

## INSIDE INFORMATION

In accordance with article 226 of the consolidated text of the Spanish Securities Market Law approved by Royal Legislative Decree 4/2015 of 23 October, and any implementing regulations, eDreams ODIGEO (the “**Company**”) complements the publication of the corporate presentation prepared for the celebration of the Investor Day.

Madrid, 17 December 2021

**eDreams ODIGEO**

REINVENTING TRAVEL

# INVESTOR DAY 2021

17<sup>th</sup> November 2021

eDreams ODIGEO

 eDreams  GOVOYAGES  opodo  traveltink  liligo.com

# CMD Presentation Disclaimer

This presentation has been prepared by eDreams ODIGEO S.A. (the "Company" and, together with its subsidiaries, the "Group") solely for information and background purposes and for use at the Company's November 2021 Investor Day and has not been independently verified by any third party.

This presentation contains financial information for the year ended March 31, 2021 and for the six months ended September 30, 2021, which has been extracted from the Group's audited consolidated financial statements for the year ended March 31, 2021 and the Group's unaudited condensed financial statements for the six months ended September 30, 2021, respectively, and which is qualified in its entirety by the financial information contained in such financial statements of the Group, copies of which are available on the Group's website at <https://www.edreamsodigeo.com/>.

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# Cautionary Statement Regarding Certain Financial Forecasts and Other Forward-Looking Statements

This presentation includes forward looking statements regarding the Group's intentions, beliefs or current expectations concerning, among other things, its results of operations, financial condition and performance, liquidity, prospects, growth, strategy and the industry in which it operates. In particular, these forward looking statements include, but are not limited to, the discussion of the changing dynamics in the travel industry, the Group's growth outlook in its Top 6 and Rest of the World markets, the transformation of its business model through Prime, its financial outlook for fiscal year 2025 (including with respect to the number of Prime members, Cash Revenue, Cash Marginal Profit, Cash EBITDA, Cash Marginal Profit, Average Revenue Per User (ARPU), Variable Costs, Fixed Costs, Capital Expenditure and Leverage) and the COVID-19 pandemic and the impact thereof on its business. These forward looking statements can be identified by the use of forward looking terminology, including the terms "aims," "anticipates," "believes," "continues," "could," "estimates," "expects," "forecasts," "guidance," "intends," "may," "plans," "should" or "will" or, in each case, their negative, or other variations or comparable terminology, and include all matters that are not historical facts.

By their nature, forward-looking statements involve a number of risks, uncertainties and assumptions, including in relation to: general economic conditions, the COVID-19 pandemic, consumer confidence, spending patterns and disruptions (including those related to natural disasters and health pandemics) affecting the travel industry specifically; the Group's inability to successfully compete against current and future competitors; the impact of seasonal fluctuations; the increasing number of laws, rules and regulations to which the Group is subject; adverse changes affecting the Group's relationships with travel product suppliers and suppliers' intermediaries which could reduce the Group's access to travel products content and/or increase its costs. As a result, the Group's actual results or events may differ materially from those expressed or implied by those statements. Accordingly, no assurance can be given that any particular expectation will be met and no undue reliance should be placed on any forward-looking statement. Additionally, forward-looking statements regarding past trends or activities should not be taken as a representation that such trends or activities will continue in the future.

The financial forecasts presented herein are based on the Group's business plan which reflects, among others, forecasts of economic indicators, the expected economic, market and regulatory conditions, and the Group's strategic priorities for the upcoming years. The development of these forecasts is the result of a process of prospective simulation of economic, proprietary and financial conditions and, in particular, the transformation of the Group's business model from a transactional business to a subscription based business through the roll-out of Prime. While the Group believes these forecasts were prepared on a reasonable basis, reflecting the best estimates and judgments available to it at the time, forecasts are not facts and should not be relied upon as being necessarily indicative of future results.

The financial forecasts are by their nature uncertain, as they are based on assumptions which are subject to risks, uncertainties and assumptions, many of which are beyond the Group's control, including those described above. Due to these and other factors, the forecasts are not a guarantee of future results and the Group is not responsible for the deviations that may occur. The Group's independent accountants have not compiled, examined or performed any procedures with respect to the forecasts, nor have they expressed any opinion or any other form of assurance on the forecasts or their achievability.

The financial forecasts include estimates of indicators used to measure the results of the Group's activity. The Group has considered the effects of the recovery of the travel industry post COVID-19 and the impact of the transformation of its business model to a subscription based model; as a result, the forecasts are not directly comparable to the Group's financial situation and results of operations for the past periods.

# Non-GAAP and Alternative Performance Measures

The financial information included in this presentation includes, in addition to the financial information prepared in accordance with International Financial Reporting Standards (“IFRS”) and derived from the Group financial statements, alternative performance measures (“APMs”) as defined in the Guidelines on Alternative Performance Measures issued by the European Securities and Markets Authority (ESMA) on 5 October 2015 (ESMA/2015/1415en) and other non-IFRS measures (“Non-IFRS Measures”), including “Bookings”, “Gross Bookings”, “EBITDA”, “Adjusted EBITDA”, “Capital Expenditure”, “Cash EBITDA”, “Cash Revenue”, “Cash Marginal Profit”, “Revenue Margin”, “Cash Revenue Margin” and “Variable Costs”, which are not accounting measures as defined by IFRS. These financial measures that qualify as APMs and non-IFRS measures have been calculated with information from the Group; however those financial measures are not defined or detailed in the applicable financial reporting framework nor have been audited or reviewed by the Group auditors.

Average Revenue per User (ARPU): Prime ARPU refers to the Cash Revenue Margin generated from Prime users on a last twelve months basis. It is calculated considering all the Cash Revenue Margin elements linked to the bookings done by Prime members (such as, but not limited to, the Prime fees collected, GDS incentives, overcommissions, ancillary services, etc.) divided by the average number of Prime members during the same period. Management considers this is a relevant measure to follow the Prime performance.

The Group has presented these APMs and non-IFRS measures because it believes that they are useful indicators of its financial performance and its ability to incur and service its indebtedness and can assist analysts, investors and other parties to evaluate its business. However, these APMs and non-IFRS measures should not be used instead of, or considered as alternatives to, the condensed consolidated interim financial statements for the Group based on IFRS. Further, these measures may not be comparable to similarly titled measures disclosed by other companies.

For further details on the definition, explanation on the use of, calculation and reconciliation between APMs and Non-IFRS Measures and any applicable management indicators and the financial data of the six-month period ended 30 September 2021 please see the section on “Alternative performance measures” (page 50 et seq.) of the Group’s unaudited condensed financial statements for the six months ended 30 September, 2021, published on 17 November, 2021, which is available on our website (<https://www.edreamsodigeo.com/>).



# AGENDA

01 **Overview, Prime subscription model, investment highlights**  
(12h00 –13h30)

02 **Lunch break**  
(13h30 –14h00)

03 **Prime economics, financial model and outlook**  
(14h00 –15h00)

04 **Breakouts**  
(15h00 –16h00)

- Revenue Diversification “Travel Shop”
- Artificial Intelligence
- Customer Self Service

05 **Coffee break**  
(16h00 –16h15)

06 **Closing remarks**  
(16h15 –17h00)

07 **Dinner with the team**  
(19h30)



# OVERVIEW, PRIME SUBSCRIPTION MODEL, INVESTMENT HIGHLIGHTS

**eDreams ODIGEO**

Our mission

We are **helping our customers** see the world through being their one-stop **trusted travel partner**





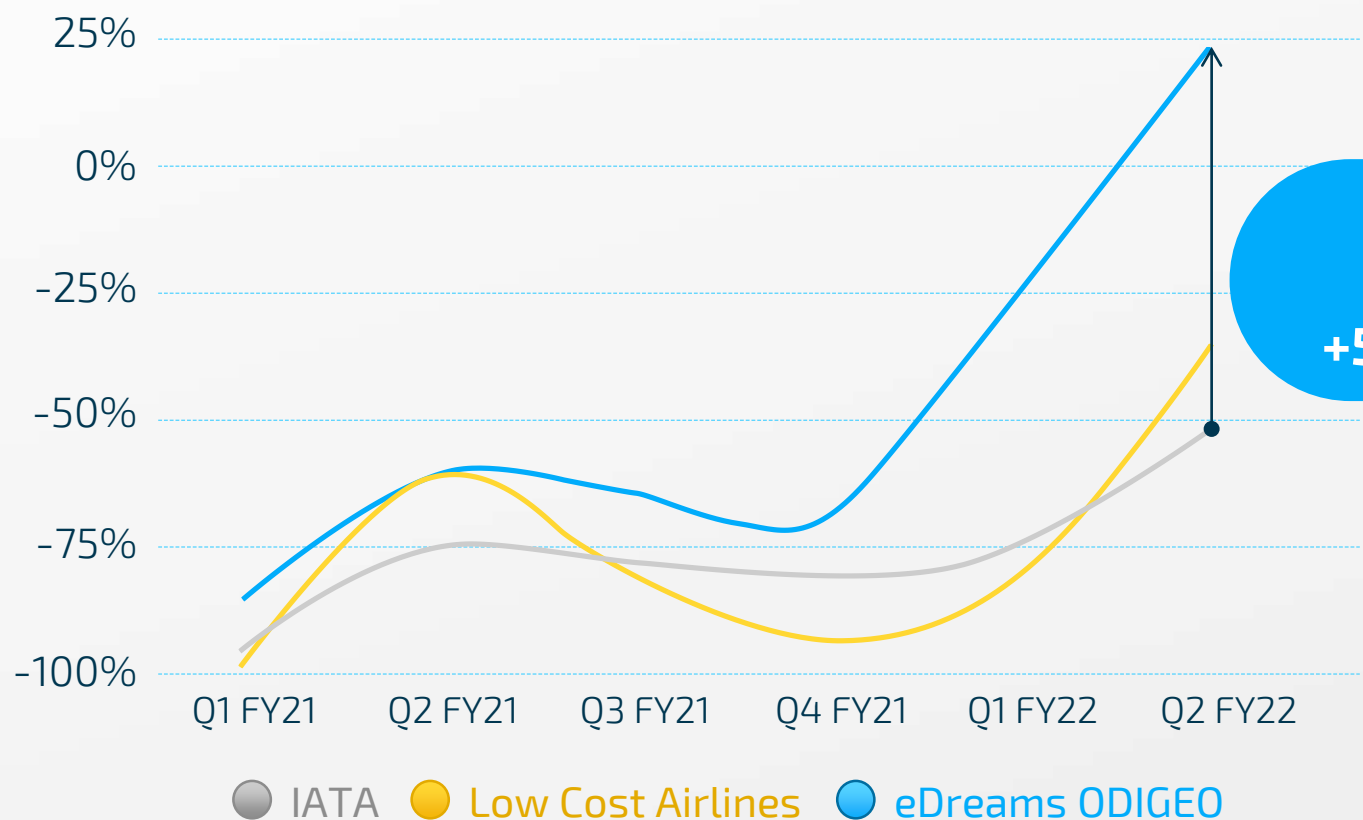
...and be the largest travel subscription program in the world

Bank	Client
€XXXXXX	
eDreams Prime	-€XX
Netflix	-€XX
Spotify	-€XX
Amazon	-€XX
DoorDash	-€XX
HelloFresh	-€XX
Headspace	-€XX



# eDO superior value proposition leading to market share gains overperforming industry peers

## Trading evolution vs. pre-COVID, %



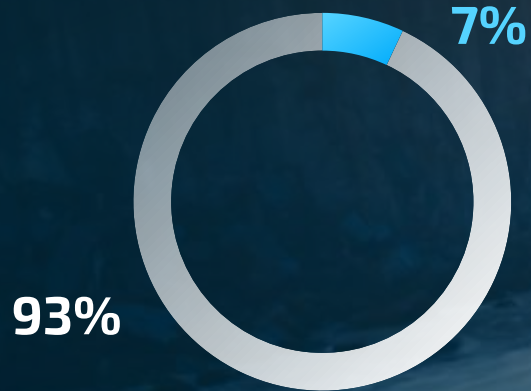
**eDO**  
**+74pp vs. IATA**  
**+58pp vs. Low Cost**



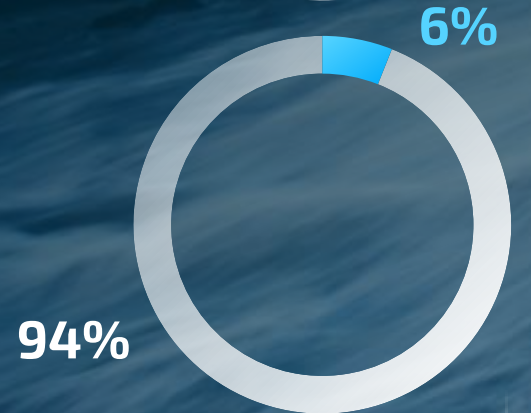
# We are transforming from transaction to subscription

## From transaction...

Pre-COVID\*



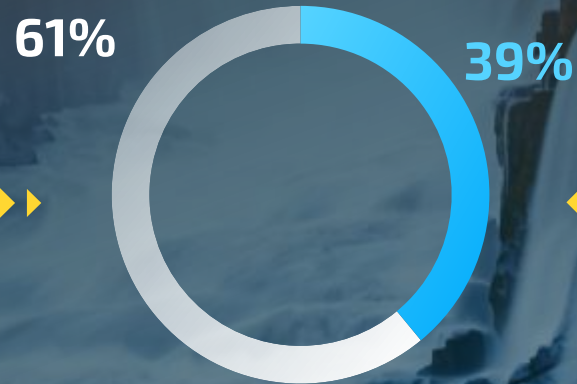
Bookings #



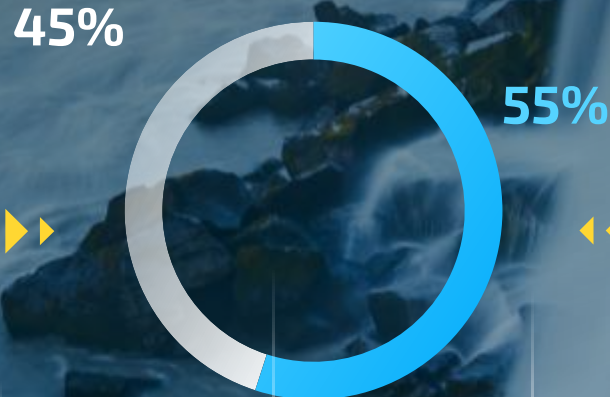
Cash EBITDA €M

## ... to a subscription-based business

2Q FY22 annualized

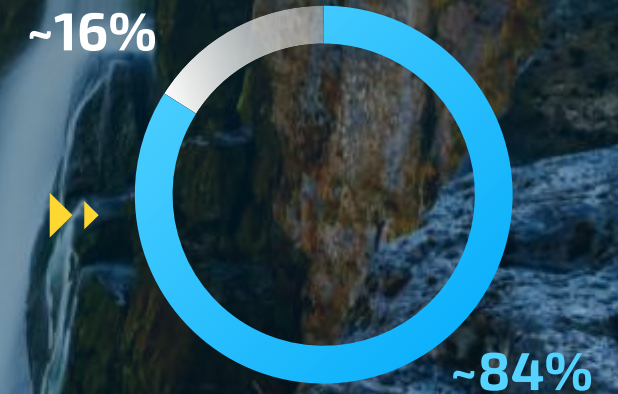
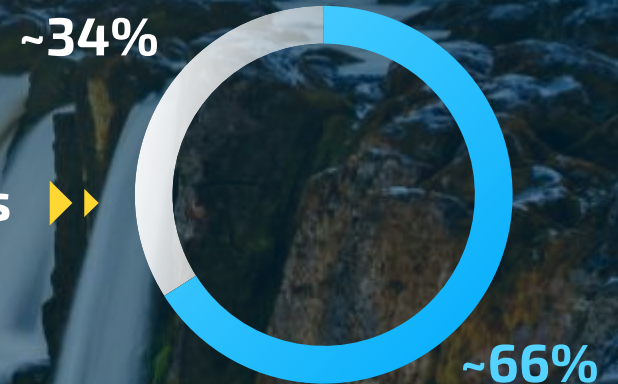


Bookings #

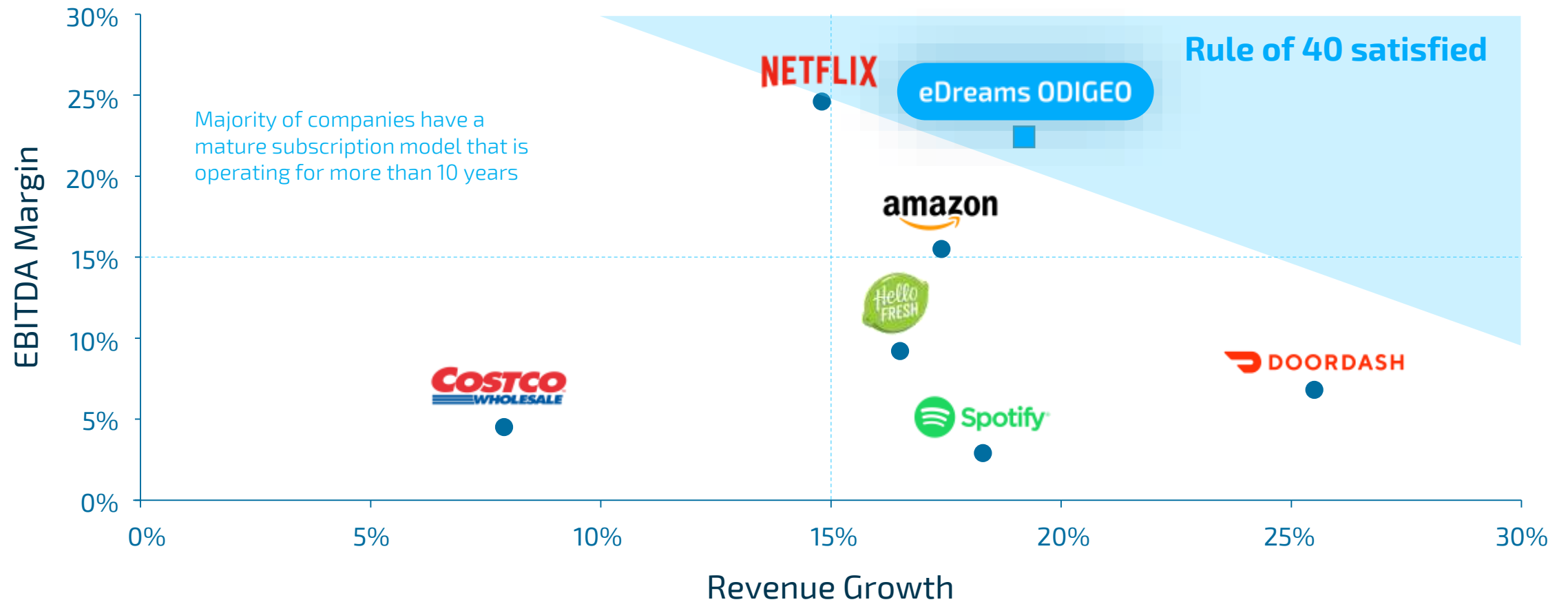


Cash EBITDA €M

FY25



eDO is one of its kind in terms of profitability and growth among subscription peers (once maturity is reached)



Source: Factset as of Nov-21, financials calendarised to Dec-YE  
 Note: Revenue growth based on CY21E – CY23E for peers and 2Q FY22 annualized – FY25E for eDO to exclude COVID impact;  
 EBITDA margin based on CY22E for peers, FY25E for eDO

# eDO's large potential: superior returns for shareholders and customers while transforming the industry

CREATE THE LARGEST TRAVEL SUBSCRIPTION PROGRAM: PRIME

EXPAND OUR MARKET SHARE

ACHIEVE SUPERIOR INDUSTRY MULTIPLES

eDO  
FY25  
TARGETS



Prime Members

>7.25M

Prime ARPU

~€80

Cash EBITDA

>€180M

A photograph of an older couple sitting on a stone ledge by a swimming pool. The woman is on the left, wearing a purple patterned top, and the man is on the right, shirtless. They are both holding glasses of wine and looking at each other. The background shows a tropical landscape with palm trees and a body of water under a clear sky. A blue vertical bar is on the left side of the image.

# 1.0

**A strong position in an attractive market**

# eDO's market is sizeable, growing and attractive

Sizeable market and largest e-commerce vertical

Attractive growth prospects after the pandemic

eDO is positioned in the right segments (online and leisure)

€1.3Tn

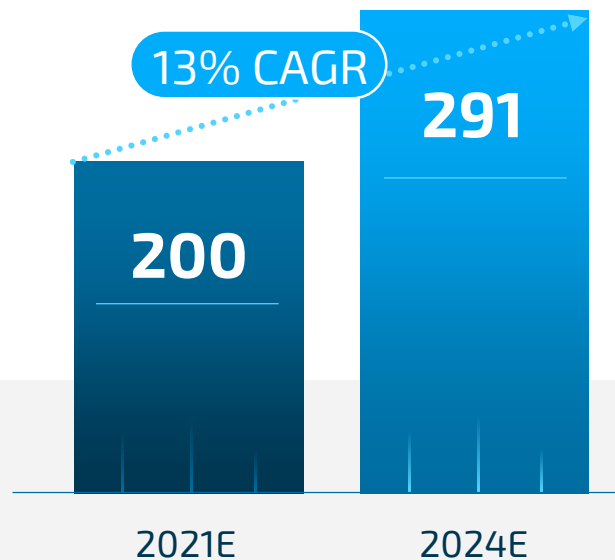
Worldwide travel market, 2019

2.2x

Online travel size vs. next largest e-commerce segment (apparel), 2019

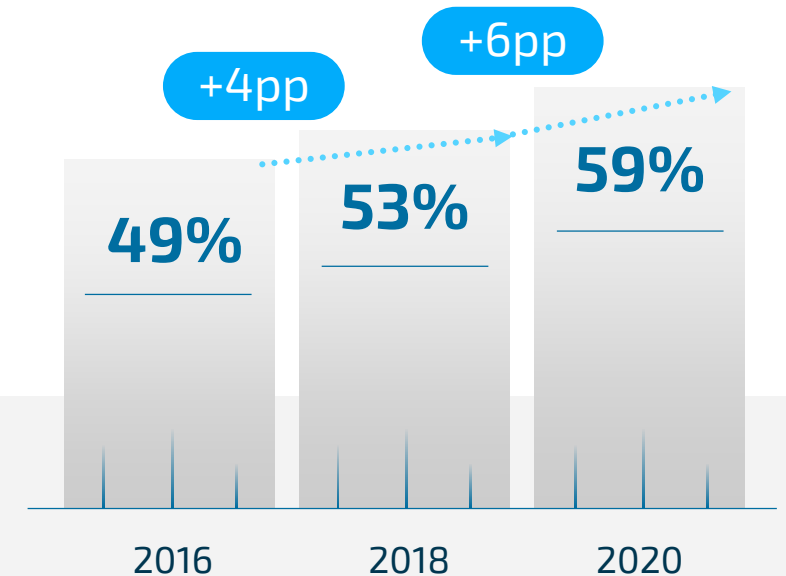
## European Travel Market Size

€Bn



## European Flight Market Online penetration

% over total Gross Bookings



1.0

Within travel, eDO is the global leader in flights, excluding China

#2 PLAYER IN  
FLIGHTS GLOBALLY

GLOBAL FLIGHT REVENUE  
Estimated, CY 2020 (€M)

Trip.com

957

#1

eDreams ODIGEO

162

#2

Expedia

92

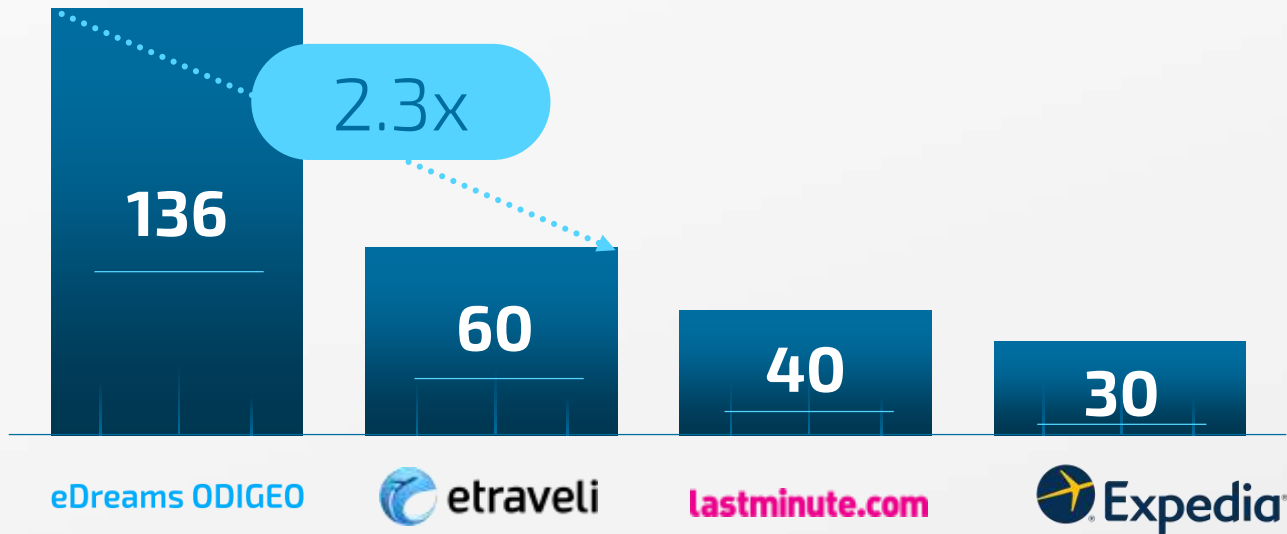
#3



# 1.0 Unrivalled scale in Europe

#1 PLAYER IN FLIGHTS IN EUROPE

EUROPEAN FLIGHT REVENUE  
Estimated, CY 2020 (€M)





We have **increased our share** during the pandemic



## EUROPE MARKET SHARE 2020

OTA flight

**37%**  
(+6pp 19-20)

Total flight

**3.5%**

1.0

# This strong position enables eDO to drive unrivalled scale advantages

## SCALE IN DEMAND

**62M** Avg. searches / day<sup>(1)</sup>

**452M** Online AI predictions / day<sup>(1)</sup>

## SCALE IN SUPPLY

**x3** Flights per day / route than any other airline<sup>(2)</sup>

**662** Airlines connected<sup>(1)</sup>

## STRONG REVENUE DIVERSIFICATION

**67%**  
**(+11pp YoY)**

% of company revenue from ancillary and non-flight products<sup>(3)</sup>

## WORLD-CLASS TECHNOLOGY PLATFORM

**1 platform > 274 websites and apps<sup>(1)</sup>**

**7,800**  
feature releases / year<sup>(4)</sup>



# 2.0

## Building for growth: unrivalled Prime subscription program

# eDO is disrupting the market with Prime, a winning customer proposition

What is  eDreamsPrime

Sign up for just **€54.99** / year

## DISCOUNTS ON ALL YOUR TRAVELS

Save on flights, accommodation, cars & dynamic packages

Savings apply to all those travelling with you

## PRIORITY CUSTOMER SERVICE

Free exclusive customer service hotline 24x7

## ACCESS TO SPECIAL DEALS

Exclusive access to special deals & promotions (for example Prime Day)

**Other well known subscription programs:**  
(Prices for France)

 **amazon** €49 yearly  
(€5.99 / month)

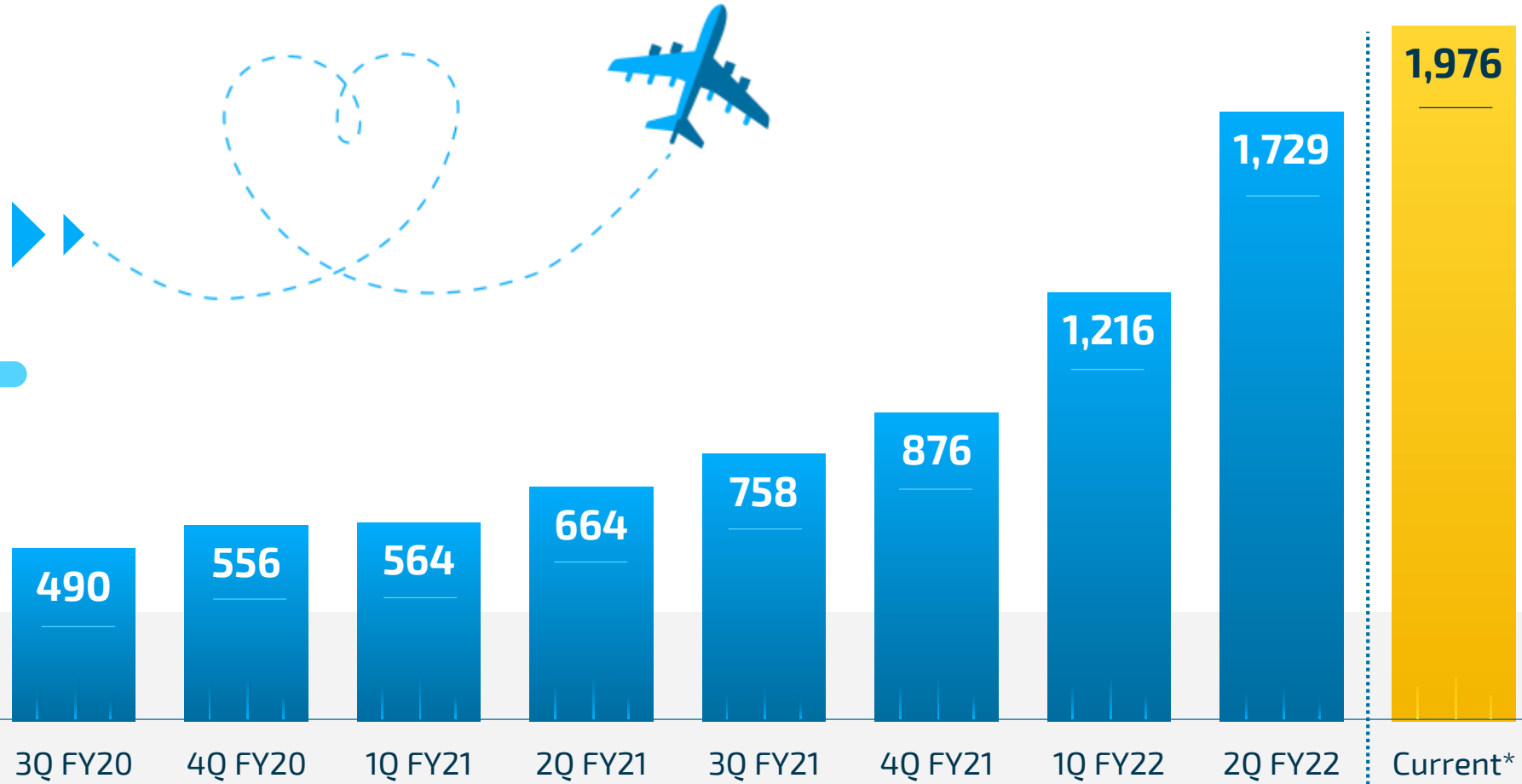
 **Spotify** €120 yearly  
(€9.99 / month)

**NETFLIX** €108 yearly  
(€8.99 / month)

2.0

# Prime is the #1 travel subscription in the world

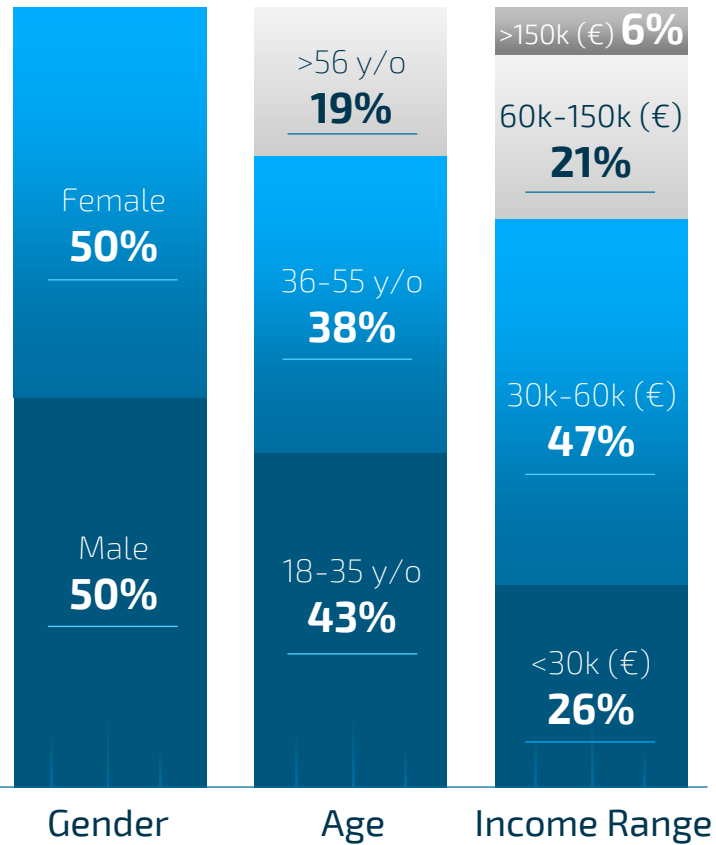
Prime members in 000's



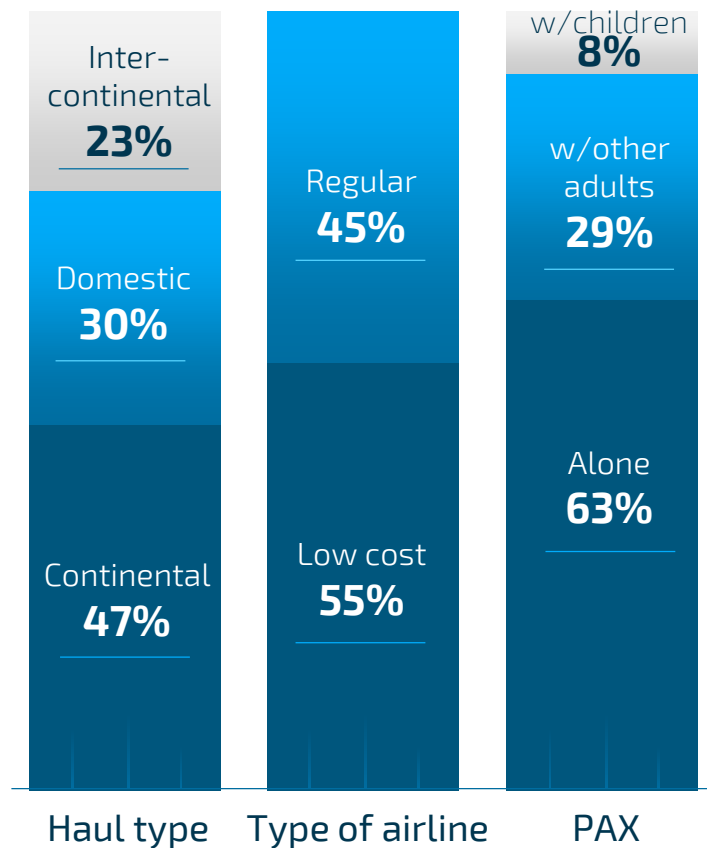
# Prime appeals to travellers of all ages and all travel preferences


Who are our Prime members?

## Demographics



## Booking Type



A man and a woman are sitting on a rocky cliff, looking out over a vast, calm ocean. The man is wearing a white shirt and the woman is wearing a dark top. The background shows a hazy coastline under a bright sky.

Prime is a ground-breaking business model within travel and **provides a win-win proposition for customers and for eDO**

## 2.1

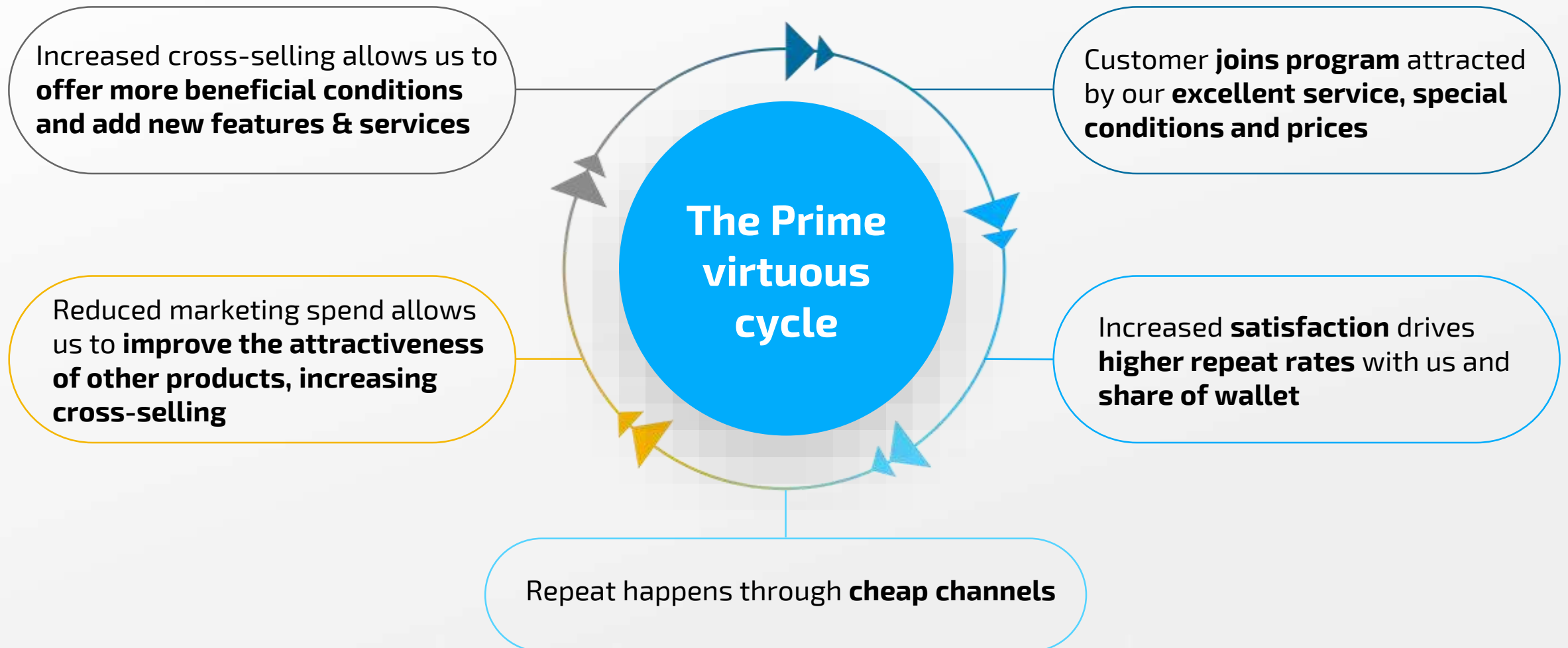
▶ **Ground-breaking innovation within the travel industry**



2.1

# The Prime virtuous cycle generates a win-win loyalty relationship with customers

Breaking the transactional dynamic in online travel



2.1

# Prime is a ground-breaking proposition within the travel industry

Prime is solving the loyalty conundrum within travel

## EDREAMS PRIME SUBSCRIPTION

VIP lifetime service

Instant saving

Subscription value "amortized"  
with **1<sup>st</sup>/2<sup>nd</sup> booking**

Save across **all products**



## TRADITIONAL LOYALTY PROGRAMS IN TRAVEL

No-to-minimum service

Points to redeem in **future bookings**

Very **high frequency**  
required

Only for **single product**

A couple is sitting on a rocky cliff overlooking a vast, calm ocean. The man is wearing a white shirt and the woman is wearing a dark top. They are both looking out at the water. The background shows a hazy coastline with mountains under a clear sky.

Prime is a ground-breaking business model within travel and **provides a win-win proposition for customers and for eDO**

## 2.2

▶ Superior value proposition for customers

## 2.2 Prime is a superior value proposition for customers

A

Prime has the best prices in travel...

% eDO win rate vs. competitors\*

98%



**Flights**  
(vs. top 10 Airlines)

83%



**Hotel**  
(vs. top hotel OTA)

95%



**Cars**  
(vs. top car rental OTA)

B

...together with compelling non-price benefits...

**Premium customer service support**

- 24x7 support
- Lower waiting time
- Most experienced agents

**Exclusive access to special deals & promotions**

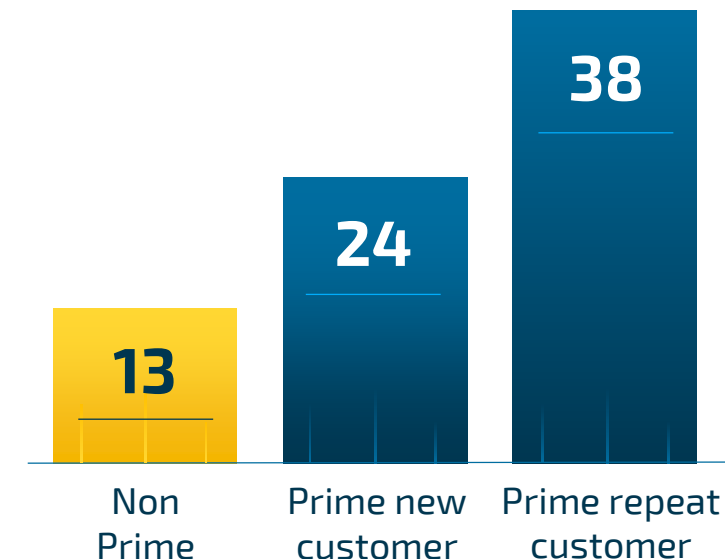
- Prime Days
- Sneak peak access to promo campaigns
- Prime deals

C

...resulting in a higher customer NPS

**Net Promoter Score\*\***

Bain & Company methodology



Source: Company data, eDO analysis

\*Win rate vs. main competitors. See next slides for details

\*\*External independent NPS survey performed by Ipsos. 2890 phone interviews done across our 5 core markets (SP, FR, IT, DE, UK) in September 2021. NPS calculated as per Original Bain & Company methodology: % of promoters (9-10 scores) - % of detractors (0-6 scores)

2.2.A

# We offer the best prices in the market across Flights, Accommodation and Car Rentals

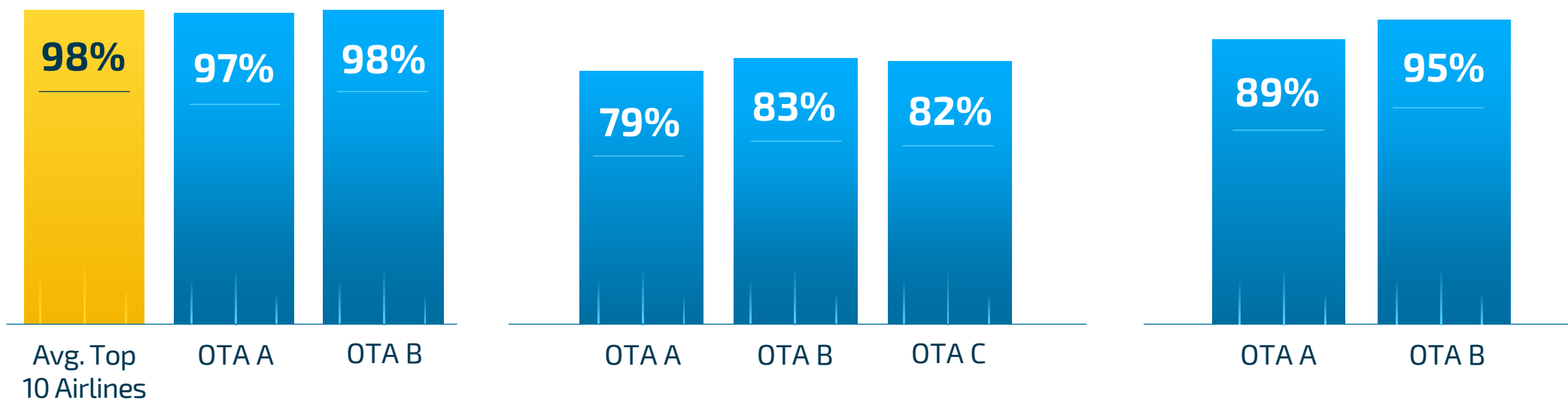
Verified  
by KPMG

## Flights\*

## Accommodation\*\*

## Car rental\*\*\*

% of times eDO Prime has a better price



\* Flights (Benchmark dates October 1<sup>st</sup>-21<sup>st</sup> 2021): Benchmark based on thousands of data points collected in our 5 core markets (SP, FR, IT, UK, DE). Comparison made on exact same content (routes, dates, provider, etc.) against airline prices on their direct website and vs. the prices shown by OTAs on their respective websites. Win rate weighted by route based on demand (volumes). The results have been verified by KPMG.

\*\* Hotels (Benchmark dates September 15<sup>th</sup>-30<sup>th</sup> 2021): 1000 searches for top 20 destinations (top 10 hotels per destination city) in our 5 core markets (SP, FR, IT, UK, DE). Win rate weighted by most visited cities based on our booking volumes. The procedures and analysis performed by eDreams ODIGEO have been verified by KPMG.

\*\*\* Cars (Benchmark dates September 15<sup>th</sup>-31<sup>st</sup> 2021): Benchmark of key car rental providers across top 5 destinations in our core markets, for a total 50,000+ combinations. Compared the same car type and dates for the main 4 providers (Hertz, Avis, Europcar, Budget) on the competitor OTA website. Win rate weighted by most visited cities based on our booking volumes. The procedures and analysis performed by eDreams ODIGEO have been verified by KPMG.

## 2.2.A How much do customers save?

### Couple travelling for a weekend

 LISBON  BARCELONA  
Fri 05/11 – Sun 07/11

	PROVIDER SITE	PRIME	SAVINGS €
Flights	€367	€354	-€13
Hotels	€468	€394	-€74
Cars	€86	€67	-€19

**-€106** Prime vs. Provider savings

### Family holiday for one week (2 adults + 2 children)

 MADRID  ORLANDO  
Fri 29/10 – Fri 05/11

	PROVIDER SITE	PRIME	SAVINGS €
Flights	€2,208	€2,149	-€59
Hotels	€1,552	€1,472	-€80
Cars	€575	€531	-€44

**-€183** Prime vs. Provider savings

Source: eDO analysis

Note on methodology: Real searches performed on October 19<sup>th</sup> 2021 for eDreams Prime price in ED.COM vs. airline direct website, hotel direct website and car provider direct website

## 2.2.B Prime also provides compelling non-price benefits

### EXCLUSIVE 24x7 CUSTOMER SERVICE

24x7 / Lower waiting time / Best agents

“

I first called to make a **change to my flight** and was able to do so **at minimal cost** to me!! [...] Denney [...] was **EXTREMELY friendly, personable and helpful!!** [...] I SAY KUDOS to **E\_DREAMS** and **their ENTIRE STAFF** for **ALWAYS** being there and ready to **ASSIST!!** I am and will remain a **LOYAL EDREAMS PRIME MEMBER!!!**

”

“

[...] The Employee Mustafa was very **helpful and has solved my concern directly**. He also explained the **great advantages of Opodo Prime**, so I am **convinced not to cancel the prime**. Thank you Mustafa 😊

”

“

[...] I didn't get my emails from Jet2.com and **Abhishek from EDreams Prime fixed everything** [...] **Excellent help, polite and patient**. Thank You

”

## 2.2.B Prime also provides compelling non-price benefits

### EXCLUSIVE 24x7 CUSTOMER SERVICE

### EXCLUSIVE ACCESS TO SPECIAL DEALS & PROMOTIONS

24x7 / Lower waiting time / Best agents

“

I first called to make a **change to my flight** and was able to do so **at minimal cost** to me!! [...] Denney [...] was **EXTREMELY friendly, personable and helpful!!** [...] I **SAY KUDOS to E\_DREAMS and their ENTIRE STAFF for ALWAYS being there and ready to ASSIST!!** I am and will remain a **LOYAL EDREAMS PRIME MEMBER!!!**

”

“

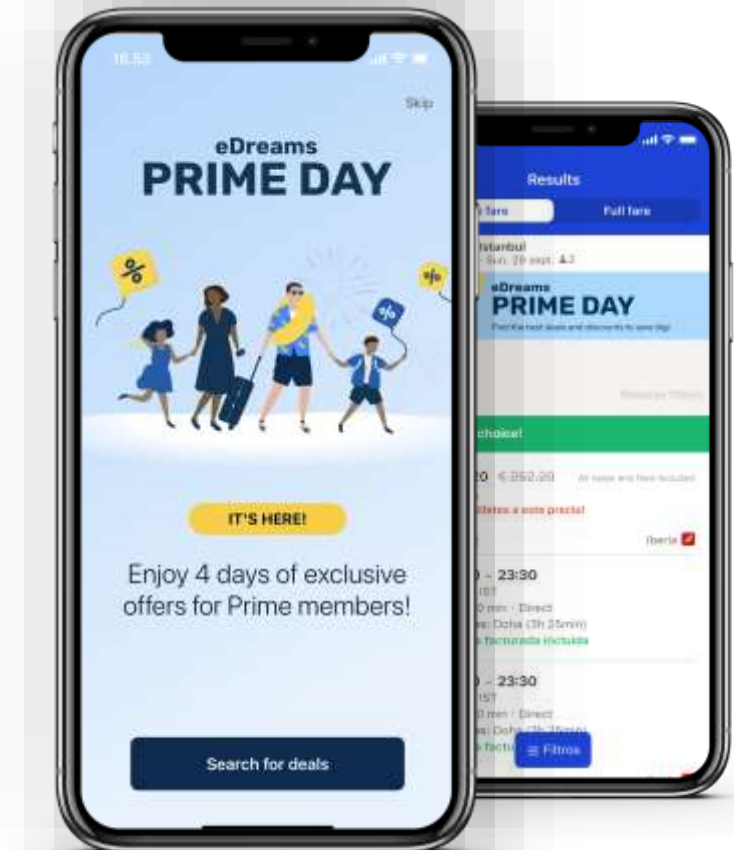
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2.2.C

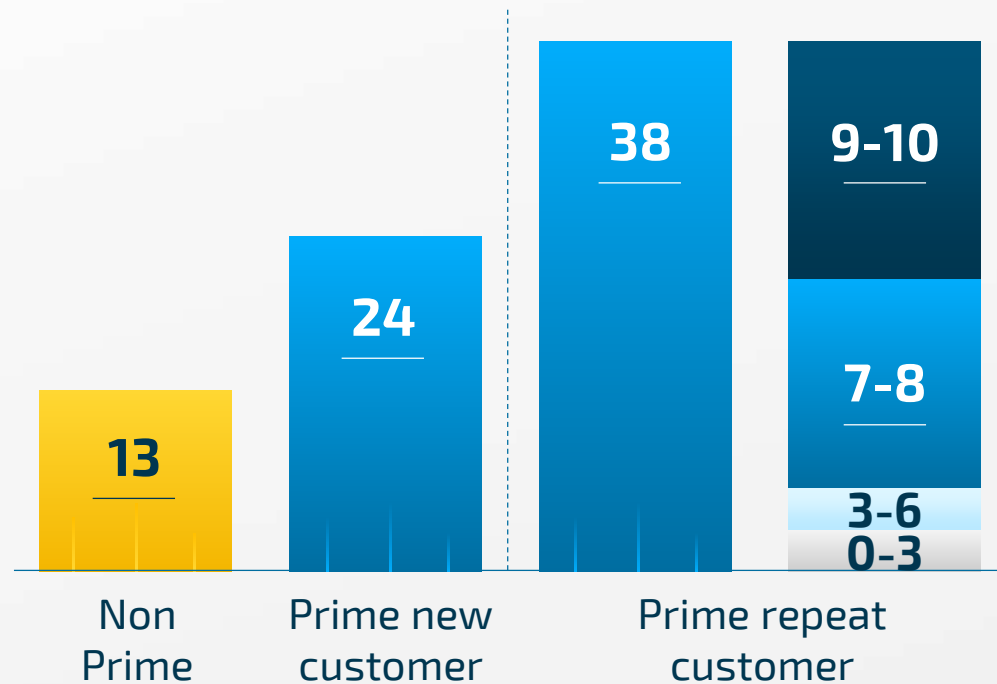
# Leading to superior customer advocacy and decommoditizing the value proposition

External independent  
study performed by



91% of our Prime repeat customers score  
us a 7 or above in NPS

Net Promoter Score and distribution

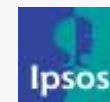


Source: Survey performed by Ipsos in our 5 core markets (FR, SP, IT, DE, UK)  
Note: NPS calculated as per Original Bain & Company methodology, % of promoters (9-10 scores) - % of detractors (0-6 scores)

2.2.C

# Members promote us for the outstanding customer experience, cheap prices and transparency of information

External independent study performed by



## What are the main drivers for promotion?

CATEGORY	% PROMOTERS*	VALUED ATTRIBUTES
CUSTOMER EXPERIENCE	81%	Speed & agility of the buying process, reliability and overall good shopping experience, good service
PRICES	44%	Attractive prices, consistency, no/few commission, value for money
INFORMATION	37%	Transparency of website, information clearly explained, confirmation emails received, etc.
CONTENT	14%	Wide variety of airlines, hotels and car providers



Source: Survey performed by Ipsos in our 5 core markets (FR, SP, IT, DE, UK). Example for SP.  
 \*% of promoters that mentioned this category as reason to promote, adds to >100% as each respondent may have mentioned more than 1

A couple is sitting on a rocky cliff overlooking a vast, calm ocean. The man is wearing a white shirt and the woman is wearing a dark top. They are both looking out at the water. The background shows a hazy coastline with hills under a bright sky.

Prime is a ground-breaking business model within travel and **provides a win-win proposition for customers and for eDO**

## 2.3

▶ **Highly value-creating for eDO and its shareholders**

## 2.3

## Prime is highly value-creating for eDO and its shareholders



### High Lifetime Value with attractive returns

- Prime customers are **more engaged and repeat more** (2.7x vs. Non Prime) in **cheaper channels of acquisition** (~75% vs. 25% Non Prime)
- Resulting in a **2.5x higher LTV over a 24 month period...**
- ... and **attractive returns** (2x-3x 24M LTV to CAC)



### More stable source of revenue

- Recurring fees from memberships provide a **higher quality income**



### Stronger relationship with our partners

- Prime grants our partners access to a **loyal, high-value customer, closed user group**

2.3

Prime members visit us more often and have a higher CVR than Non Prime customers, leading to higher repeat bookings

## Prime vs. Non Prime index

x1.4

**Average return  
visits per user**  
(in 12 months)

x2.0

**Conversion  
rate**

x2.7

**Repeat bookings**  
(in 12 months)

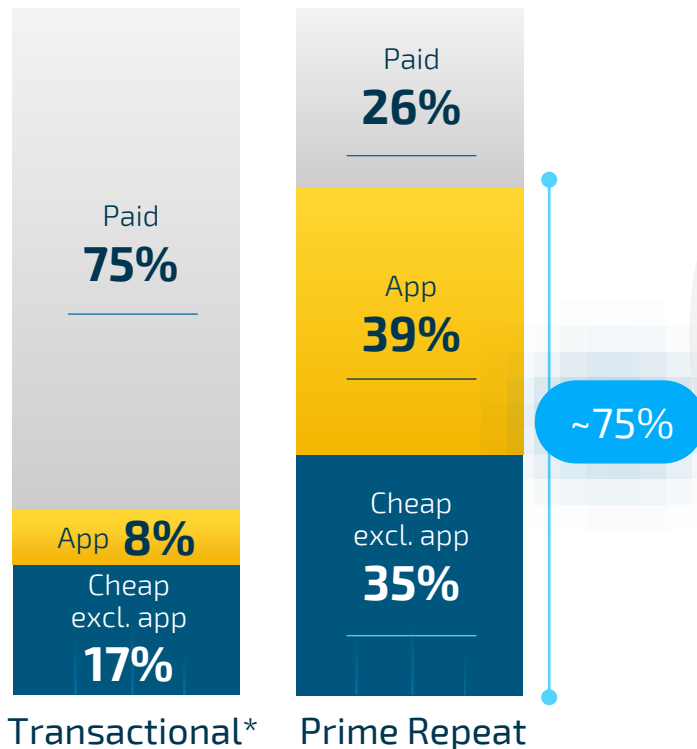


2.3

## ...and cheaper channel mix

~75% of Prime members repeat on cheap channels

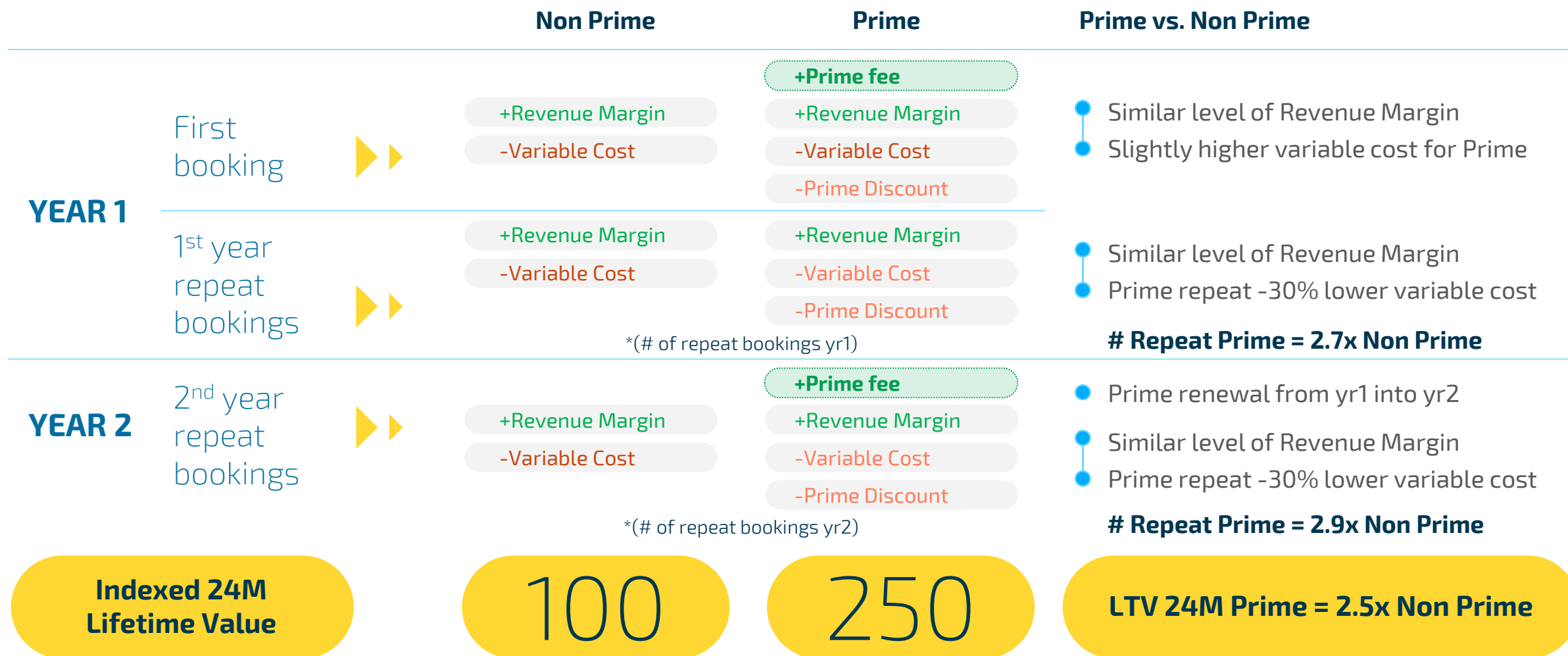
### Repeat channel




Note: paid channels include SEM non-branded, meta and other paid. Cheap includes direct, SEO, etc (channels that don't carry marketing costs) \*Transactional: Non Prime + 1st Prime bookings

2.3

# Leading to a significantly higher 24 Month Lifetime Value (LTV) for Prime members



A couple is sitting on a rocky cliff overlooking a vast, calm ocean. The man is wearing a white shirt and the woman is wearing a dark top. They are both looking out at the water. The background shows a hazy coastline with hills under a bright sky.

Prime is a ground-breaking business model within travel and **provides a win-win proposition for customers and for eDO**

## 2.4

▶ **Subscription business model well proven in multiple industries: we are pioneering it in travel**



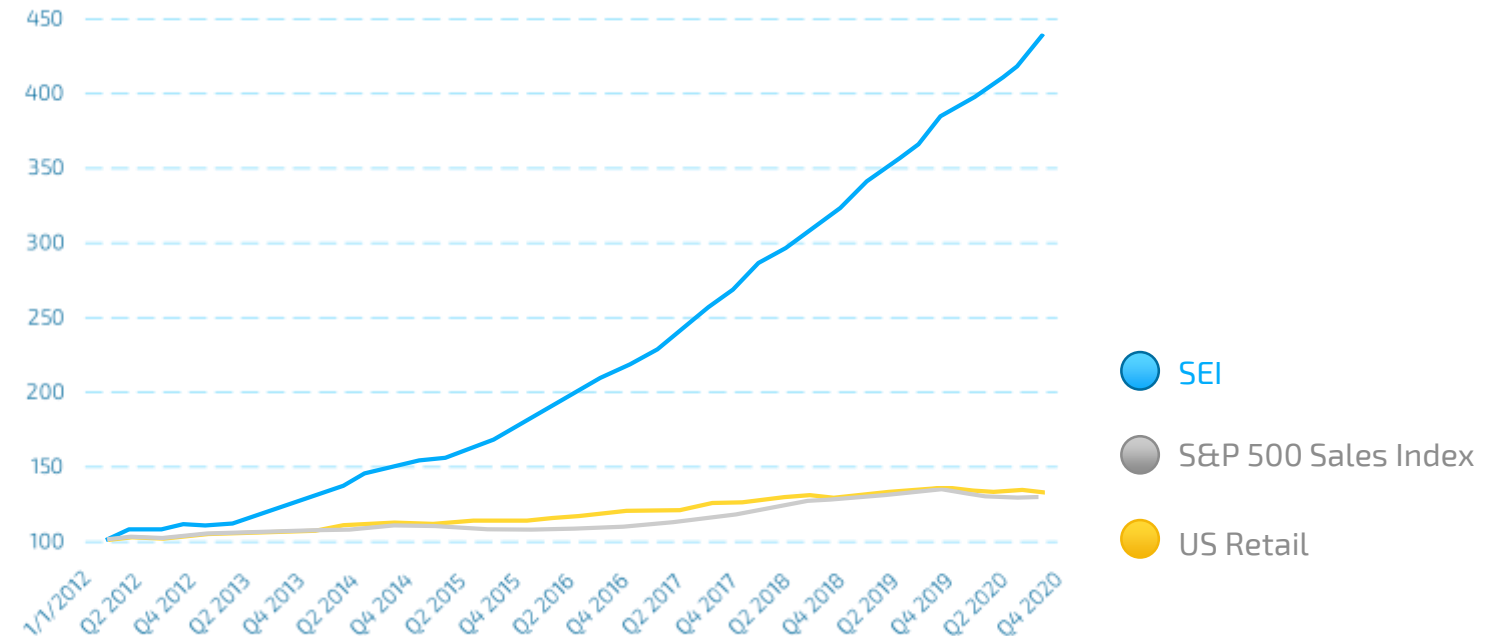
2.4

The subscription business model is already well proven outside travel, growing much faster than traditional businesses

The Subscription Economy<sup>®</sup> has **grown nearly 6x\*** over the last 9 years...

... **five to eight times faster** than traditional businesses

The Subscription Economy Index level vs. S&P 500 and Retail sales growth



Key subscription players per vertical



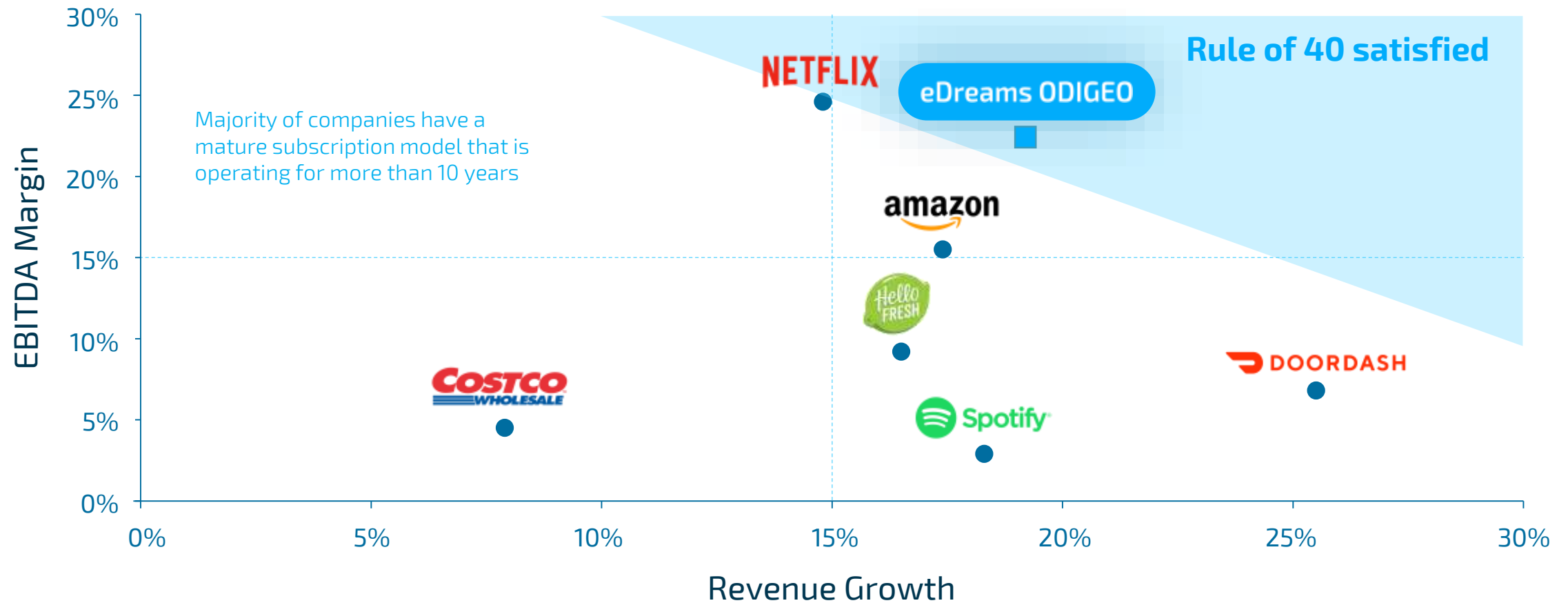
NETFLIX



Adobe

2.4

eDO is one of its kind in terms of profitability and growth among subscription peers (once maturity is reached)

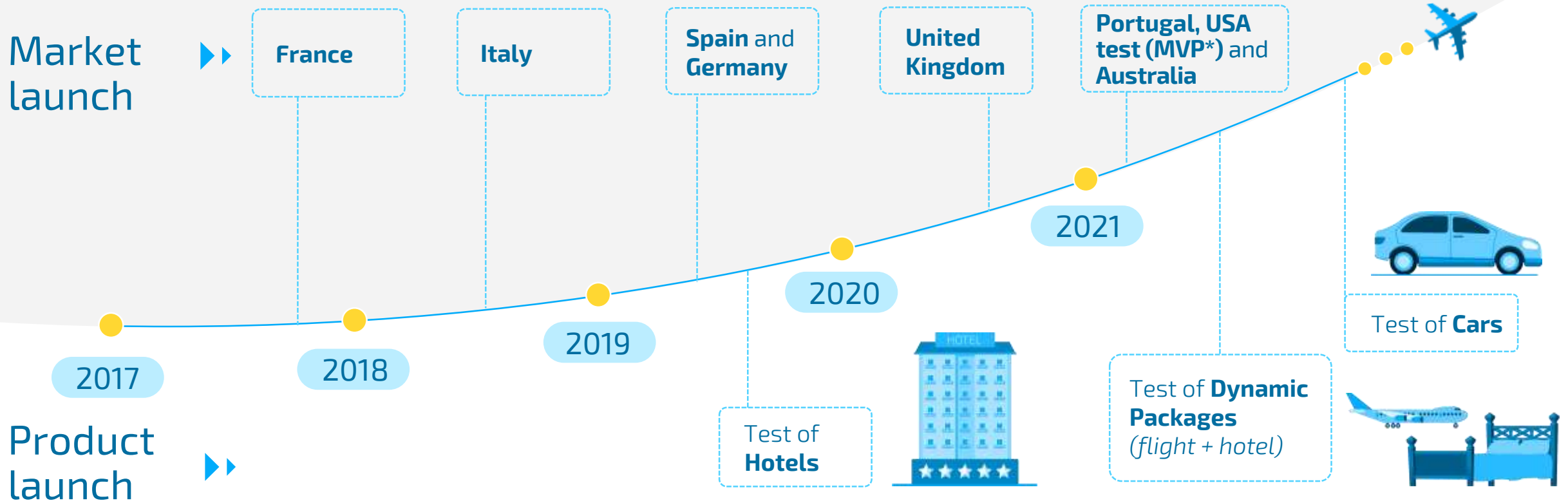


Source: Factset as of Nov-21, financials calendarised to Dec-YE

Note: Revenue growth based on CY21E – CY23E for peers and 2Q FY22 annualized – FY25E for eDO to exclude COVID impact; EBITDA margin based on CY22E for peers, FY25E for eDO

2.4

We have a head start with 4.5 years of testing & learning, product and market launches



4.5 years of testing & learning

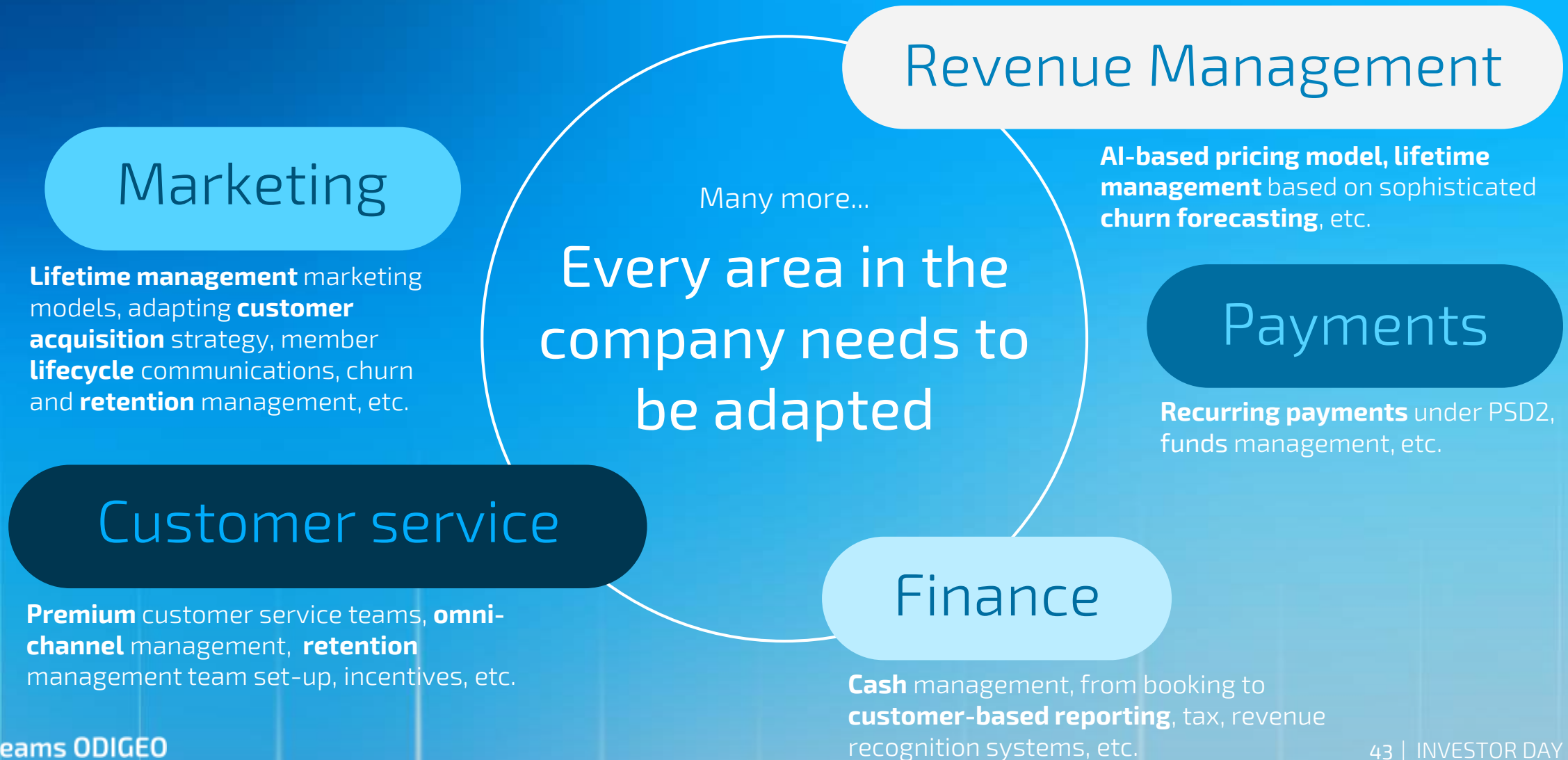
10s of 000s customer interviews

1000s of AB tests

Continuous display iterations

2.4

Moving from transactional to membership-centric requires a holistic company transformation that takes years to achieve



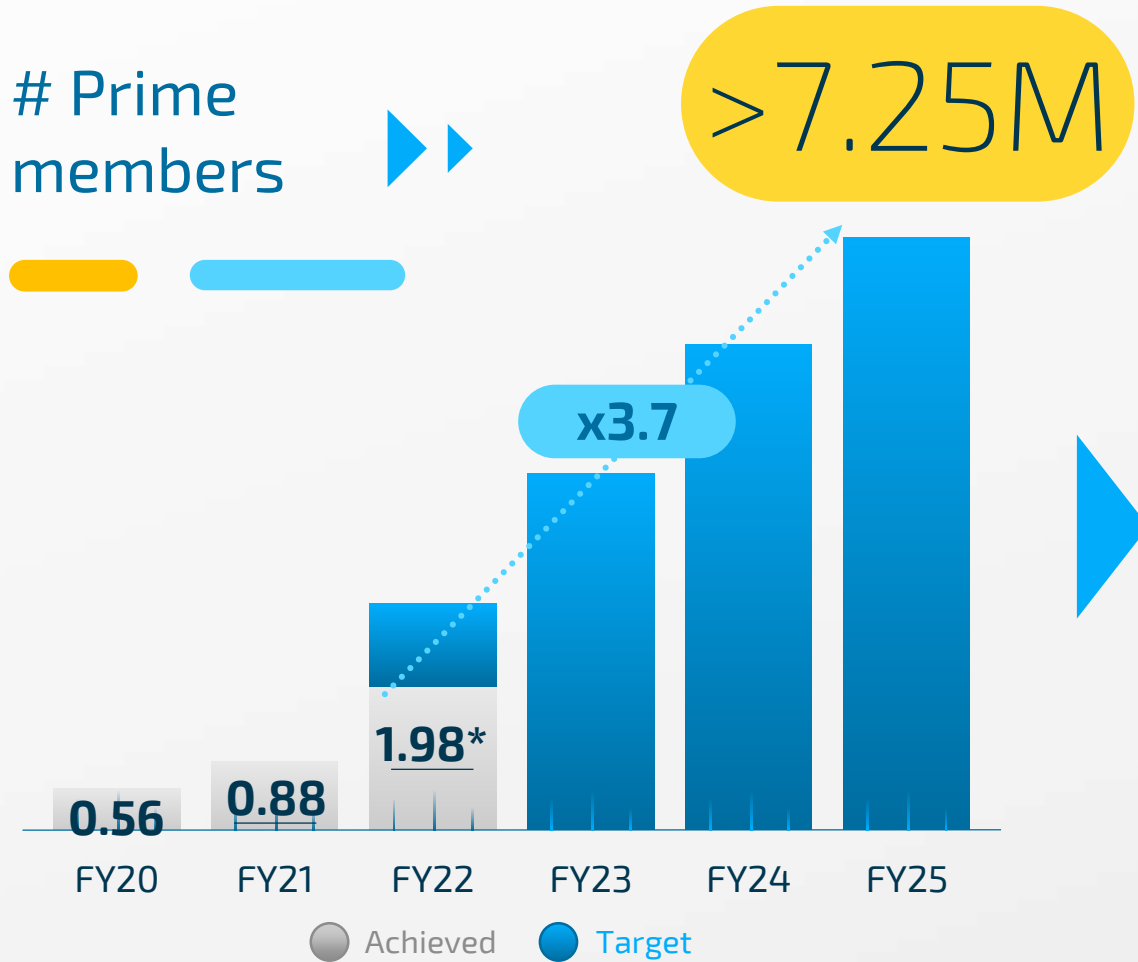


# 3.0

Outlook: **>7.25M Prime members**  
and **>€180M Cash EBITDA (FY25)**

3.0

We are transforming into a subscription business, expecting to reach >7.25M Prime members in FY25



- **Achievable plan** to scale-up Prime
- **Strong track record** and consistent **Prime overperformance in all markets** supports renewed guidance
- **Value creating** for both customers and shareholders
- Huge **growth potential**



A photograph of a woman and a young child, both smiling and looking at a smartphone. They are wearing winter clothing, including a white knit hat with pom-poms and a grey scarf. The background is a colorful, patterned fabric, possibly a rug or blanket, with a warm, indoor setting.

We expect to achieve this target through 4 key growth levers

▶ **3.A**

Convert current transactional customers to Prime

**3.B**

Capture Prime share in European core markets

**3.C**

Grow members in new markets (e.g. US)

**3.D**

Capture new Prime members in other product categories

# Grow in our core markets by converting current customers...

CONVERT  
CURRENT  
CUSTOMERS



eDO Customer Base

18M

Transactional customers  
2019-2021\*



**AMPLE CONVERSION  
OPPORTUNITY**

...as customers come  
back after COVID and  
get exposed to Prime



## 3.B ...and gaining further share in Europe

### Addressable EU Market

225M

European Households\*

~95%

Addressable market share\*\*

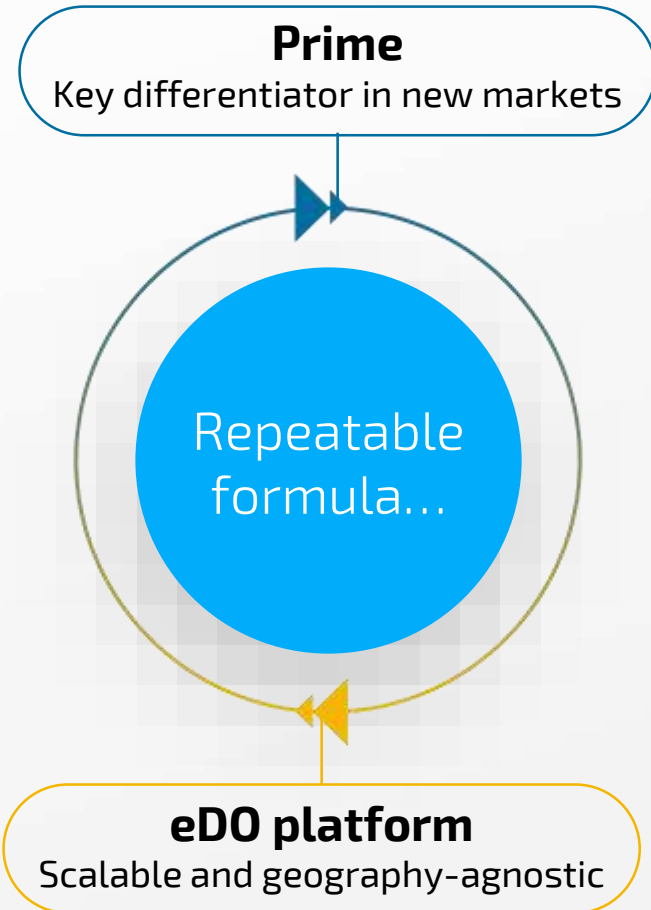
GAIN SHARE  
IN CORE  
MARKETS



### WIDE ADDRESSABLE MARKET

...Europe is the third largest travel market and we have a large share to capture

# Grow our members via newer markets where we do not have a strong brand or long legacy



## ...successfully launched in 8 different markets

US example (launched as Minimum Viable Product)

**Strong  
Subscription  
Rate\***



**+4pp**

US vs. Core  
markets\*\*

**Acceleration  
of booking  
growth**



**+250%**

2019 – 2Q FY22

**Market  
Share gain**



**x4**

2019 – 2Q FY22

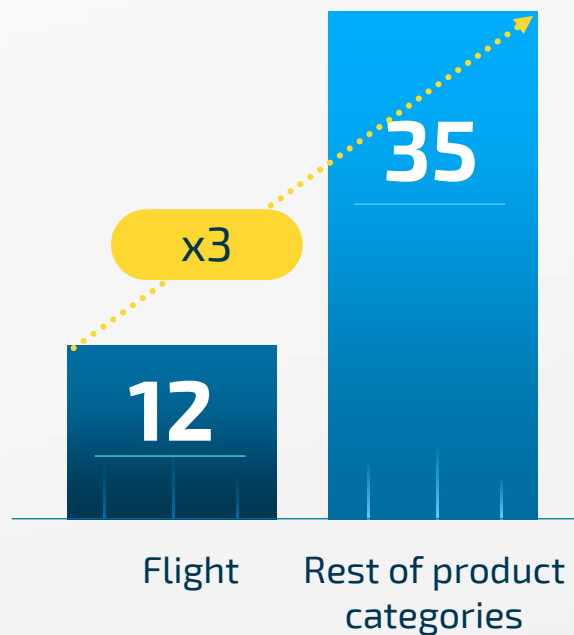
**Strong opportunity** to further develop **new eDO markets and enter new geographies** (~190M Households in top 5 expansion markets)

# Grow our Prime member acquisition in other product categories

Non-flight product categories are attractive...

... and eDO cross-sells them with great success

**European OTA Market Gross Bookings**  
€Bn, 2019



**Non-flight vs. flight Bookings growth index**  
FY22E vs. FY19



3.0

eDO has demonstrated the ability to capture new customers through the Prime program

## Share of new customers within Prime members\*



60%

Source: Company Data

\* Average % of new customers over 2M Prime member base, October 2021. New customer defined as not having transacted with eDO during the past 36 months

All in all, targeting a >7.25M Prime member base, >€820M Cash Revenue and >€180M Cash EBITDA

>7.25M

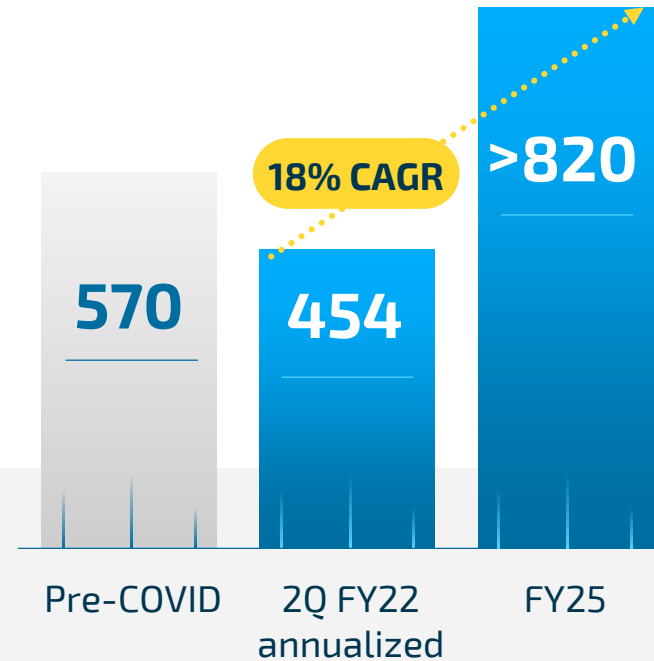
Prime Members  
FY25\*

~€80

Prime ARPU  
FY25

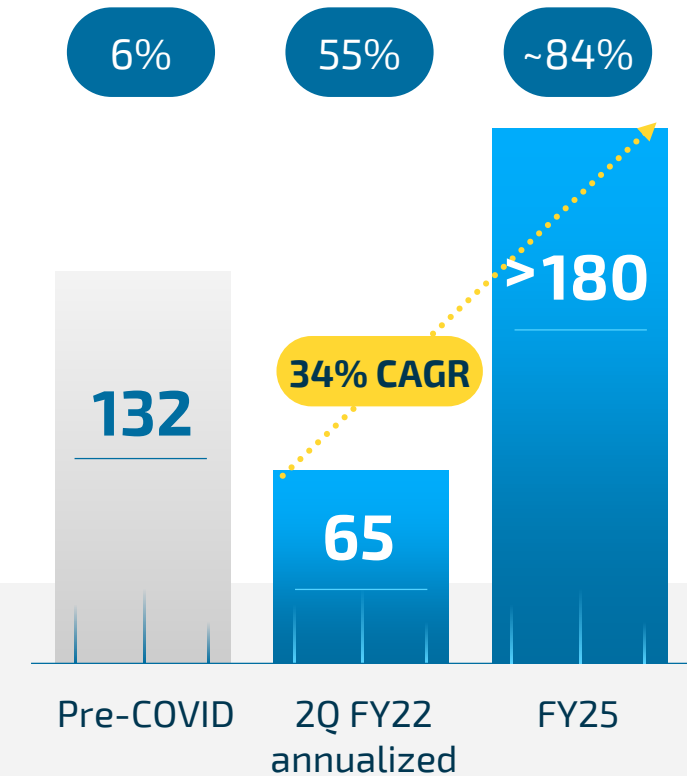
### Cash Revenue Margin

€M



### Cash EBITDA

€M



# eDO is becoming more comparable to subscription based online models following successful take-up of Prime

## eDreams ODIGEO

From transaction...



Trip.



lastminute.com



... to subscription



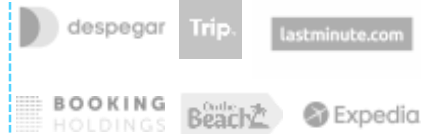
- Transaction based online model
- Higher customer churn
- Higher customer acquisition cost

- Subscription based online model
- High recurring revenue
- Higher retention and lifetime value

# Focused and proven strategy is transforming eDO into a subscription based business

From transaction...

Traditional OTAs



Weight of subscription business<sup>(a)</sup>

Cash Revenue Growth<sup>(b)</sup>

Cash EBITDA Margin<sup>(c)</sup>

Rule of 40<sup>(d)</sup>

EV / Cash EBITDA<sup>(e)</sup>

0%

7%

(6)%

1%

**16.5x**

eDreams ODIGEO Transition

39%

9%

14%

23%

10.2x

...to subscription

eDreams ODIGEO FY25

Subscription based business model



66%

18%

22%

41%



55%

17%

9%

26%

**23.6x**

Note: Peers forecast financials are based on broker consensus

(a) eDO based on Prime share of number of bookings; peers based on share of subscription customers from Amazon, Spotify, Microsoft, Netflix and DoorDash

(b) eDO left column based on pre-COVID FY20A – FY25R CAGR and Traditional OTA based on pre-COVID CY19A – CY24E CAGR to enable better comparison; eDO right column based on 2Q FY22 annualised – FY25E CAGR to reflect more normalised growth considering the COVID impact; Subscription peers based on CY21E – CY23E CAGR

(c) eDO left and traditional OTA based on 3 months (Jun – Sep 2021) EBITDA margin; eDO right based on FY25E margin; Subscription peers based on CY22E EBITDA margin

(d) Defined as cash revenue growth + cash EBITDA margin

(e) Based on current EV; eDO left and traditional OTA based on CY19A financials to reflect pre-COVID impact; Subscription peers based on CY22E financials

Source: Factset as of Nov-21, financials calendarised to Dec-YE

## Well-proven management team to deliver the plan

**High-quality  
management team...**

- Experienced
- Committed with a clear vision
- Demonstrated track record

**... with capacity to innovate and  
adapt to a changing landscape**

- Leaders in revenue diversification
- Creating a revolution by introducing the first subscription program in the travel industry



eDO's large potential: superior returns for shareholders and customers while transforming the industry

CREATE THE LARGEST TRAVEL SUBSCRIPTION PROGRAM: PRIME

EXPAND OUR MARKET SHARE

ACHIEVE SUPERIOR INDUSTRY MULTIPLES

eDO  
FY25  
TARGETS



Prime Members

>7.25M

Prime ARPU

~€80

Cash EBITDA

>€180M

# INVESTOR DAY **2021**

eDreams ODIGEO

REINVENTING TRAVEL

# INVESTOR DAY 2021

17<sup>th</sup> November 2021

eDreams ODIGEO

eDreams

GOVOYAGES

opodo

travellink

liligo

# AGENDA

01 **Overview, Prime subscription model, investment highlights**  
(12h00 –13h30)

02 **Lunch break**  
(13h30 –14h00)

03 **Prime economics, financial model and outlook**  
(14h00 –15h00)

04 **Breakouts**  
(15h00 –16h00)

- Revenue Diversification “Travel Shop”
- Artificial Intelligence
- Customer Self Service

05 **Coffee break**  
(16h00 –16h15)

06 **Closing remarks**  
(16h15 –17h00)

07 **Dinner with the team**  
(19h30)



# PRIME ECONOMICS, FINANCIAL MODEL AND OUTLOOK

eDreams ODIGEO

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This presentation includes forward looking statements regarding the Group's intentions, beliefs or current expectations concerning, among other things, its results of operations, financial condition and performance, liquidity, prospects, growth, strategy and the industry in which it operates. In particular, these forward looking statements include, but are not limited to, the discussion of the changing dynamics in the travel industry, the Group's growth outlook in its Top 6 and Rest of the World markets, the transformation of its business model through Prime, its financial outlook for fiscal year 2025 (including with respect to the number of Prime members, Cash Revenue, Cash Marginal Profit, Cash EBITDA, Cash Marginal Profit, Average Revenue Per User (ARPU), Variable Costs, Fixed Costs, Capital Expenditure and Leverage) and the COVID-19 pandemic and the impact thereof on its business. These forward looking statements can be identified by the use of forward looking terminology, including the terms "aims," "anticipates," "believes," "continues," "could," "estimates," "expects," "forecasts," "guidance," "intends," "may," "plans," "should" or "will" or, in each case, their negative, or other variations or comparable terminology, and include all matters that are not historical facts.

By their nature, forward-looking statements involve a number of risks, uncertainties and assumptions, including in relation to: general economic conditions, the COVID-19 pandemic, consumer confidence, spending patterns and disruptions (including those related to natural disasters and health pandemics) affecting the travel industry specifically; the Group's inability to successfully compete against current and future competitors; the impact of seasonal fluctuations; the increasing number of laws, rules and regulations to which the Group is subject; adverse changes affecting the Group's relationships with travel product suppliers and suppliers' intermediaries which could reduce the Group's access to travel products content and/or increase its costs. As a result, the Group's actual results or events may differ materially from those expressed or implied by those statements. Accordingly, no assurance can be given that any particular expectation will be met and no undue reliance should be placed on any forward-looking statement. Additionally, forward-looking statements regarding past trends or activities should not be taken as a representation that such trends or activities will continue in the future.

The financial forecasts presented herein are based on the Group's business plan which reflects, among others, forecasts of economic indicators, the expected economic, market and regulatory conditions, and the Group's strategic priorities for the upcoming years. The development of these forecasts is the result of a process of prospective simulation of economic, proprietary and financial conditions and, in particular, the transformation of the Group's business model from a transactional business to a subscription based business through the roll-out of Prime. While the Group believes these forecasts were prepared on a reasonable basis, reflecting the best estimates and judgments available to it at the time, forecasts are not facts and should not be relied upon as being necessarily indicative of future results.

The financial forecasts are by their nature uncertain, as they are based on assumptions which are subject to risks, uncertainties and assumptions, many of which are beyond the Group's control, including those described above. Due to these and other factors, the forecasts are not a guarantee of future results and the Group is not responsible for the deviations that may occur. The Group's independent accountants have not compiled, examined or performed any procedures with respect to the forecasts, nor have they expressed any opinion or any other form of assurance on the forecasts or their achievability.

The financial forecasts include estimates of indicators used to measure the results of the Group's activity. The Group has considered the effects of the recovery of the travel industry post COVID-19 and the impact of the transformation of its business model to a subscription based model; as a result, the forecasts are not directly comparable to the Group's financial situation and results of operations for the past periods.

# Non-GAAP and Alternative Performance Measures

The financial information included in this presentation includes, in addition to the financial information prepared in accordance with International Financial Reporting Standards (“IFRS”) and derived from the Group financial statements, alternative performance measures (“APMs”) as defined in the Guidelines on Alternative Performance Measures issued by the European Securities and Markets Authority (ESMA) on 5 October 2015 (ESMA/2015/1415en) and other non-IFRS measures (“Non-IFRS Measures”), including “Bookings”, “Gross Bookings”, “EBITDA”, “Adjusted EBITDA”, “Capital Expenditure”, “Cash EBITDA”, “Cash Revenue”, “Cash Marginal Profit”, “Revenue Margin”, “Cash Revenue Margin” and “Variable Costs”, which are not accounting measures as defined by IFRS. These financial measures that qualify as APMs and non-IFRS measures have been calculated with information from the Group; however those financial measures are not defined or detailed in the applicable financial reporting framework nor have been audited or reviewed by the Group auditors.

Average Revenue per User (ARPU): Prime ARPU refers to the Cash Revenue Margin generated from Prime users on a last twelve months basis. It is calculated considering all the Cash Revenue Margin elements linked to the bookings done by Prime members (such as, but not limited to, the Prime fees collected, GDS incentives, overcommissions, ancillary services, etc.) divided by the average number of Prime members during the same period. Management considers this is a relevant measure to follow the Prime performance.

The Group has presented these APMs and non-IFRS measures because it believes that they are useful indicators of its financial performance and its ability to incur and service its indebtedness and can assist analysts, investors and other parties to evaluate its business. However, these APMs and non-IFRS measures should not be used instead of, or considered as alternatives to, the condensed consolidated interim financial statements for the Group based on IFRS. Further, these measures may not be comparable to similarly titled measures disclosed by other companies.

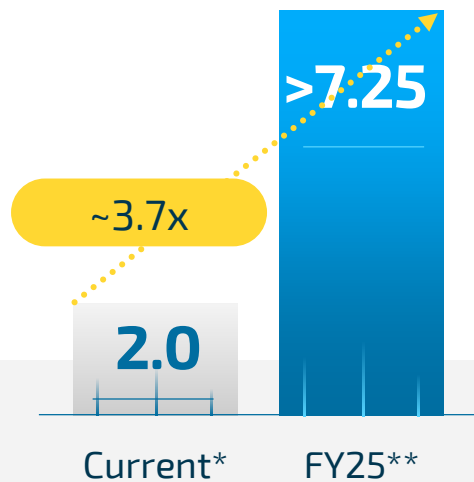
For further details on the definition, explanation on the use of, calculation and reconciliation between APMs and Non-IFRS Measures and any applicable management indicators and the financial data of the six-month period ended 30 September 2021 please see the section on “Alternative performance measures” (page 50 et seq.) of the Group’s unaudited condensed financial statements for the six months ended 30 September, 2021, published on 17 November, 2021, which is available on our website (<https://www.edreamsodigeo.com/>).



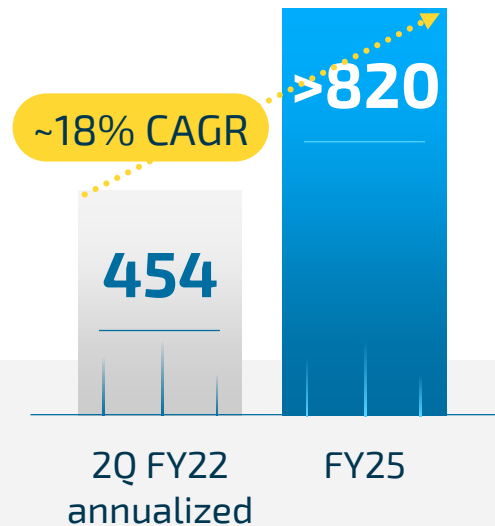


# eDO's guidance for continuing the transformation to Prime

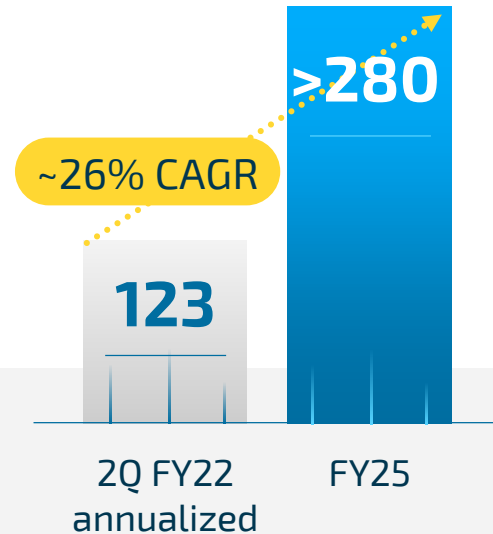
## Prime members (M)



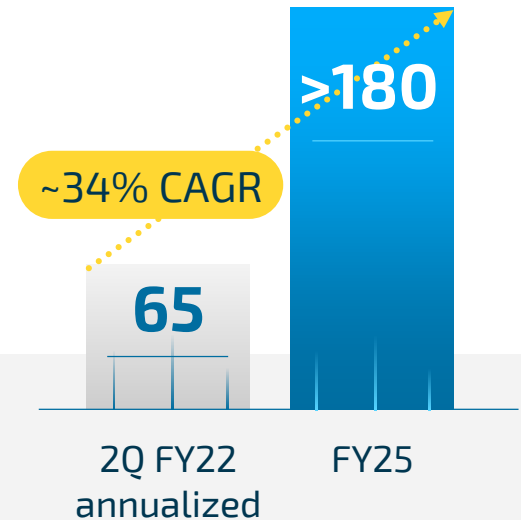
## Cash Revenue Margin (€M)



## Cash Marginal Profit (€M)



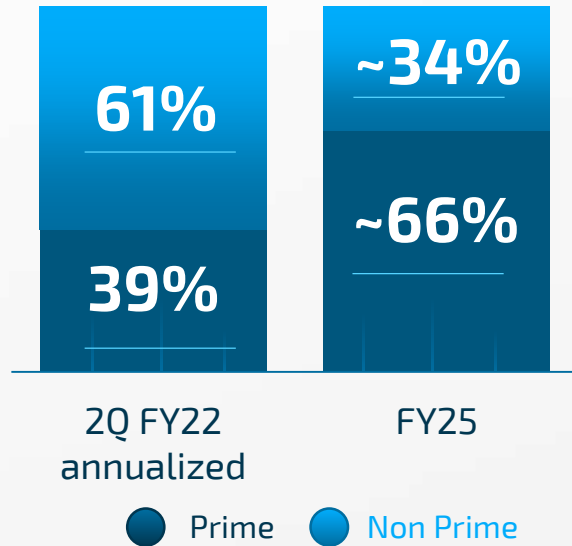
## Cash EBITDA (€M)



\* As of 12<sup>th</sup> November 2021    \*\*By end of FY25  
Note: CAGR assuming 3.5 year period from mid-FY22 to FY25

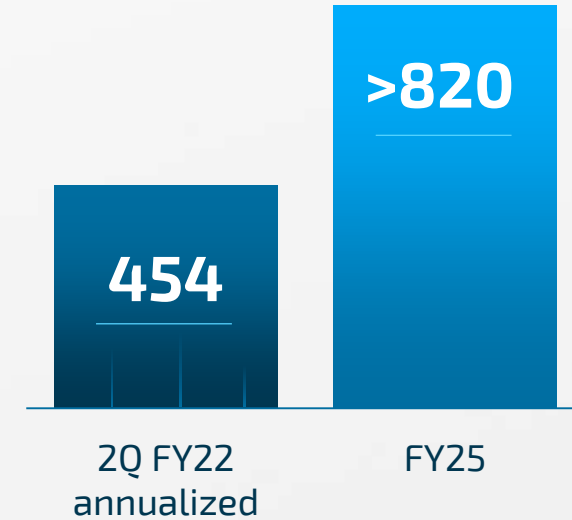
# Aiming to become a predominantly subscription-based platform...

## % Prime vs. non-Prime flight bookings

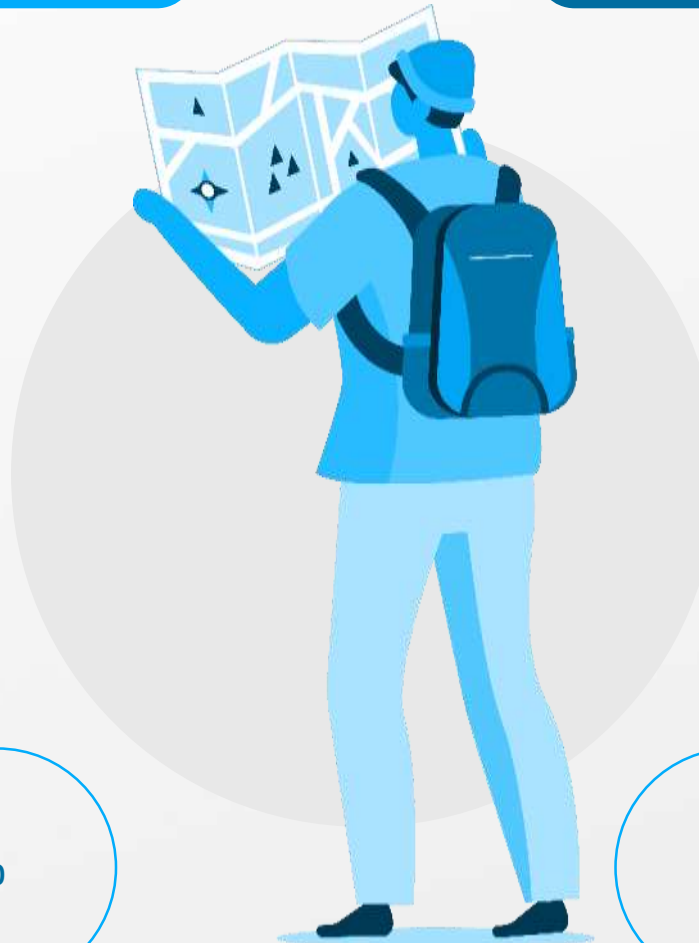


Further enhance customer engagement to foster transition to Prime subscription model

## Cash Revenue Margin (€M)

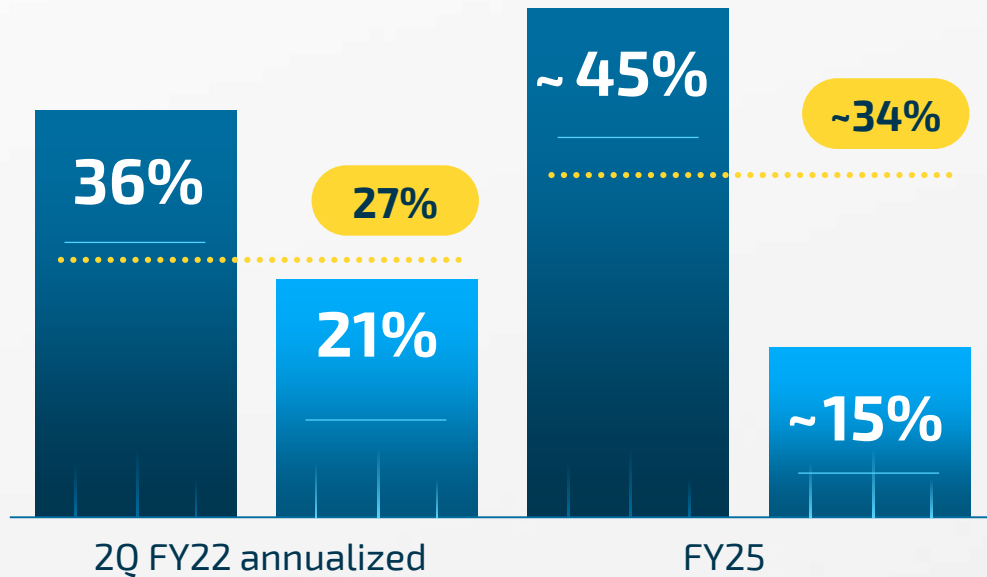


Grow top-line significantly based on growth in Prime subscriptions and bookings



...with higher Prime mix driving profitability uplift

### Cash Marginal Profit %



● Prime ● Non Prime ● eDO average

- Cash Marginal Profit expected to more than double from FY22 to FY25 due to Prime growth
- Margin uplift from mix effect as higher margin Prime makes up a higher percentage of Marginal Profit



# Attractive unit economics of Prime...



... to drive increasing value over time

### Illustrative example – Cash Marginal Profit %

# customers



- Assumes one Prime customer that renews each year
- Year 1 margins lower due to customer acquisition costs
- Variable cost decreases meaningfully as customer renews in years 2 and 3



# Understanding the key drivers of the Prime business model

A

## Prime subscribers

Reaching >7.25M Prime members by end of FY25

B

## Prime ARPU

Stable ARPU partially re-invested in customer savings

C

## Variable costs

Acquisition cost per customer driven down by repeat bookings

D

## Capital investment

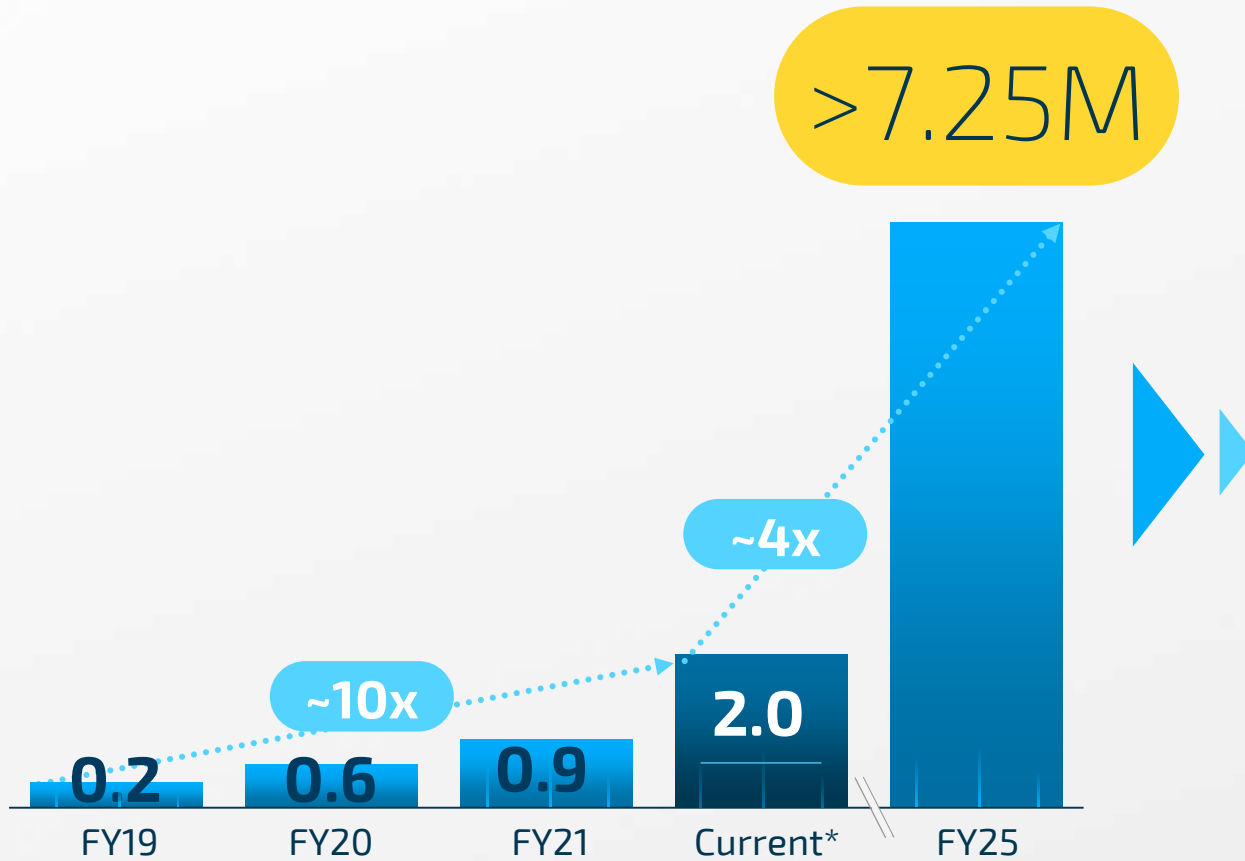
Investments in Prime will benefit from scale

A

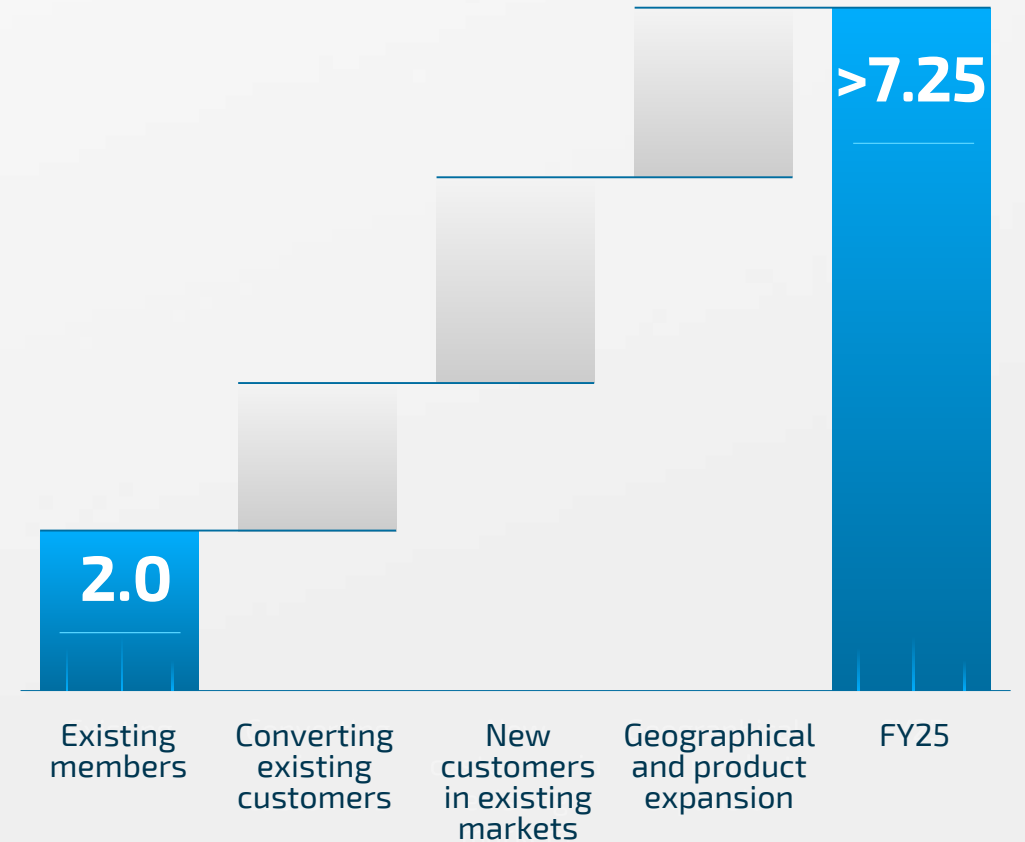
# Prime subscribers

Reaching >7.25M Prime members by end of FY25

## Prime members evolution



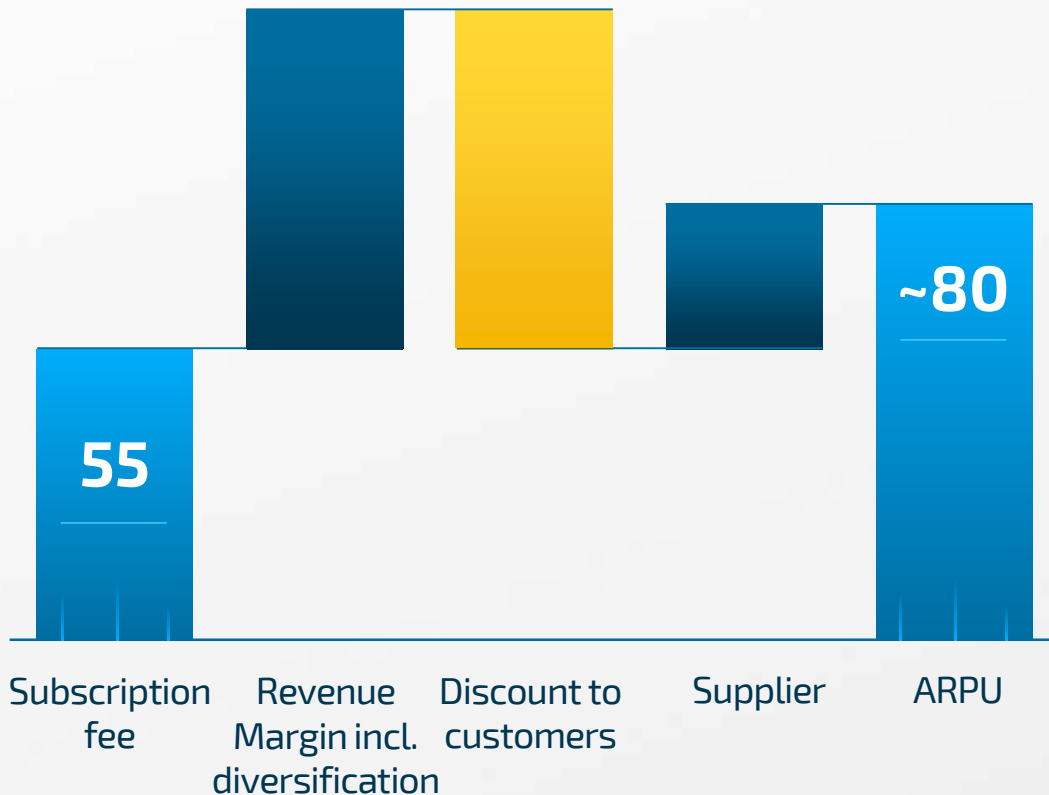
## Prime member build-up



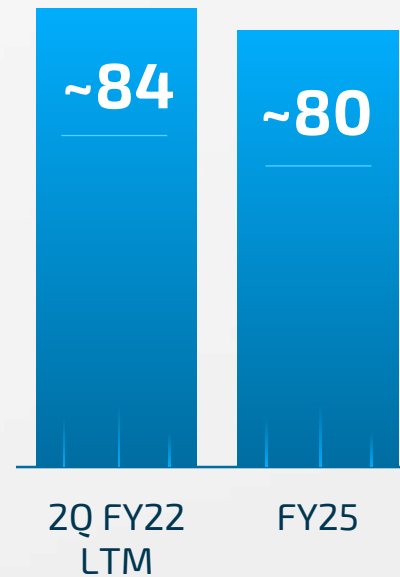
# Prime ARPU

Stable ARPU partially re-invested in customer savings

**Illustrative Prime ARPU breakdown**  
(€)



**Prime ARPU evolution**  
(€)

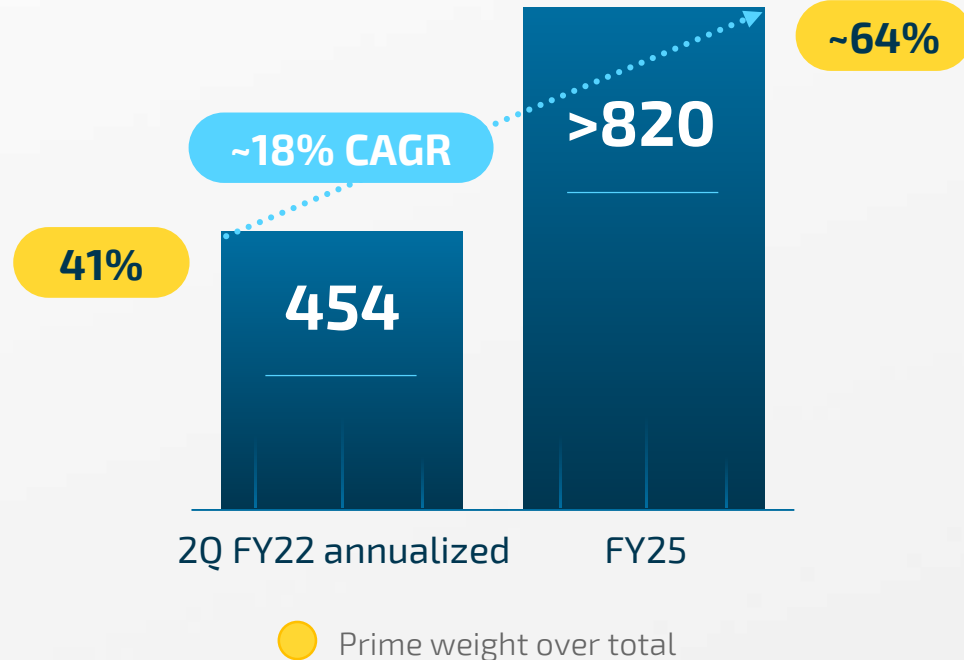


- **Subscription price:** relatively similar across geographies
- **Diversification and other revenues:** additional revenues on top of flight ticket (additional baggage, seat selection, on-flight meal, hotels, cars, etc.)
- **Discount to customers:** discounts given to Prime members enabling us to offer the best prices of the market
- **Suppliers:** consists of incentives from suppliers and payment initiatives



# Cash Revenue Margin to become predominantly subscription based

## Cash Revenue Margin (€M)

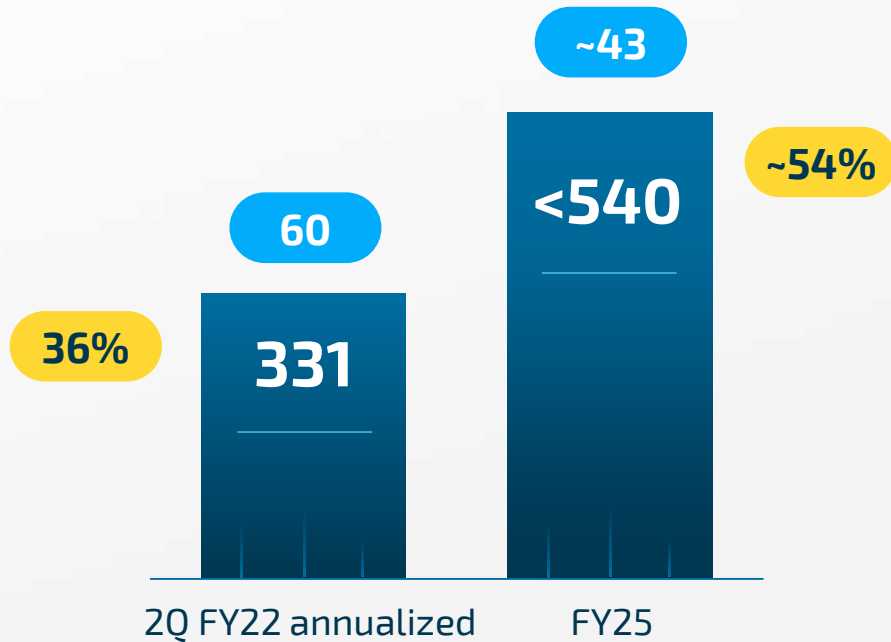


- Growth in Cash Revenue driven by an increase in volume, as more users convert to Prime due to the platform's functionality and product offerings
- Additional revenues from repeat customers are reinvested into the Prime platform
- Recurrent and resilient revenue generation built on our subscription-based model



# Variable costs

## Variable costs (€M)



● Prime weight over total

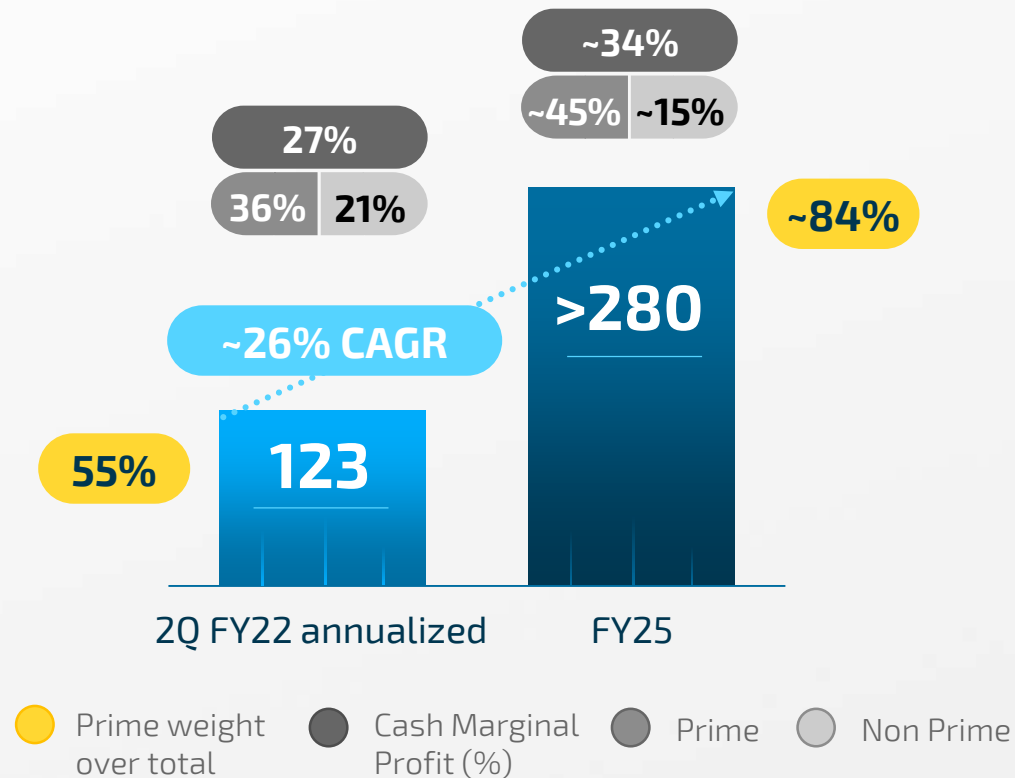
● Variable costs per Prime Customer, €

- Acquisition costs per Prime customer decrease over time given the lower associated costs with renewal versus new customer acquisition costs
- Unitary costs per booking for call center and merchants assumed to stay stable over time to ensure top class quality-of-service



# Cash Marginal Profit uplift from growing base of loyal customers

## Cash Marginal Profit (€M)

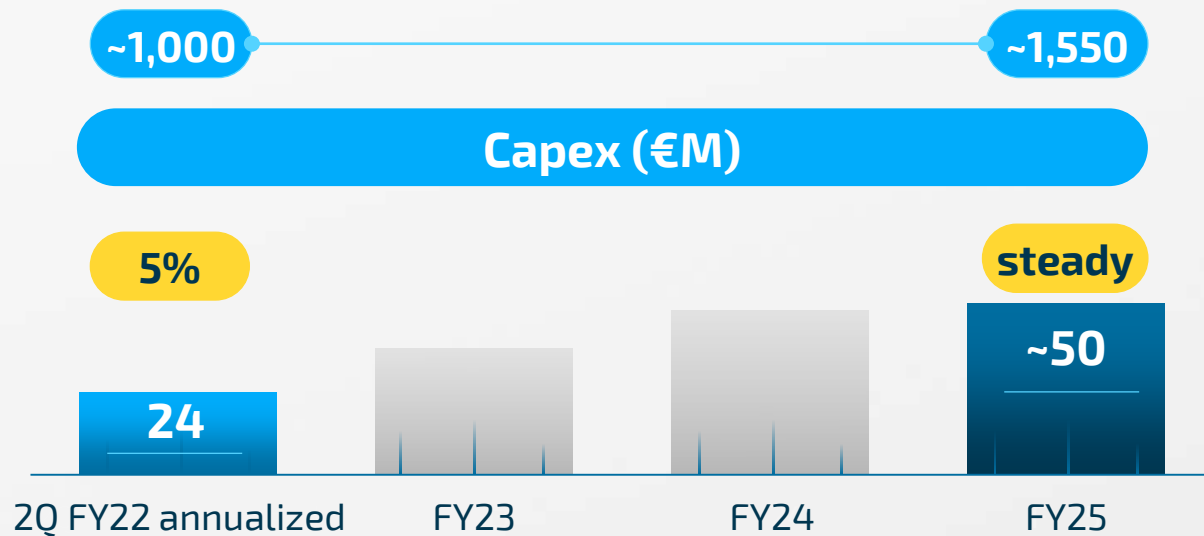
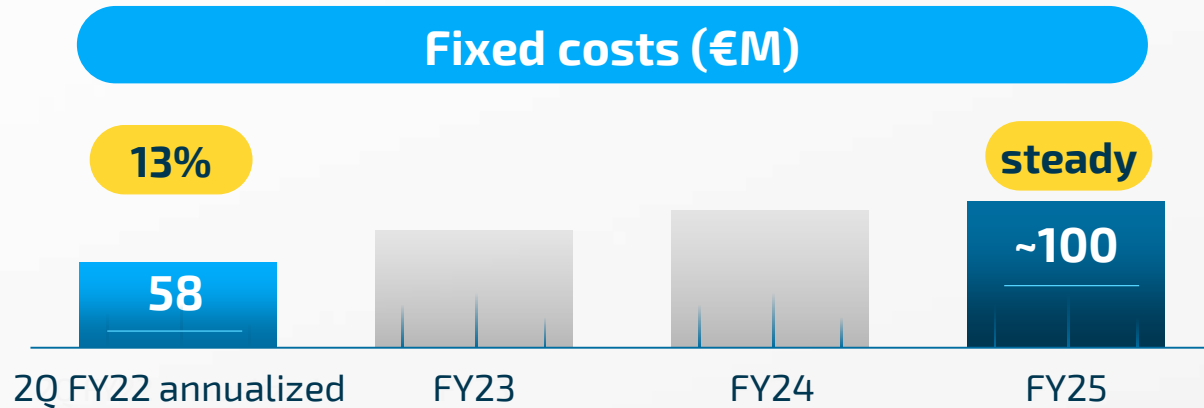


- As Prime subscriber base increases, acquisition costs (as % of revenues) decrease driven by repeat customers
- eDO benefits from platform scalability once the shift to a subscription model is further advanced, resulting in further margin expansion



# Capital investment

Investing to seize further growth opportunities in Prime



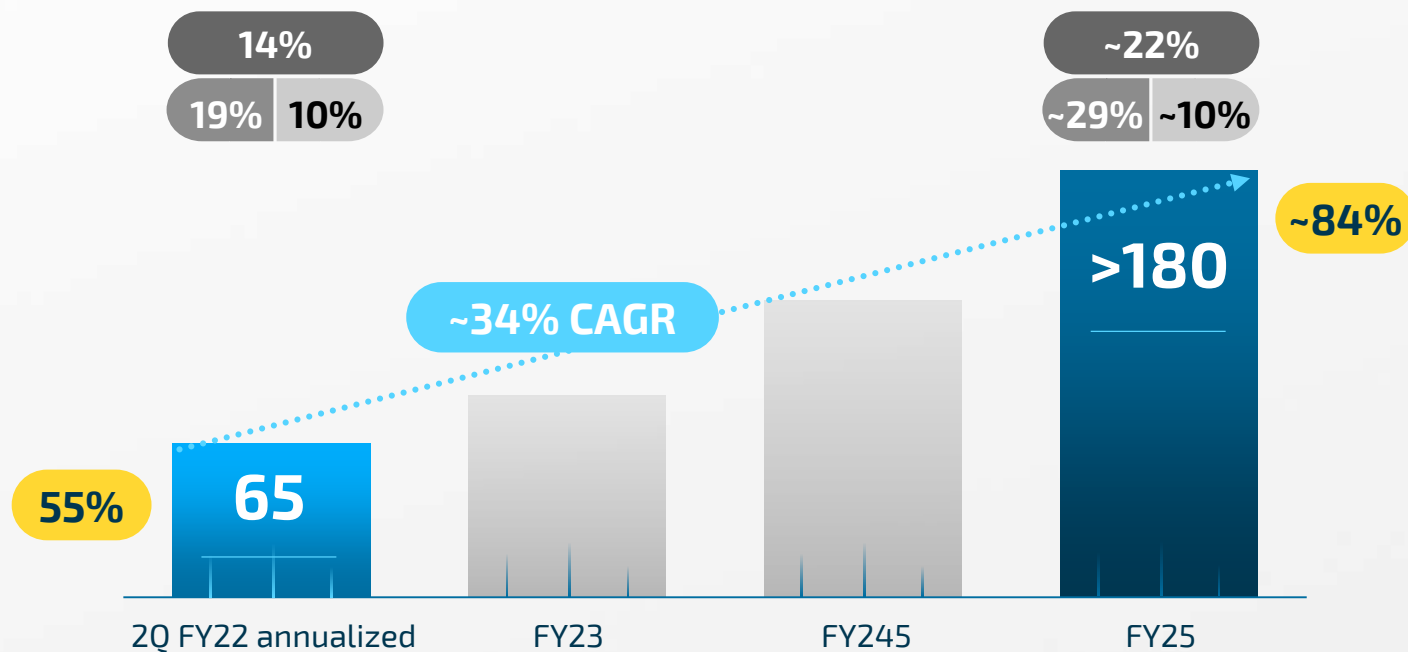
● # of employees ● as % of Cash Revenues

- Investment in IT and product “eDOers”, which represents the largest component of fixed costs
- Additional investment to expand Prime platform into new geographies (local teams, infrastructure, etc.)
- Continued improvement of the Prime platform, specifically in connectivity, payments, and supporting further geographical expansion and new product developments

# Cash EBITDA

Prime business model translates to greater profitability

## Cash EBITDA evolution (€M)



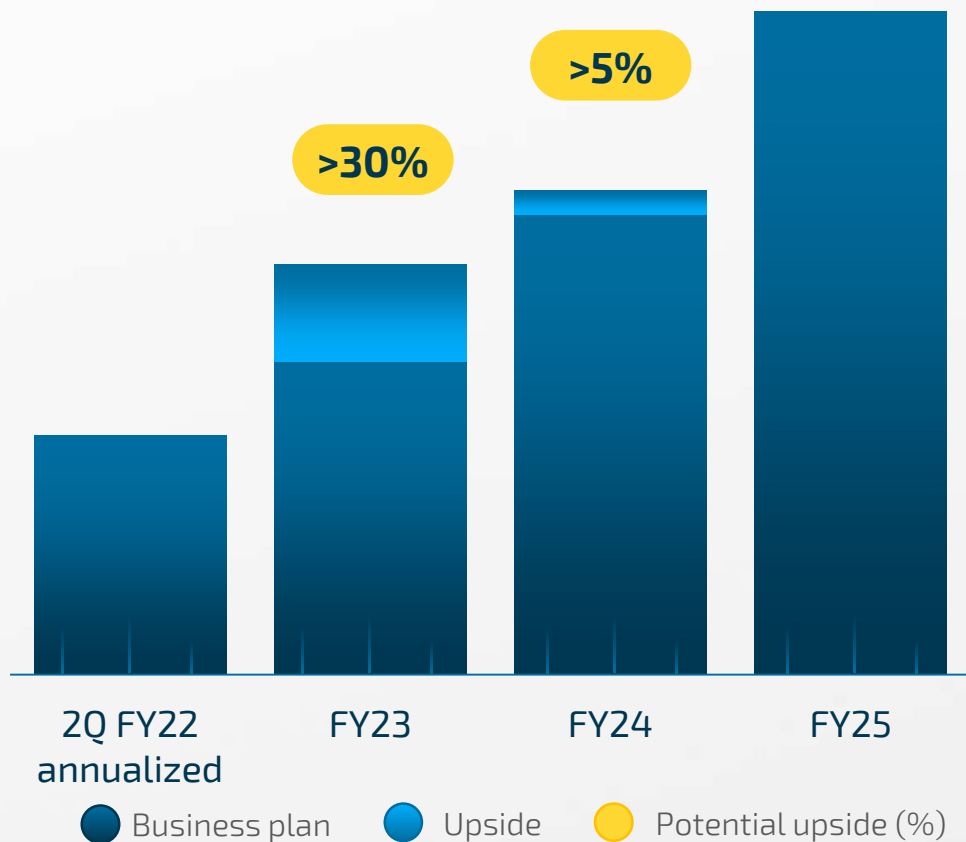
● Prime weight over total ● Cash EBITDA Margin (%) ● Prime ● Non Prime

- Substantial increase in Prime members (>7.25M in FY25)
- Stable and conservative Prime ARPU across the period
- Increasing customer engagement and 'stickiness'
- Higher booking repetition in Prime platform
- Economies of scale on IT platform

# Cash EBITDA sensitivities to base case

Cash EBITDA upside based on evolution of sales mix

## Cash EBITDA sensitivity (€M)



- COVID-19 has changed sales mix (number of passengers, haul type, provider price, return ticket or one way) resulting in lower gross sales per booking
- Business plan assumes recovery to pre-COVID levels in FY25
- Sensitivity shows impact of a quicker revenue per booking recovery in FY23 and FY24



# Highly accretive investments deployed to accelerate Prime program

Customer acquisition investment as profitable driver to attract new subscribers...

## Prime LTV to CAC range\*



- Customer acquisition investment generates significant return over the long-run
- The initial decrease in margin is recovered in the form of more members using the Prime platform and the respective higher member Prime ARPU after the investment

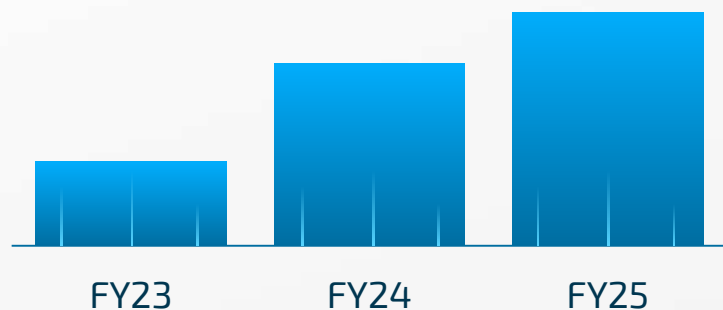


# Highly accretive investments deployed to accelerate Prime program

...together with capital investment to secure sustainable growth

## Investment for Prime acceleration\*...

ΣFY23-25 < €105M



## ...will generate further growth for eDO

Additional Cash  
Marginal Profit FY25



Additional Prime  
members FY25



- Existing platform is ready for further expansion with selective investments (which will slow down EBITDA growth in the short run)
- Longstanding company track record of being able to successfully roll-out new concepts / products underlines eDO's ability to provide strong return on investments

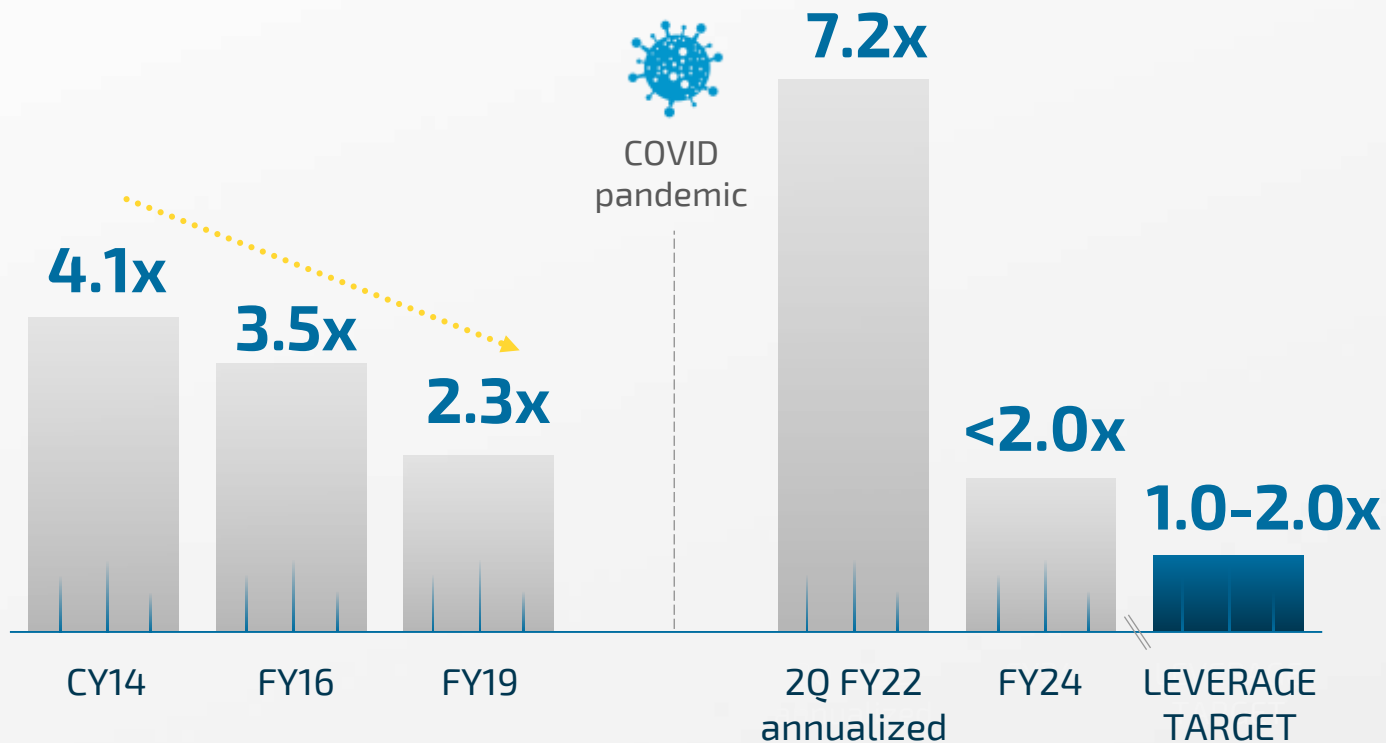




# eDO's leverage profile

Proven de-leveraging track record







## Leverage profile (ND / Cash EBITDA)



- eDO had demonstrated a strong deleverage capacity until the pandemic
- Strong Cash Flow generation enables Prime investments while maintaining a strong de-leveraging profile
- Strong liquidity positioning >€100m (current)
- Conservative long-term leverage target of 1.0-2.0x

# What do we need to meet our guidance

Conservative assumptions to reach our targets

 <b>Air travel market recovery</b>	▶ Assumed to recover in FY24/25, which provides extensive buffer for recovery
 <b>Market share in European air market</b>	▶ Expected to reach 6.3% in FY25 from current 5.5%* (and 3.5% in CY20)... ▶ ... backed by a reasonable implied penetration compared to other subscription-based models (4.4% of households and 3.3% of people traveling for tourism**)
 <b>Prime ARPU</b>	▶ Conservatively not assuming any ARPU increase (ARPU at ~€80)
 <b>Prime members repeat</b>	▶ Greater repeat rate through cheap channels, significantly driving down acquisition cost in line with current experience that the repeat happens in cheap channels
 <b>ROI</b>	▶ Higher return as the need to invest in customer acquisition and further discounts dilutes over time in a bigger customer base
 <b>Enablers</b>	▶ Hiring and integrating ~500 new employees to fuel platform growth

\* CY21E, eDO estimate

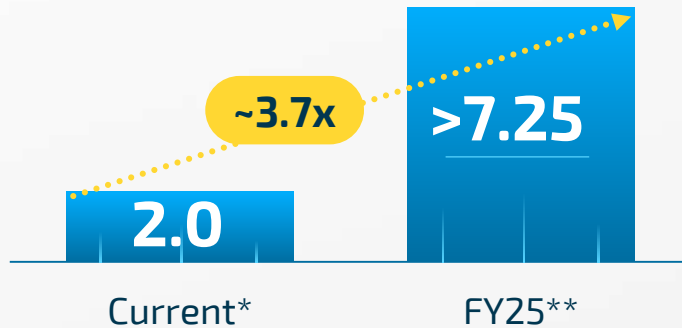
\*\*Core European markets FR, SP, IT, DE, UK

Source: One World in Data, PhocusWright, Company Data, Statista, Eurostat, UK Office of National Statistics

# All in all, significant value creation for eDO achieved through Prime

## Larger loyal customer base

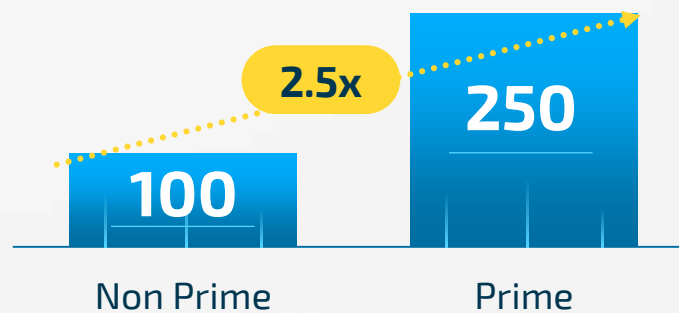
### # Prime members



Acceleration of Prime subscription base

## Lower acquisition costs leading to higher LTV and attractive returns

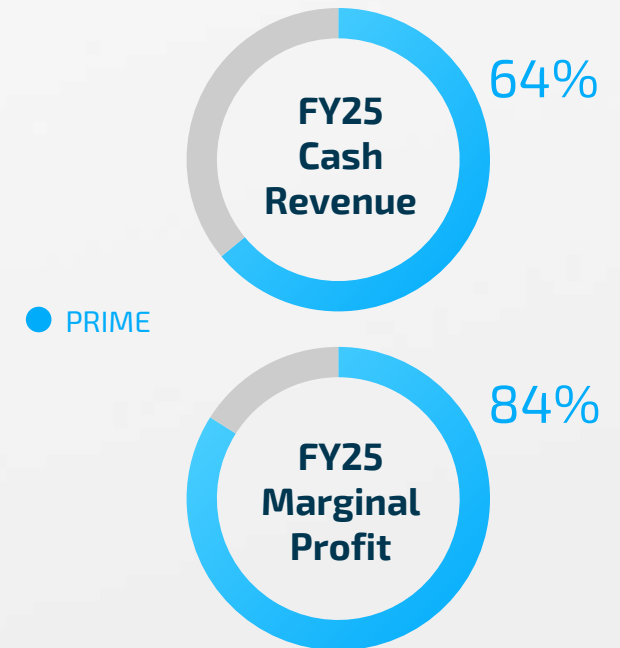
### Indexed 24M Lifetime Value



2x-3x LTV to CAC

Much higher customer Lifetime Value, with attractive LTV to CAC

## Significant business de-risking from shift to subscription based model



Shift to subscription based model

\* As of 12<sup>th</sup> November 2021

\*\* By end of FY25

Note: LTV calculated based on renewal, repeat and profitability data (in €), indexed to Non Prime 24M LTV

# INVESTOR DAY **2021**

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