oct 2014

Mar 2015



"Google Flight Search, loved by some and ignored by others, hasn't turned into the competition-crushing Web site that its critics predicted it would be ..."

*Washington Post (Oct 2014)*

Our traffic from Google Flights is limited today and only represents



for eDreams  
(of total meta traffic)

"While no longer in beta, Google Flights still isn't covering its costs."

*Kourosh Gharachorloo,  
Engineering Director, Google  
travel team*



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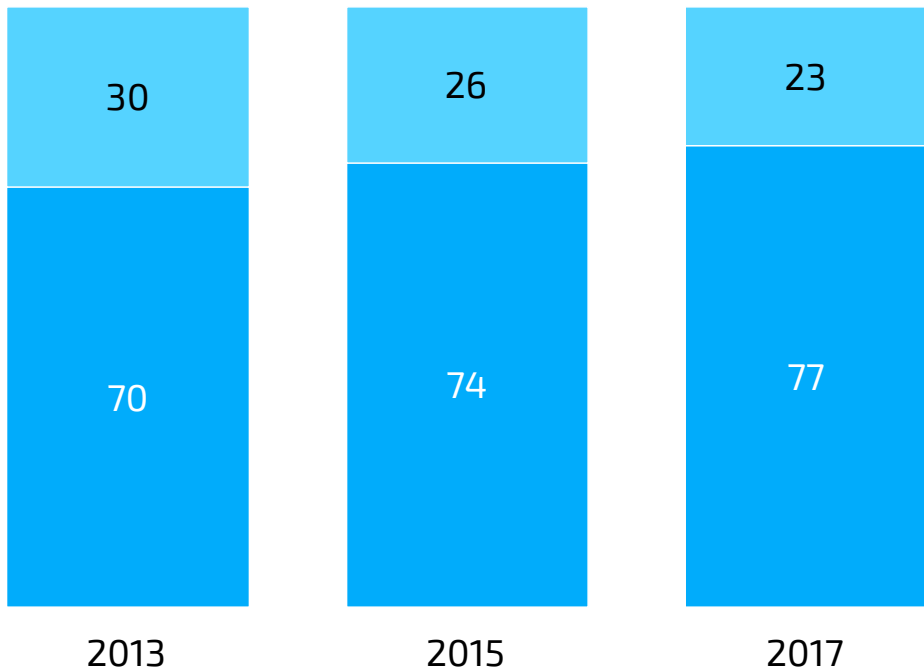
Q&A

# Our scale enables us to continue growing market share

Scale  
advantage

Scale OTA players are gaining market share, %

- Local OTA
- Global OTA



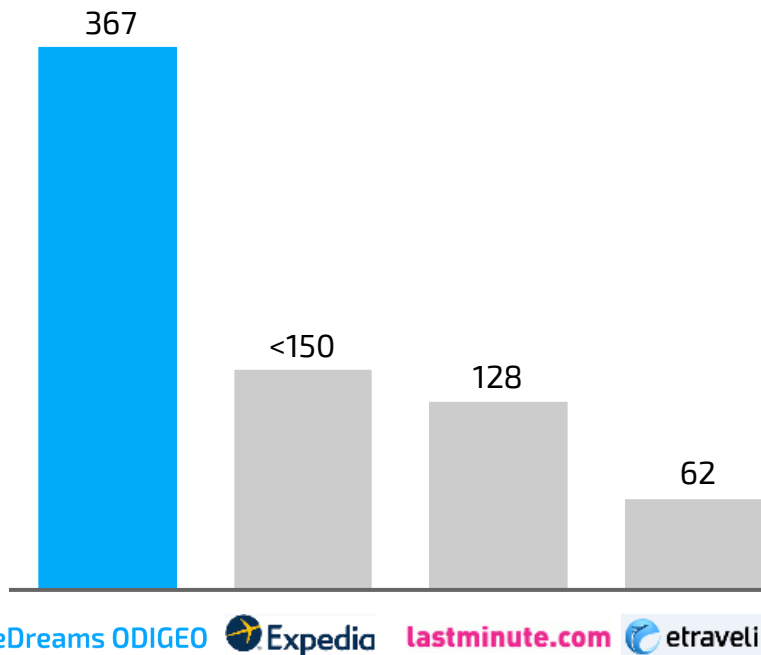


# We have a significant scale advantage over our competitors

Scale advantage

## European flight revenue

Latest FY (€m)



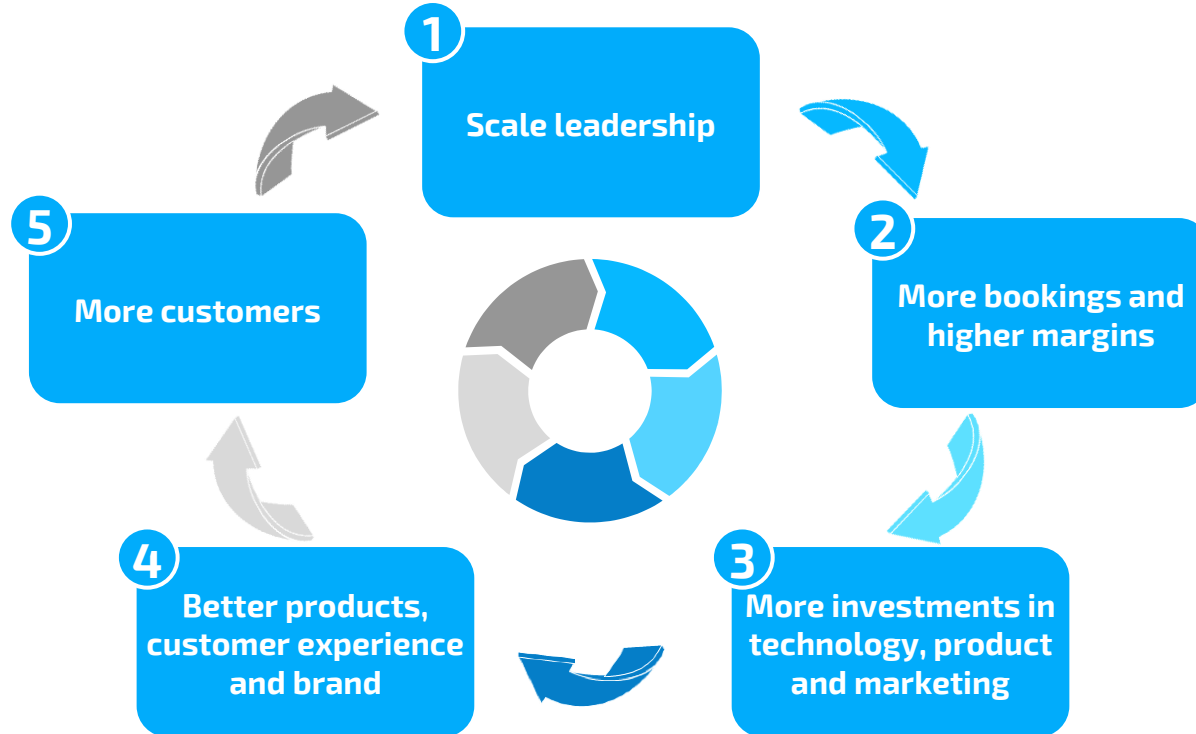
## Long-tail of other OTAs (not-exhaustive)





# The benefits of scale drive long-term, sustainable competitive advantage

Scale advantage



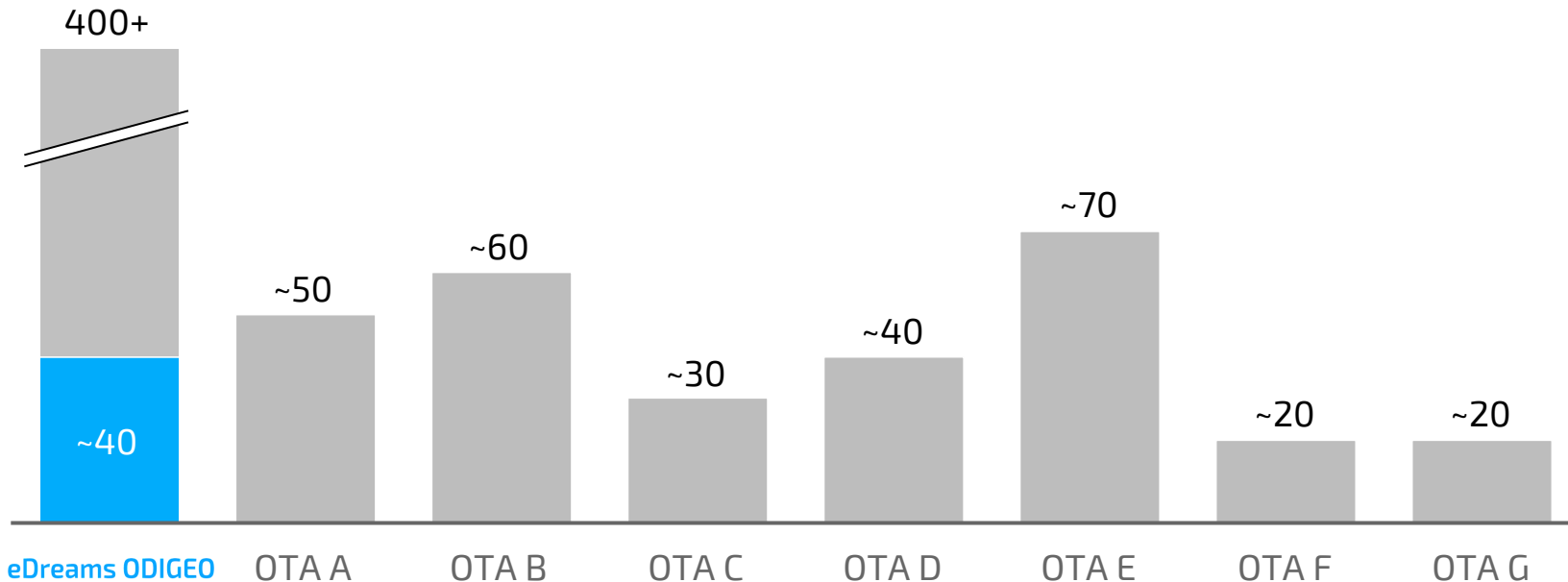
This scale means we are best placed to serve the mobile travel customer

Scale advantage

### Mobile developer capability comparison, European OTAs

FTE

- IT
- Dedicated mobile

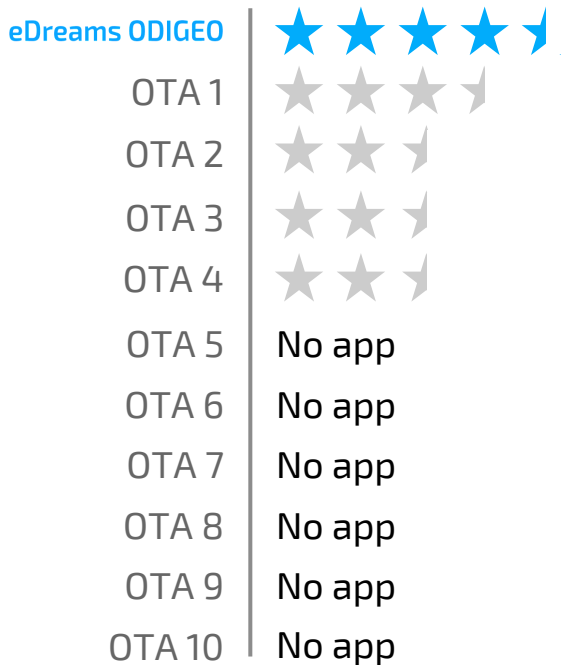


# Customer are responding to our investment in technology and specifically mobile

Scale advantage

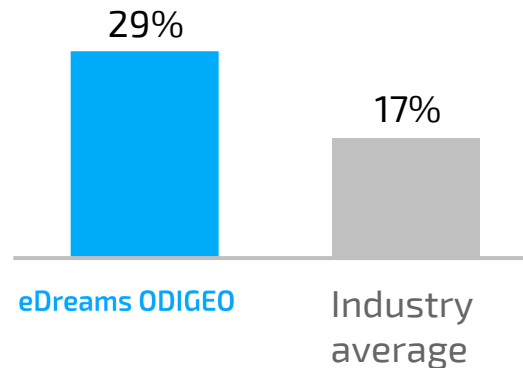
## Customers recognize our superior mobile offering ...

Average global app ratings, current version



## ... and we are positioned to grow our lead

Share of mobile flight bookings, Q2 2017



**~3m mobile bookings** per year means our return on mobile innovation is significantly larger than our competitors – **we can invest in mobile where others cannot**

# Our scale of inventory – combined with technology – delivers more to customer

Scale advantage

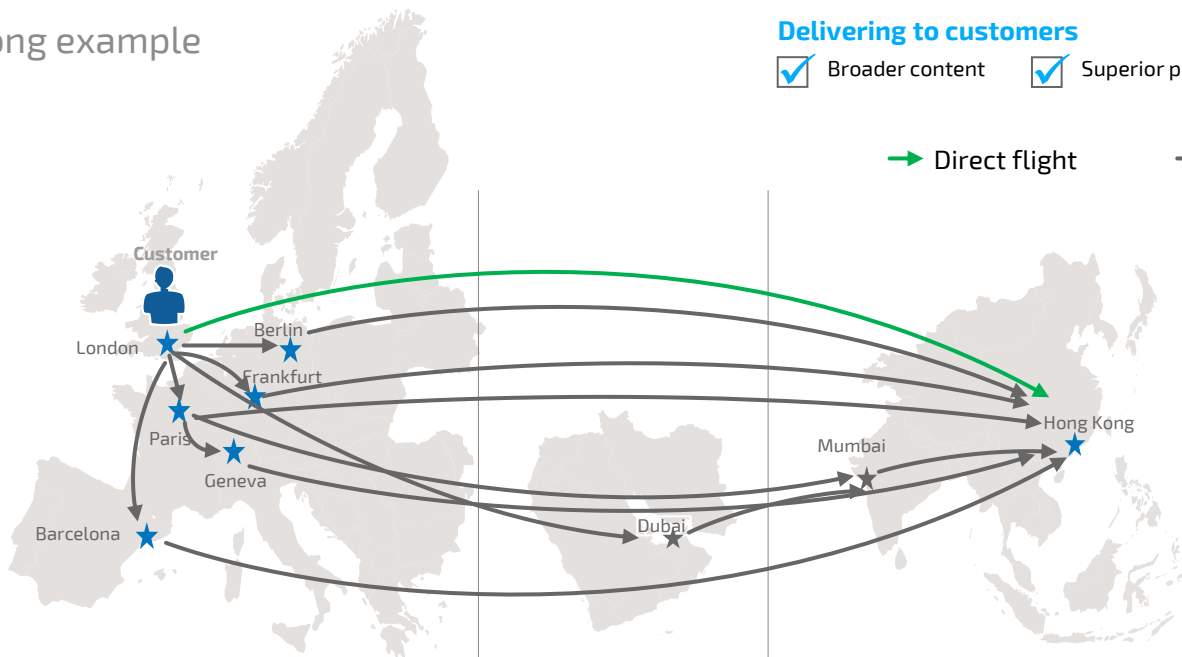
London to Hong Kong example

### Delivering to customers

- Broader content
- Superior prices
- Customer service

→ Direct flight

→ Connected flight



**Our proprietary technology enables people to select from a wider combination of routes, faster**

**eDreams ODIGEO**

## Agenda

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Our market is attractive and we are well positioned versus competitors

### **We are uniquely able to deliver**

- ▶ Best-in-class customer experience underpinned by scaled technology capabilities
- ▶ Cost efficient acquisition and retention through scale
- ▶ Providing great customer service

We are delivering a successful transformation for long-term sustainable growth

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## Our scale allows us to generate a competitive advantage



### TECHNOLOGY AND PRODUCT DEVELOPMENT

Harnessing the power of **50 agile teams** with developer capacity **5-6x the size of our competition**



### MARKETING

Leveraging **multi-terabyte customer databases** to generate sophisticated customer insights, driving retention and enabling us to deliver tailored content to **>15 million customers**



### CUSTOMER SERVICE

Using our scale to deliver **24/7 award-winning customer service where others cannot**

## Agenda

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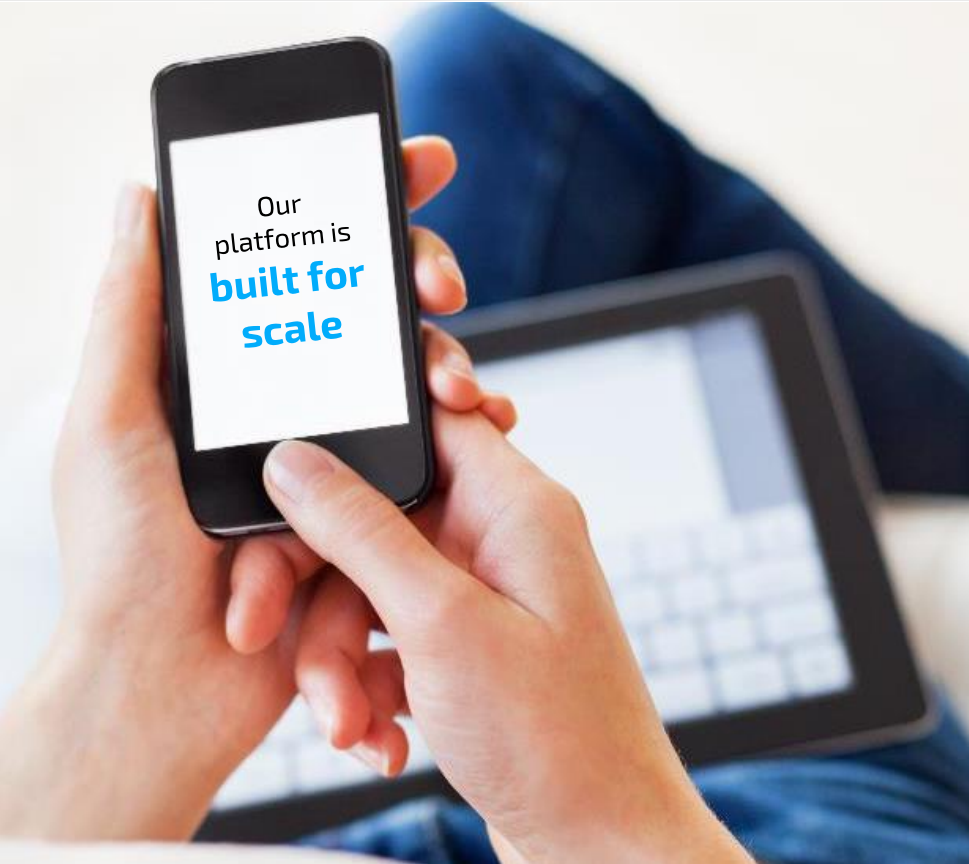
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Our technology has significant scale and allows us to offer customers the best experience



**750 million**  
monthly searches

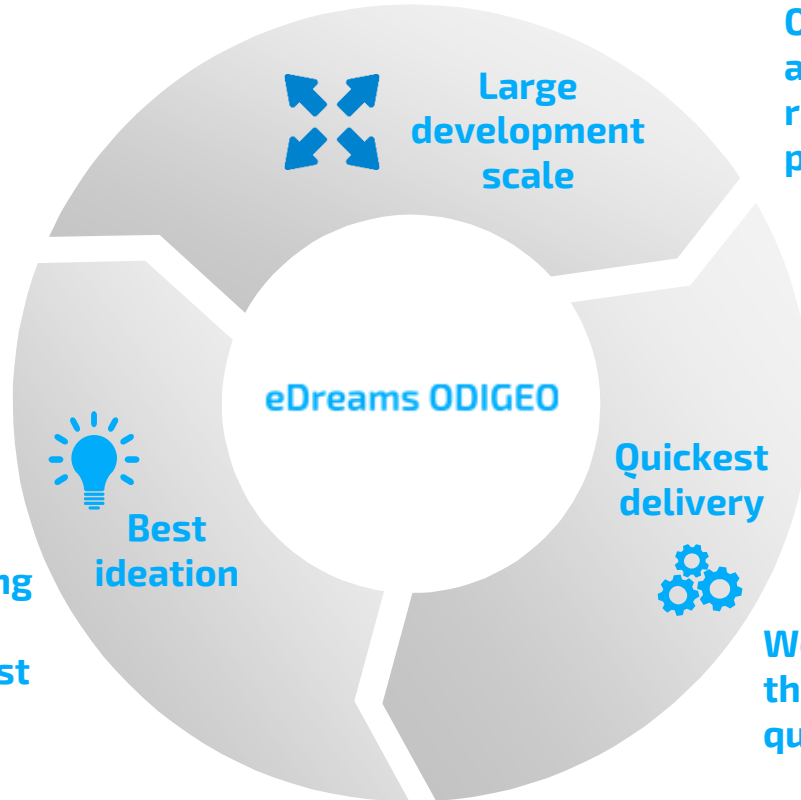
**120,000**  
peak searches per second

**80 million** supplier  
searches per day

**> 450** airlines

**7 billion**  
pricing calculations per hour

The value of this scale is that it gives us a competitive advantage throughout our development process



**Our large development scale allows us to produce a huge range of new ideas for products and features**

**We are continuously testing our new features with customers to reach the best and most effective ideas**

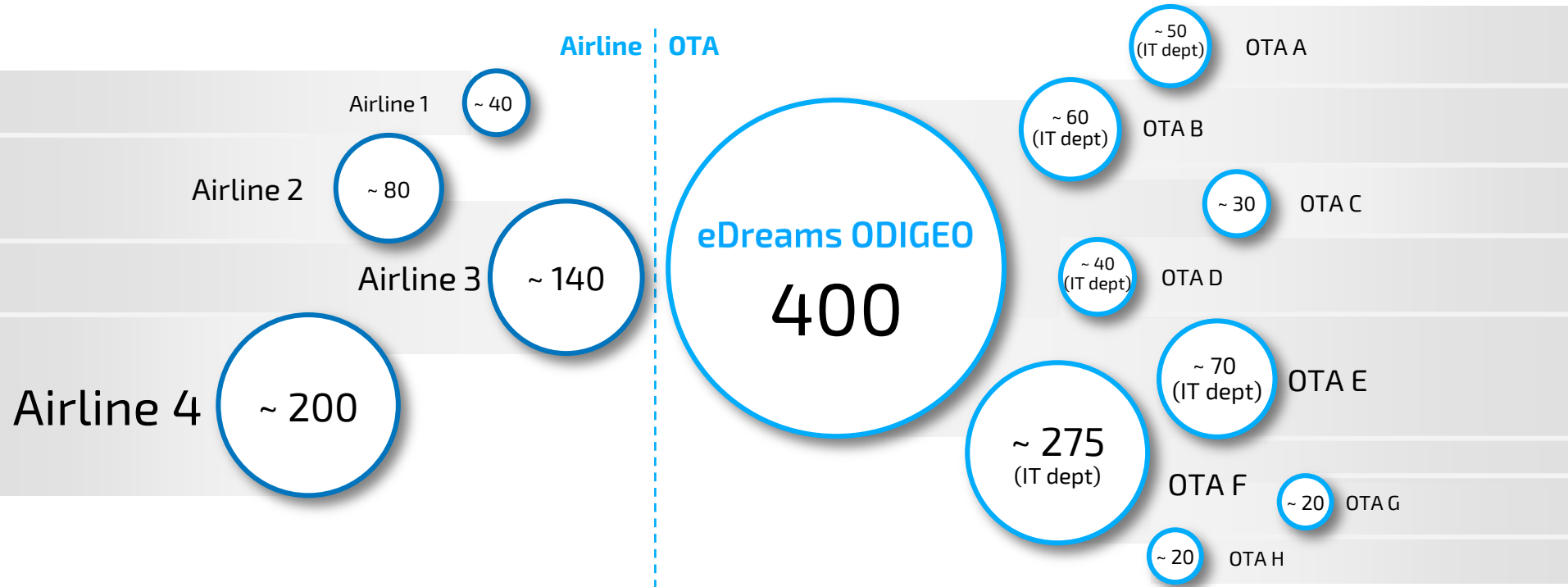
**We have the agility to bring these ideas to market more quickly than competitors**

# Our in-house development scale allows us to develop many more ideas than our competitors



## Relative size of in-house development capability

Number of developers





We can then roll out these ideas globally on a huge platform



Develop once, roll out globally

The power of ●

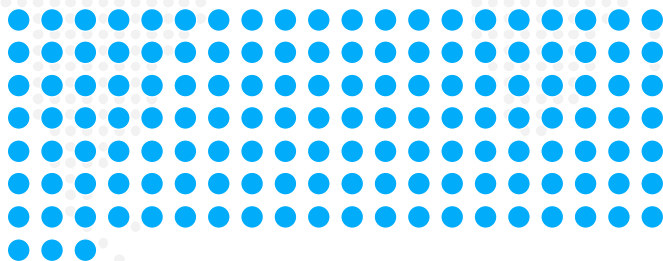
**400 developers  
in 50 agile teams**

focused on a single platform covering

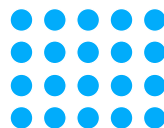
5 brands



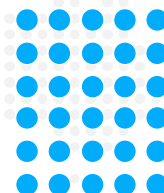
143 websites



20 languages



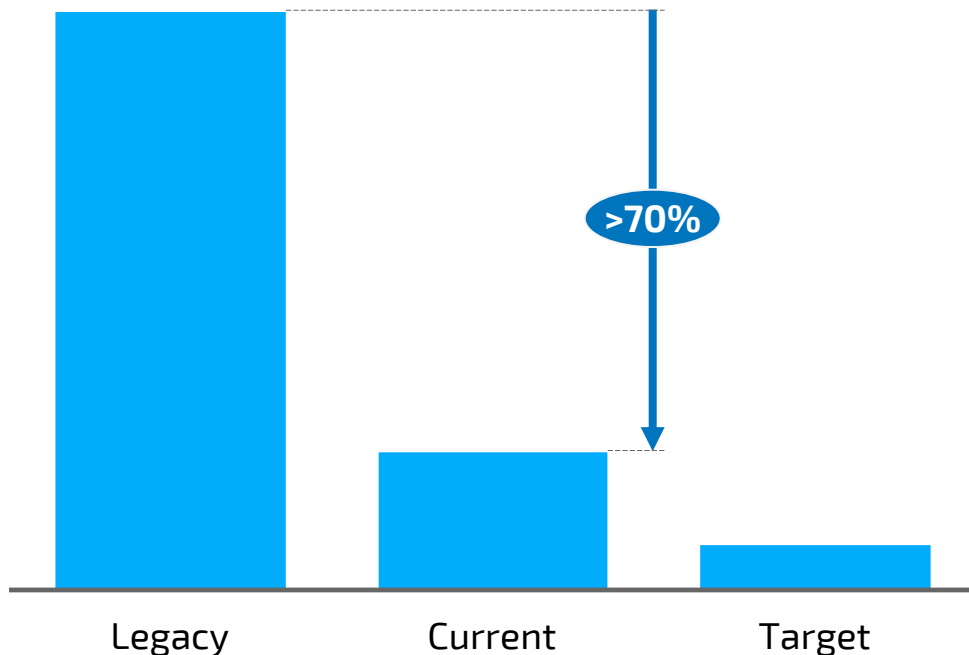
30 currencies



We are establishing a world-class product release speed by reducing our process from 'time of idea' to 'time of launch'



### Time taken to release ideas to market



**>70% reduction** in delivery time in last twelve months

**2-3x increase** in number of A/B tests running

We have achieved this through creating more **agile autonomous teams**, and **unrivalled scale**

This ability to release multiple new products a week allows us to continuously test our features with large numbers of customers



Qualitative  
survey  
methods

Kano surveys across geographies

UX Lab

Business case constructions

Guerrilla testing

Ethnographic observation

Quantita-  
tive  
analytical  
testing

A/B Testing

Big Data processing

Behavioral and purchase analysis

Eye tracking

We rapidly test and trial product features in our UX Lab on a weekly basis



Lab in use **>150 days per year...**  
...with **>1,800 users** across many nationalities participating in testing in the past five months



## Our scale is balanced by a high level of agility to execute on ideas rapidly



**50**

agile teams

of top development  
talent



**1,000** 

releases p.a.



**25**

minutes

best case delivery  
time from develop-  
ment to code live



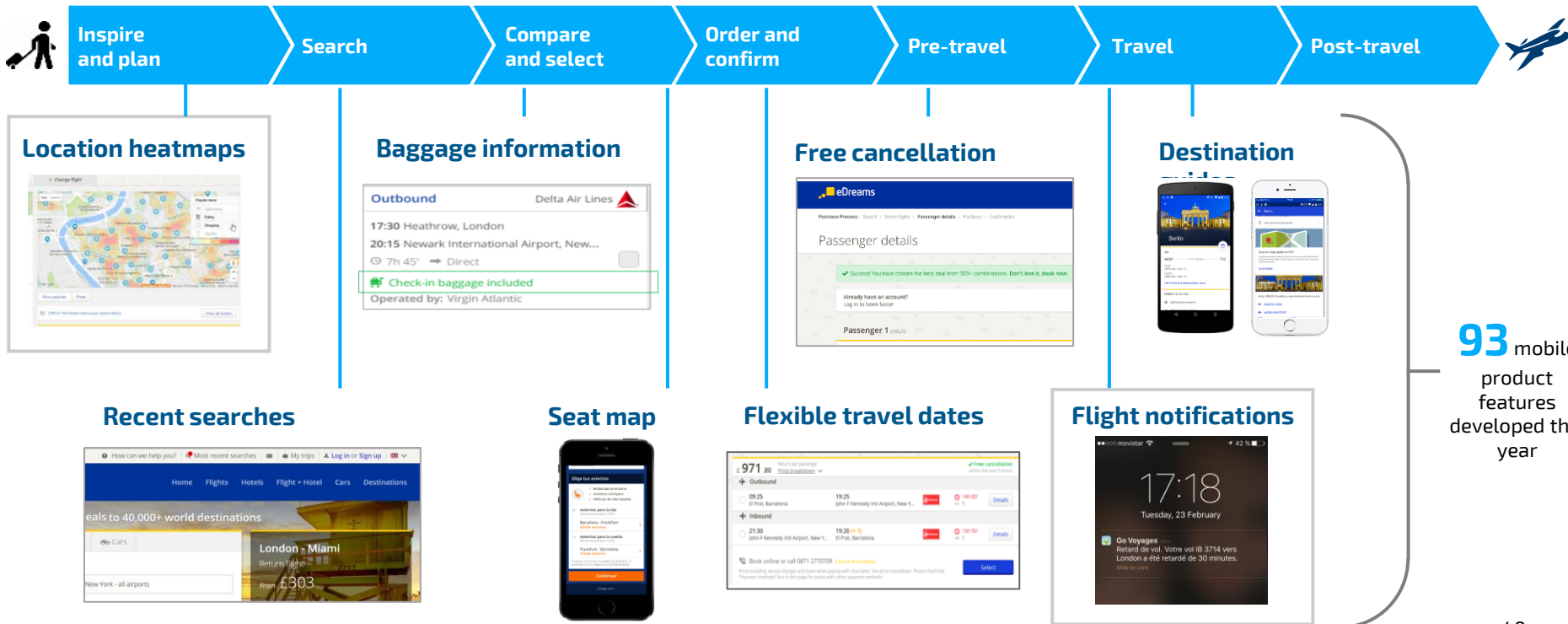
**A/B**

tests

3,600 simultaneous  
A/B tests possible  
per day



## The result that our customers see is a seamless booking experience with a greater range of products and services



**93** mobile product features developed this year

**eDreams ODIGEO**

## Agenda

We provide true value to customers & suppliers

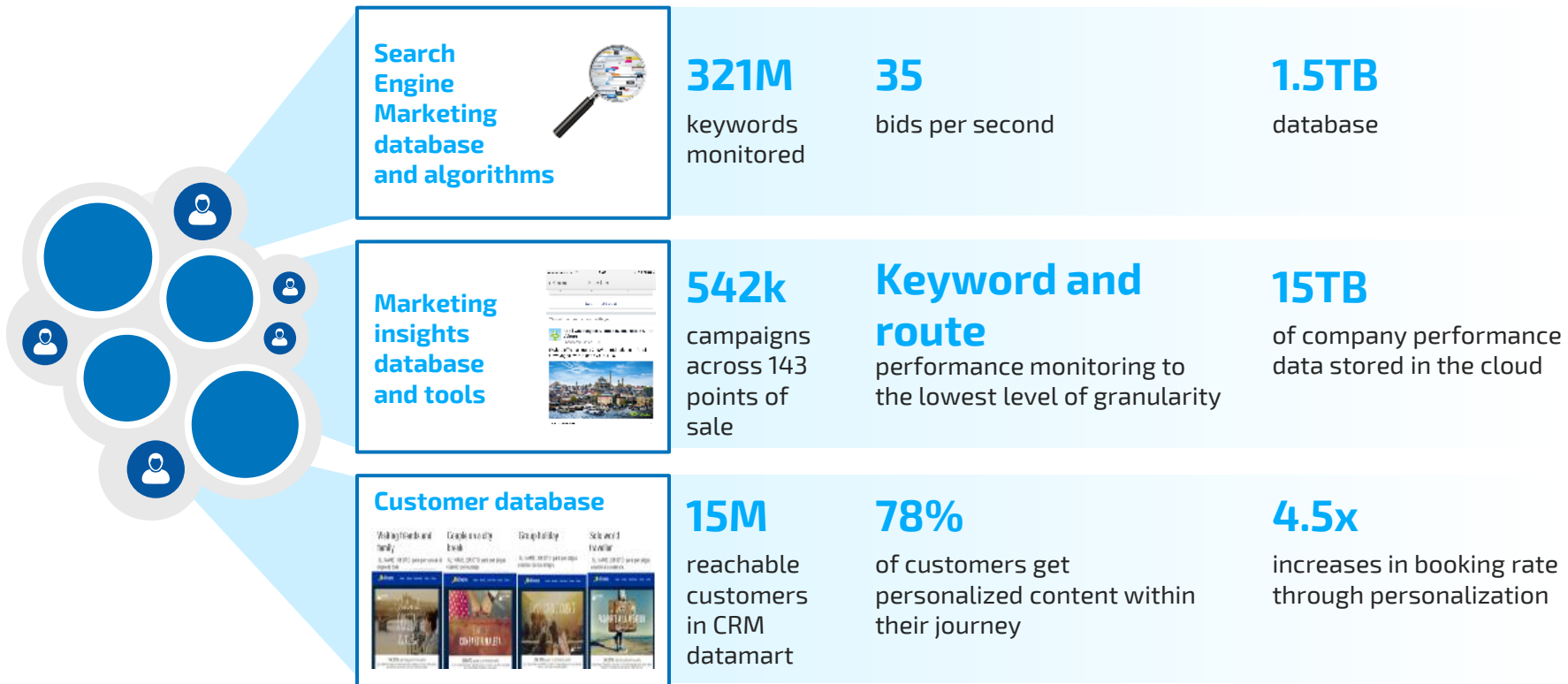
Our market is attractive and we are well positioned versus competitors

### **We are uniquely able to deliver**

- ▶ Best-in-class customer experience underpinned by scaled technology capabilities
- ▶ **Cost efficient acquisition and retention through scale**
- ▶ Providing great customer service

We are delivering a successful transformation for long-term sustainable growth

# We use our scale and advanced technology to reach customers in ways our competitors cannot



Our marketing strategy is built on deep at-scale insights into who our customers are and what they want



**Increased efficiency**

**Attract more customers**

**Retain customers through scale**



We have **increased efficiency of our marketing spend** and derisked our business while improving performance

Variable cost of booking

**reduced by 10%**

in past 12 months

We have worked to **attract the right customers** using personalized activities across channels and devices

Registered users

**rising by 21%**

per month

We are developing the capability to **retain more customers throughout their journey** by investing in proprietary tools and algorithms that many others cannot

**40%**

repeat customer in FY2016

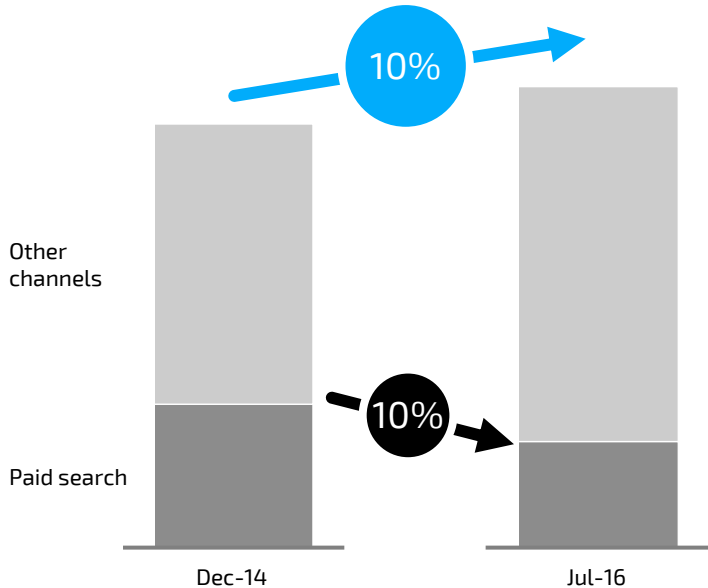
# We have derisked the business while improving performance by increasing the efficiency of our marketing spend

Increased efficiency



## We have reduced our reliance on paid search while increasing bookings...

Bookings by source

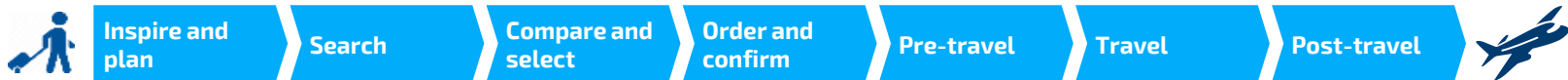


## ...by evolving our other marketing channels

- ↓ Proportion of total bookings from paid branded keywords reduced by **10%** over 18 months
- 🏷️ Increase in non-Google paid channels
- 👤 Increased CRM contribution and more efficient meta spend
- 🖱️ Evolution in SEO, affiliates and other channels
- 📉 Total variable costs per booking down by **10%** over 18 months

# Data-driven segmentation has allowed us to take a much more targeted approach towards attracting customers

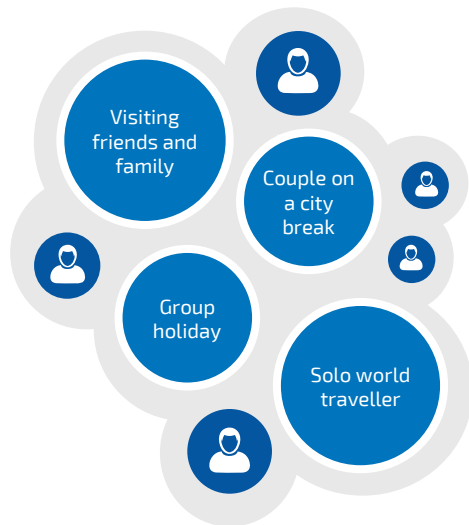
Attract more customers





Every customer fits into one of our clusters based on their booking behavior

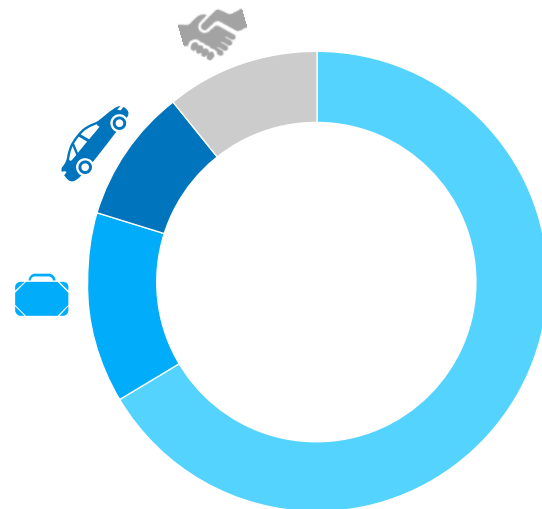
We invest in retargeting customers, who engage more with our products, driving efficiency...

...and are directed to the right products from our extensive range to suit their needs, diversifying our revenue mix



 **x7** higher click-through rate  
**x4.5** higher booking rate

 **Paid search cost per acquisition down** as a result of our strategic approach





# We are now focusing on using this scale and capability to continue building strong customer retention for the future

Retain customers through scale

Recognizing the value of repeat customers

Currently working on opportunity to retain more customers across channels and devices

Resulting in increasing customer loyalty

Our repeat customers have

**3.5x**

the value of one-off buyers over two years

**40%**

use two or more devices to book holidays



Our **multi-channel and device approach** can flex to each user's personal channel preferences

**40%**

of our customers last year booked again with us this year, and this number is rising year-on-year

Our app users are

**2x**

are likely to be repeat customers

**CRM**

system feeds back information into our database to inform a cross-functional Retention Framework

**eDreams ODIGEO**

## Agenda

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## We developed a 3-step strategy to deliver market-leading customer service



### Proactive care



***Providing seamless customer experience*** by actively addressing known issues at root cause

***Proactively providing our customers with relevant and timely information***

### Self-care



Bringing relevant information and self-care capabilities to our ***customers' fingertips***

Turning self-care into ***customers' preferred interaction method***

### Assisted care

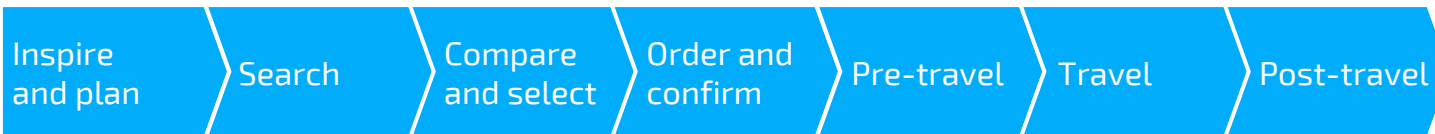


***Increasing availability and quality of service*** provided by our Travel Agents (TAs)

Upskilling and empowering our TAs to ***better up-sell and cross-sell***

# We have identified and acted on customer pain points to improve their experience

Proactive care

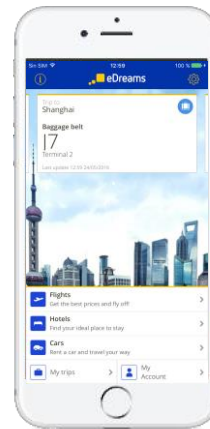


## We have addressed key pain points at their root cause

- Payment processing and ticket issuance
- Product and service information
- Refund processing
- Collections information
- Customer communication
- Invoice automation

**Our scale allows us to invest** in addressing these pain points – minor improvements on each booking have significant top- and bottom-line impact for us

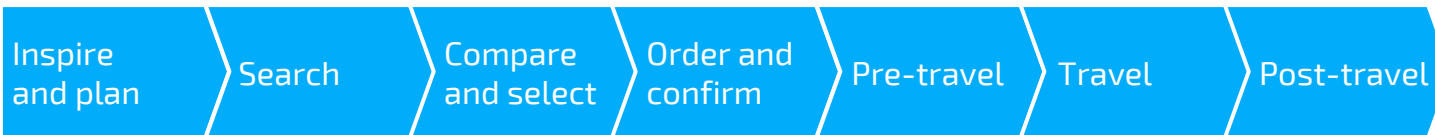
## Flight status information, including push notifications



**>40% reduction**  
in contact rate

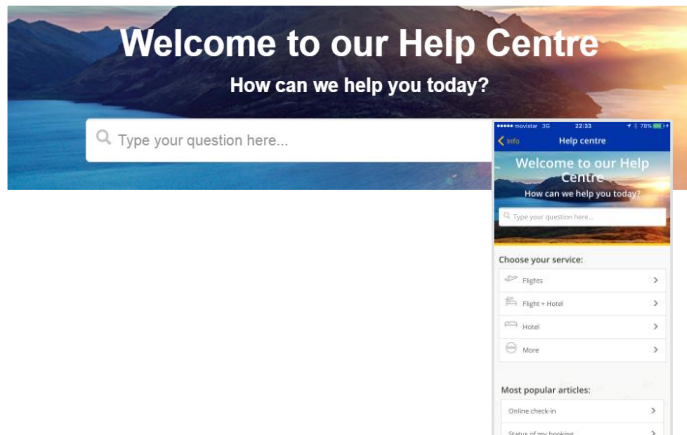
# We have invested in improving self-service across the whole customer journey

Self-care



Revised, comprehensive Help Center

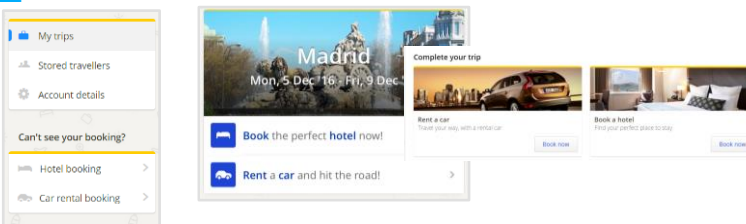
Market-leading "My Trips"



## 1 Self-service modification of existing booking



## 2 Self-service add-ons

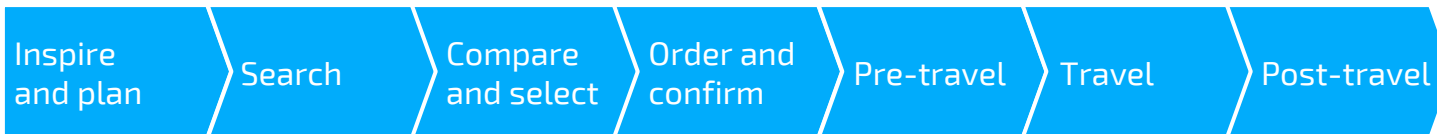


**400% growth**  
in Help Center visits

**~10% reduction**  
in contact rate

Strategic investments have allowed us to deliver market leading customer service

Assisted care



1 Roll-out of new contact center technology platform

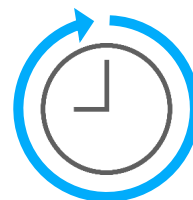
2 Investment in training our Travel Agents

3 Set-up of 24/7 customer service access

+10% availability rate

+15% resolution rate

Scale enables us to have round the clock customer service



eDreams ODIGEO

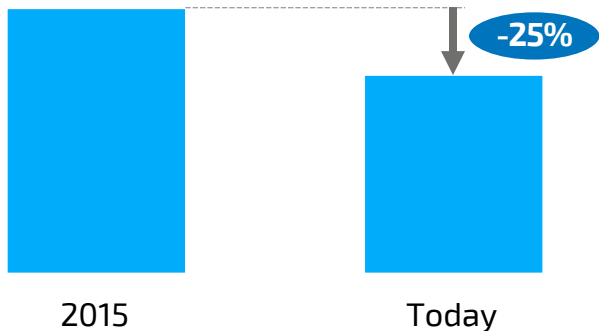
<b>Airline 1</b>	06:00 - 20:00 <sup>1</sup>
<b>Airline 2</b>	06:00 - 19:00 <sup>1</sup>
<b>Airline 3</b>	08:00 - 20:00
<b>Airline 4</b>	09:00 - 18:00 <sup>1</sup>
<b>Airline 5</b>	08:00 - 20:00 <sup>1</sup>

<sup>1</sup> Reduced or no weekend service

# Our customer service transformation has reduced our cost per booking and improved service

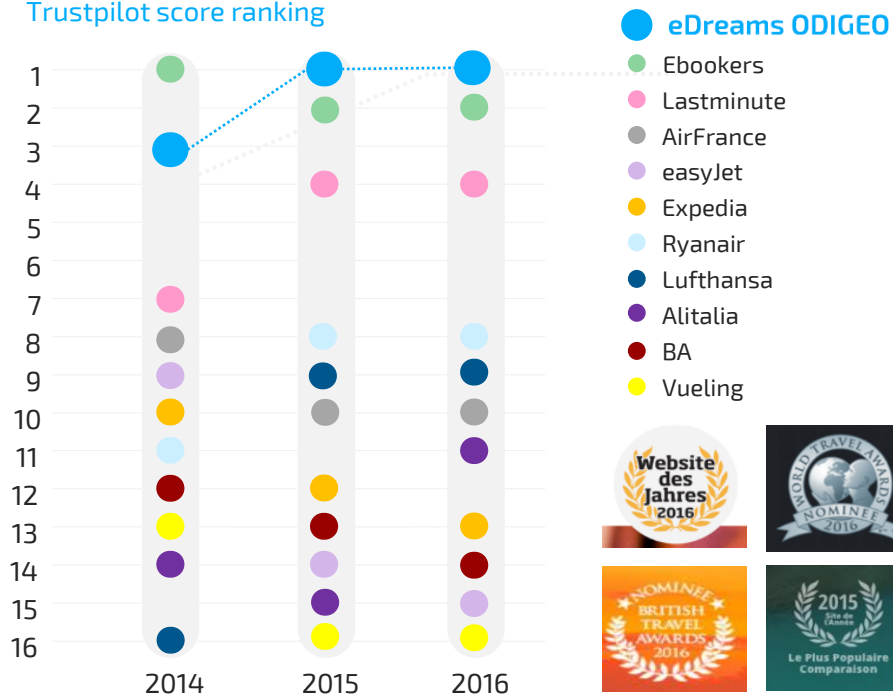


We have reduced our service cost per booking ...



... and are delivering market-leading customer service

Trustpilot score ranking





**eDreams ODIGEO**

## Agenda

We provide true value to customers & suppliers

Our market is attractive and we are well positioned versus competitors

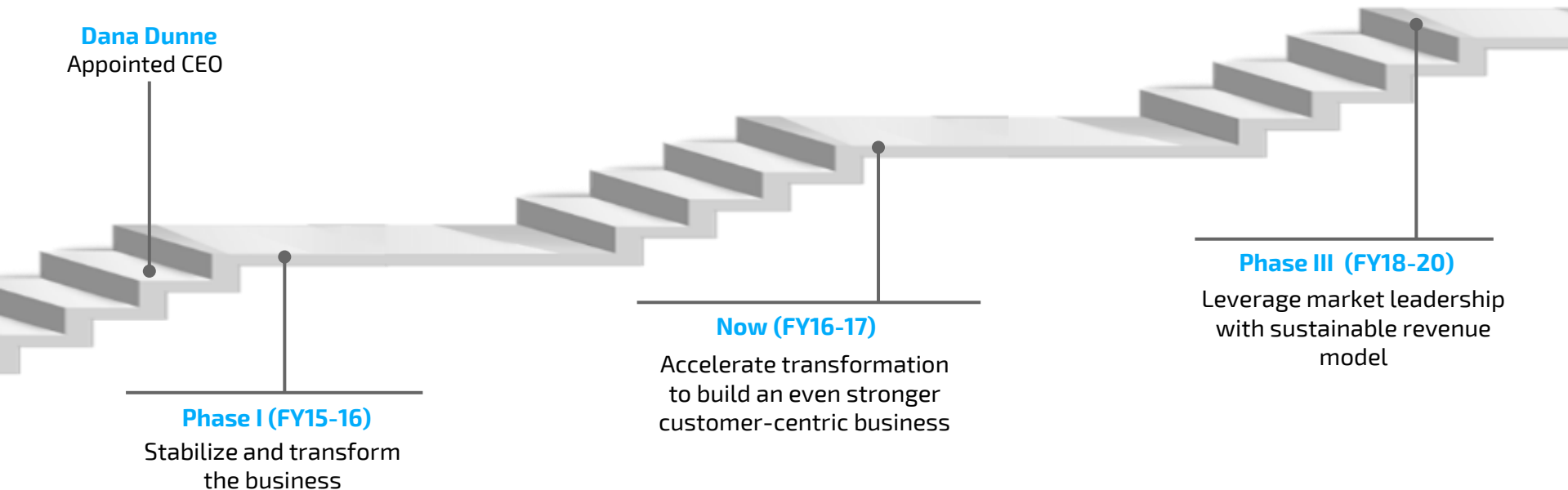
We are uniquely able to deliver

**We are delivering a successful transformation for long-term sustainable growth**







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Q&A

Our performance over the past 18 months has been driven by a successful transformation journey focusing on the customer and developing scale

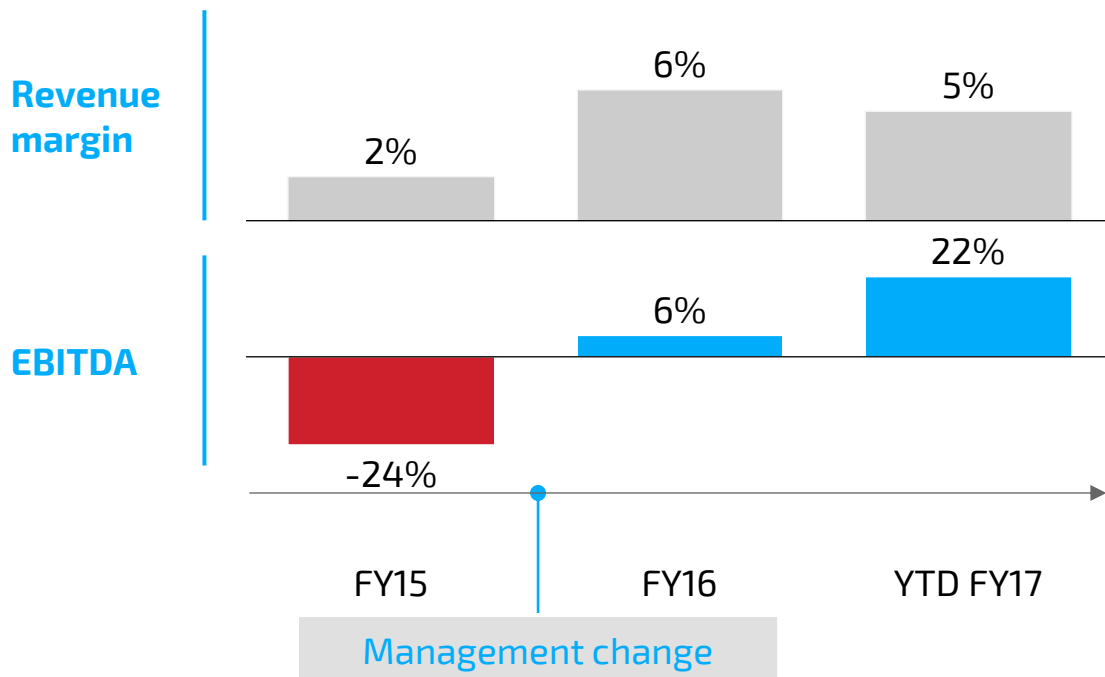


# Our transformation put the foundations in place to deliver a strong customer experience, at scale

	From	➤ To
 <b>Marketing</b>	<ul style="list-style-type: none"> <li>• <b>Highly dependent</b> on Google</li> <li>• Insufficient focus on <b>world-class efficiency</b></li> <li>• <b>No segmentation, minimal focus</b> on customer retention and cross-sell management</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Large reduction</b> in Google reliance</li> <li>• Dramatic improvement in <b>non-paid search</b> performance, platforms and capabilities</li> <li>• Launched <b>customer retention and cross-sell</b> management platform, capabilities and campaigns</li> <li>• <b>10%</b> reduction in variable cost per booking at the same time as <b>10%</b> rise in bookings</li> </ul>
 <b>Mobile</b>	<ul style="list-style-type: none"> <li>• Poorly rated app at <b>3.1 average rating</b></li> <li>• <b>Limited product features</b>; not highly competitive</li> <li>• <b>15% of bookings</b> from mobile</li> </ul>	<ul style="list-style-type: none"> <li>• One of top rated apps with <b>4.5 average rating</b></li> <li>• Increasingly <b>unique features</b> in the industry</li> <li>• <b>29% of bookings</b> from mobile</li> </ul>
 <b>Product development</b>	<ul style="list-style-type: none"> <li>• <b>Multiple platforms</b> cause inefficient development</li> <li>• <b>Ineffective</b> development methodology</li> <li>• Developed <b>multiple times</b></li> <li>• <b>Insufficient platforms</b> and tools</li> <li>• <b>Several weeks</b> to launch</li> </ul>	<ul style="list-style-type: none"> <li>• Most platforms <b>unified</b></li> <li>• <b>Leading edge</b> development</li> <li>• <b>Develop once</b>, roll out to 44 countries, in 20 languages, 30 currencies, on all devices</li> <li>• Building <b>world-class ideation</b>, with 93 features developed this year</li> <li>• <b>Scale</b> development focus</li> <li>• <b>70% reduction</b> in time to release; some aspects set up to launch in less than 1 day</li> </ul>
 <b>Customer-centricity</b>	<ul style="list-style-type: none"> <li>• Lack of <b>customer focus</b></li> <li>• <b>Costly</b> service</li> <li>• <b>Mediocre</b> rating</li> </ul>	<ul style="list-style-type: none"> <li>• Customer is at the center</li> <li>• <b>Reduced servicing</b> costs and error rates</li> <li>• Large improvement in customer perception</li> <li>• Top <b>TrustPilot score</b></li> </ul>
 <b>Revenue diversification</b>	<ul style="list-style-type: none"> <li>• High concentration of <b>flight revenues</b>, especially on <b>service fee</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>8% reduction in revenue margin per booking from pure flight service fees</b> in last 18 months</li> <li>• Building elements for <b>further diversification</b></li> </ul>
 <b>Culture and engagement</b>	<ul style="list-style-type: none"> <li>• <b>Disengaged employees</b></li> <li>• <b>Not leading</b> technology and not customer-led product development focus</li> </ul>	<ul style="list-style-type: none"> <li>• Strong leadership and employee <b>engagement</b></li> <li>• <b>Customer-centric technology-led</b> culture</li> </ul>

This has translated into good growth in topline and EBITDA

Revenue margin and EBITDA growth (% YoY)



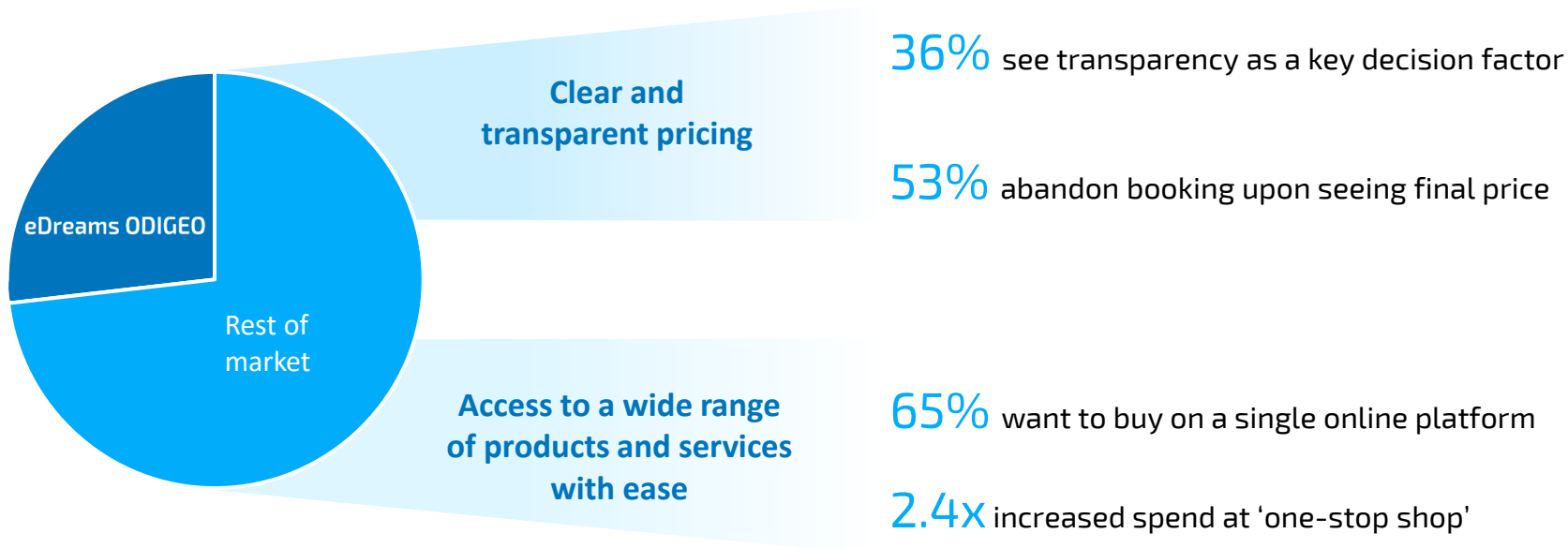
**10% rise** in bookings

**9% reduction** in variable cost per booking

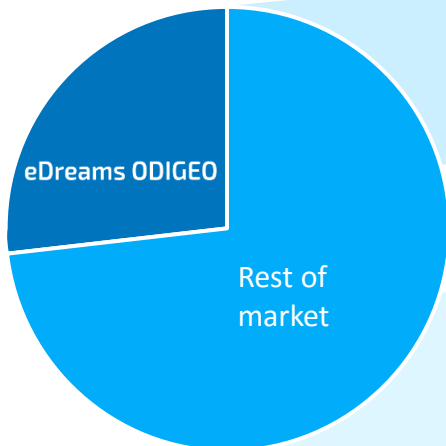
**37% increase** in metasearch and advertising revenue margin in FY16

**46% growth** in mobile bookings in FY16

## The market is evolving as customer needs change



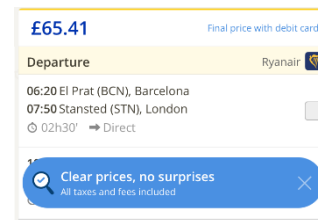
# We are one of the first to change in response to these needs



Clear and transparent pricing

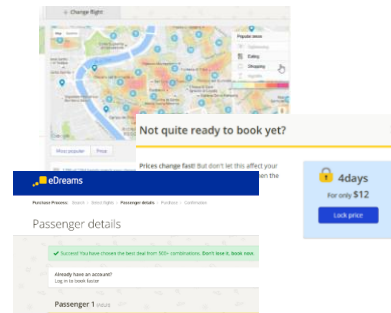
## Our response

Evolving our pricing and the communication of that pricing



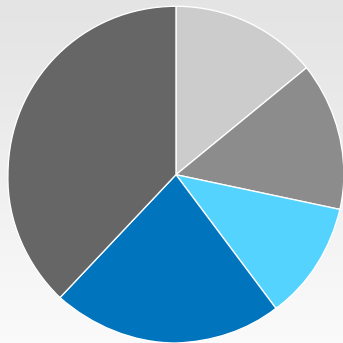
Access to a wide range of products and services with ease

Offering an exciting range of innovative products and services as a 'one-stop shop'



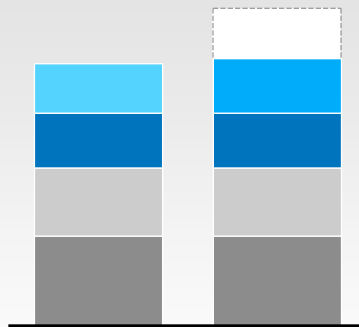
# This will include a number of specific releases and new product ventures

We believe we can sell a **number of traditional flight-related ancillaries** at fair prices



**26% of European LCC airline revenue** currently made up of flight ancillaries

We are also branching out into more **innovative flight-related features**



**Revenue growth opportunity** through introduction of new product features

...and will continue to build our **business beyond flights**

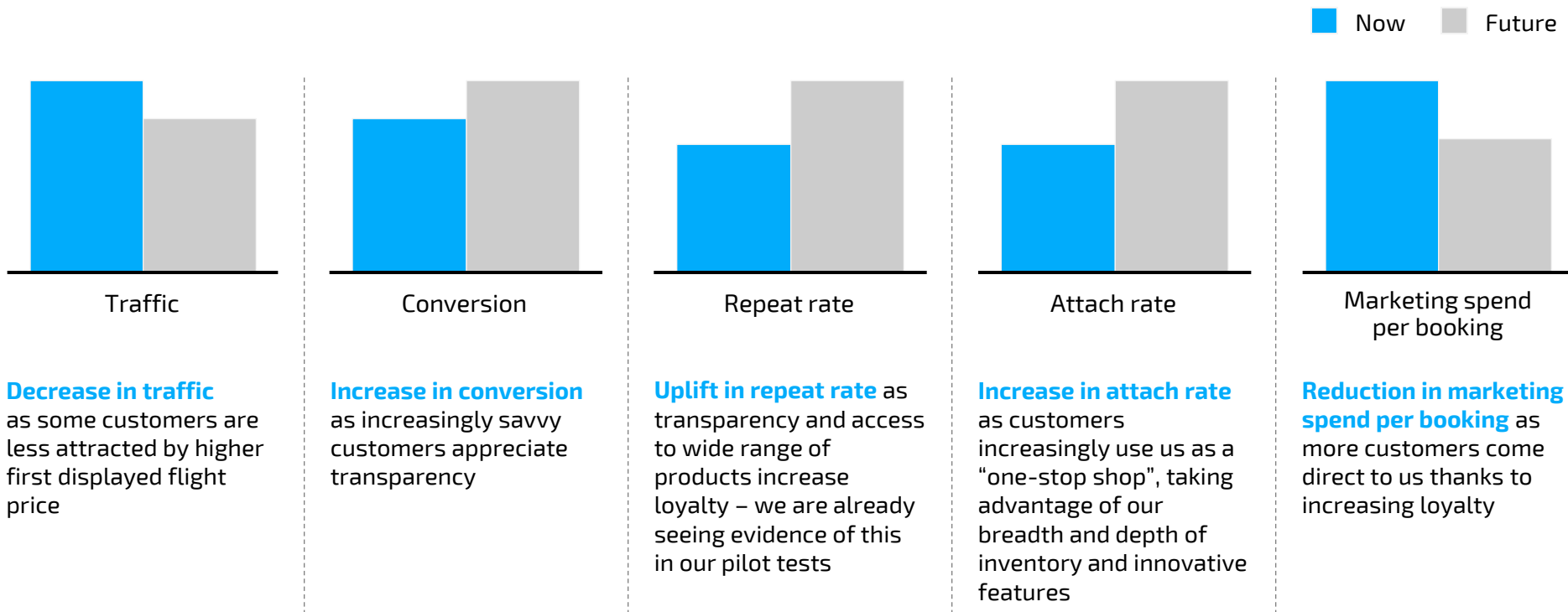


**+17%** revenue margin growth in dynamic packages y-o-y

**Consumers spend EUR 9.5bn on airline ancillary products in Europe, increasing every year**



## We expect a short-term softening of topline performance



We believe this shift sets us up for continued market leadership, and a much higher quality business



### Strategic shift

**More robust, higher-quality and diversified revenue profile**

**Increased customer satisfaction and loyalty as a 'one-stop shop'**

**Increase our competitiveness as a European and Global leader**



### Resulting competitive advantage

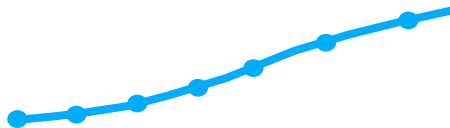
Less dependent on one product, with good growth opportunity both across products and tapping into further segment of OTA potential customers

Increased repeat purchases so less dependent on traditional online marketing channels (e.g., Google)

Using our scale and speed to lead the market  
Evolving to a revenue model which competitors will struggle to replicate

## Our financial strategy is in line with these choices

We will control the transformation pace to continue to grow absolute EBITDA



- ✓ Long-term target of EUR 125-140m EBITDA by 2020

We expect a period of softer top-line performance to reflect longer-term investment in customer value



- ✓ More robust revenue profile
  - ✓ Increased satisfaction
- ✓ Increased competitiveness as leader in Europe

This is part of a broader investment to ensure our business is well-positioned and attractive in the long term...

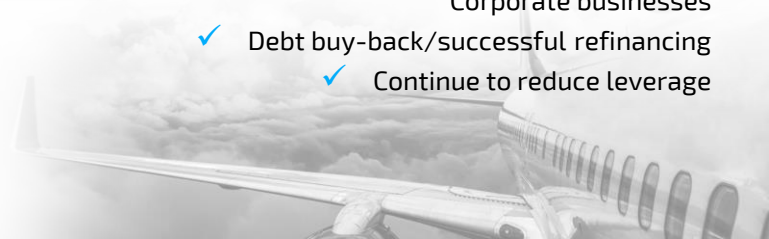


- ✓ Prioritizing long-term profitability

...and fits into our wider strategy of derisking our financial profile and increasing value to both debt and equity investors



- ✓ Select restructuring including divestments of Package and Corporate businesses
- ✓ Debt buy-back/successful refinancing
- ✓ Continue to reduce leverage



## The results of this strategy are being monitored in a series of performance indicators



Repeat bookings

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Acquisition spend per booking

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Product diversification ratio

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Customer revenue from non-pure flight service fees

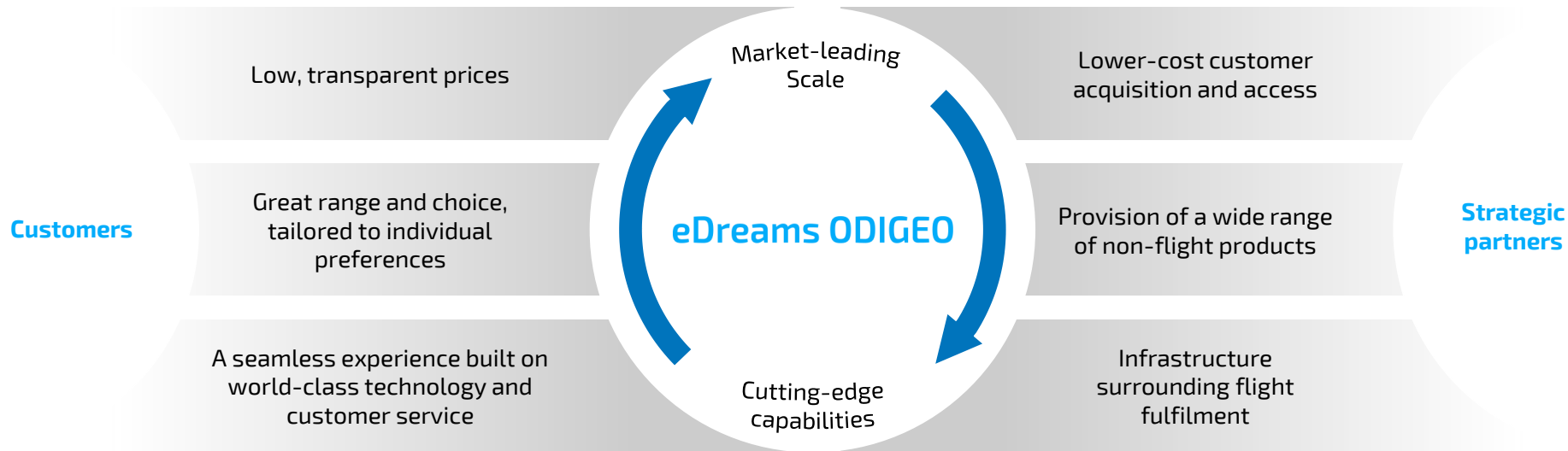
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Bookings coming from mobile channels



## All of these factors combined set us up for long-term success



## Agenda

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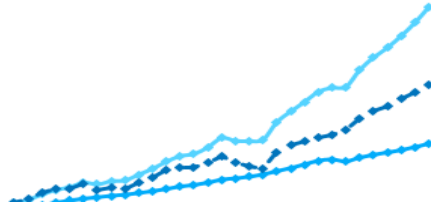
**Q&A**

In summary...

Customer value



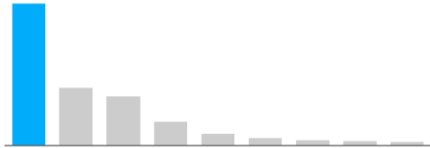
Growing market



Industry structure



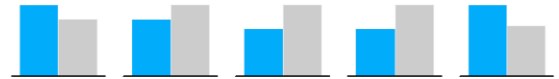
Scale



Market leadership



Investment



Results

A blue horizontal navigation bar containing five circular icons: a refresh symbol, a database symbol, the word 'Results' in white text, a shopping cart symbol, a pie chart symbol, and a smartphone symbol.

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