FLIGHT CENTRE TRAVEL GROUP™

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FY26

Annual General Meeting

November 11, 2026



Our Purpose: To open up the world for those who want to see

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For Our Customers

Expert-led, end-to-end travel that turns complexity into confidence – proof we deliver on our promise.

For Our People

A career that crosses brands, borders and disciplines – a place to build a life, not just a job.

For Our Suppliers

Access to the industry's highest-margin customers, global buying power, and a trusted long-term partner.

If we successfully look after our customers, our people and our suppliers, our company and our shareholders will be the beneficiaries

CORE VALUES

Egalitarianism

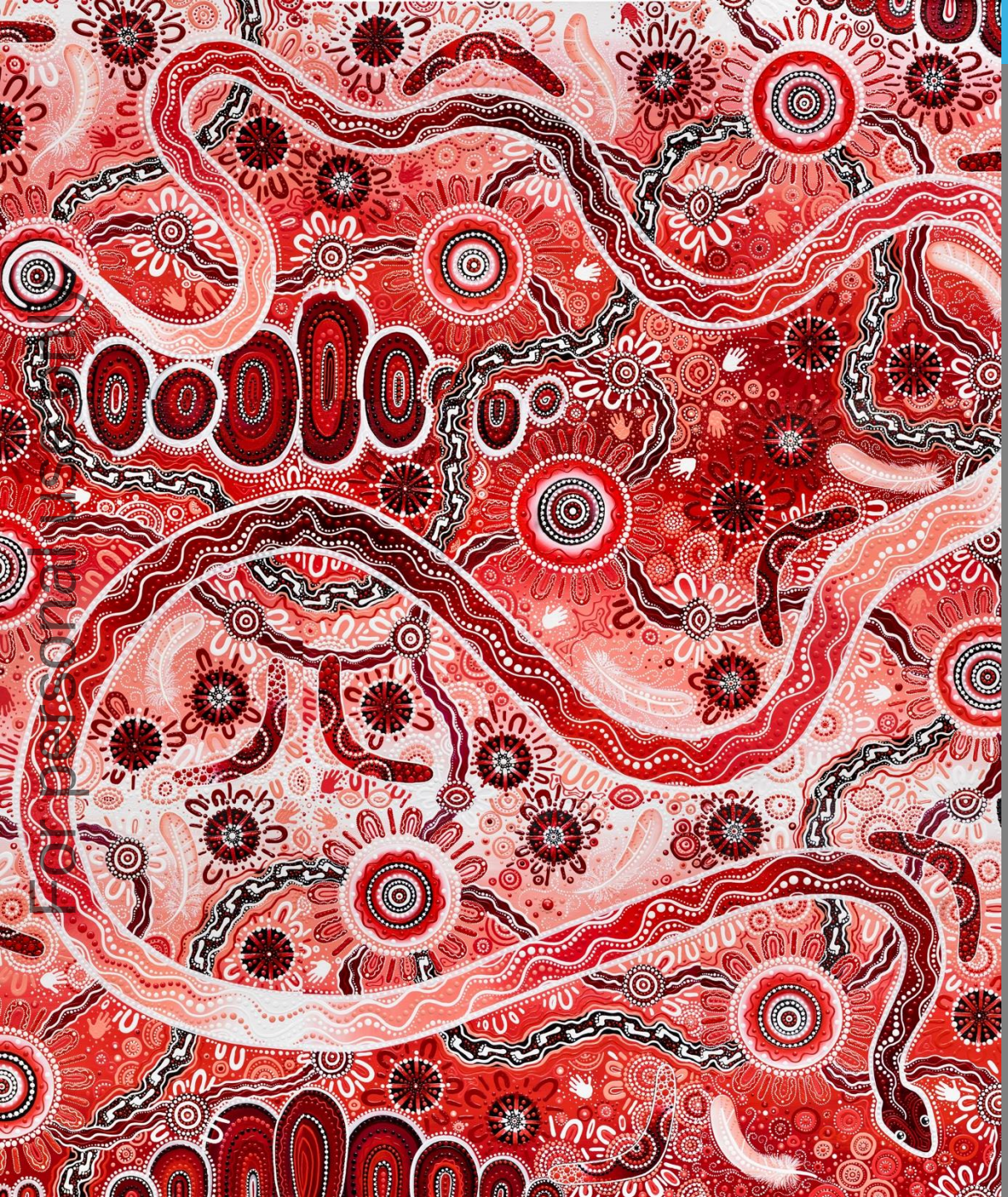
No us and them – every voice matters, from consultant to CEO.

Irreverence

Challenge convention. Take the business seriously, not yourself.

Ownership

Act like it's your business – fix problems, don't just flag them.



Acknowledgement of Country

We begin today by acknowledging the Traditional Custodians of Country: the Turrbal and Yuggera peoples.

We recognise their continuing connection to land, waters, and skies in this place known as Meanjin, now Brisbane, where we meet today.

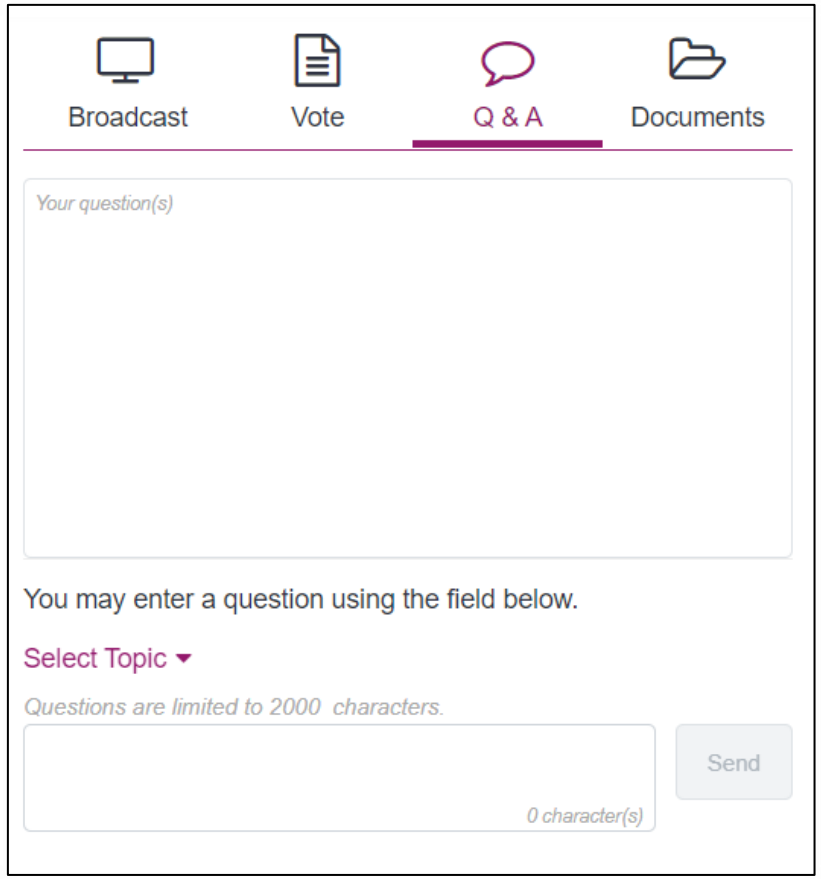
We pay our respects to them, their cultures, and to Elders past and present.

Artist:
Judi Sutton

How to ask a question

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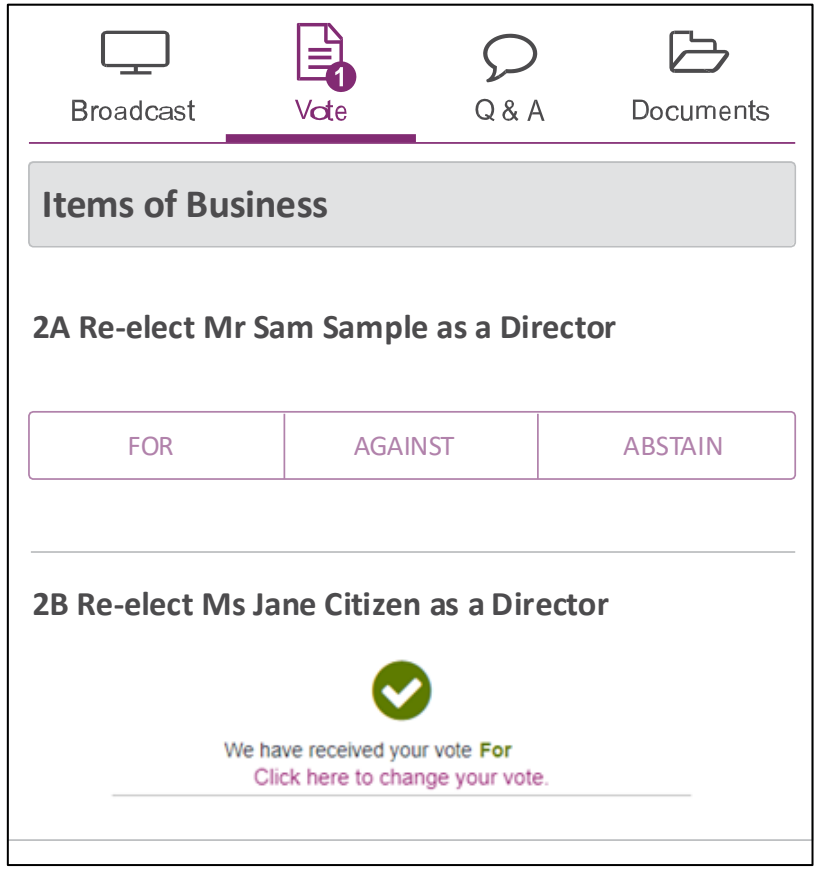
- **To ask a written question select the Q & A icon**
- **Select the topic your question relates to from the drop-down list**
- **Type your question in the text box and press the send button**
- **To ask a verbal question follow the instructions below the broadcast window.**



How to vote

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- When the poll is open, select the vote icon at the top of the screen
- To vote, select either For, Against or Abstain
- You will see a vote confirmation
- To change or cancel your vote “click here to change your vote” at any time until the poll is closed



Agenda

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01 Chairman's Address

02 CEO's Address

03 Resolutions

04 General Questions

01

Chairman’s Address

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Gary Smith

FY26 Financial Highlights

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Sales

TTV
up 5% to
$25.7b

Revenue
up 3% to
$2.9b

Earnings

PBT (statutory)
up 0.2% to
$213m

NPAT (statutory)
up 38% to
$149m

UPBT
down 4% to
$278m

Shareholder returns

Final dividend
up 3% to
30 cents
per share

EPS
up 43% to
71 cents
per share



Solid underlying performance masked by Q4 disruption

- Record TTV – YOY growth in both leisure and corporate
- Growth across most profit metrics - EBITDA and NPAT at highest levels since pre-COVID - but UPBT down slightly after tracking well ahead of prior year to end of Q3
- Leisure significantly impacted by Middle East hostilities (circa $60m) but now showing signs of recovery
- Corporate also impacted to a lesser degree, and impact offset by recovery in the Asia business – profit rapidly outpacing TTV growth

Focus on shareholder value creation

- Disciplined capital management program in place & helping to drive EPS growth
- Portfolio optimisation initiatives - divestitures, acquisitions, new initiatives
- Executing key strategies and infusing AI at all levels

Positive start to FY27

- Solid leisure recovery – record TTV for July
- Scaled, diversified, AI-accelerated growth engines across Leisure and Corporate
- Clear plans to execute on stabilisation and growth initiatives as trading cycle recovers

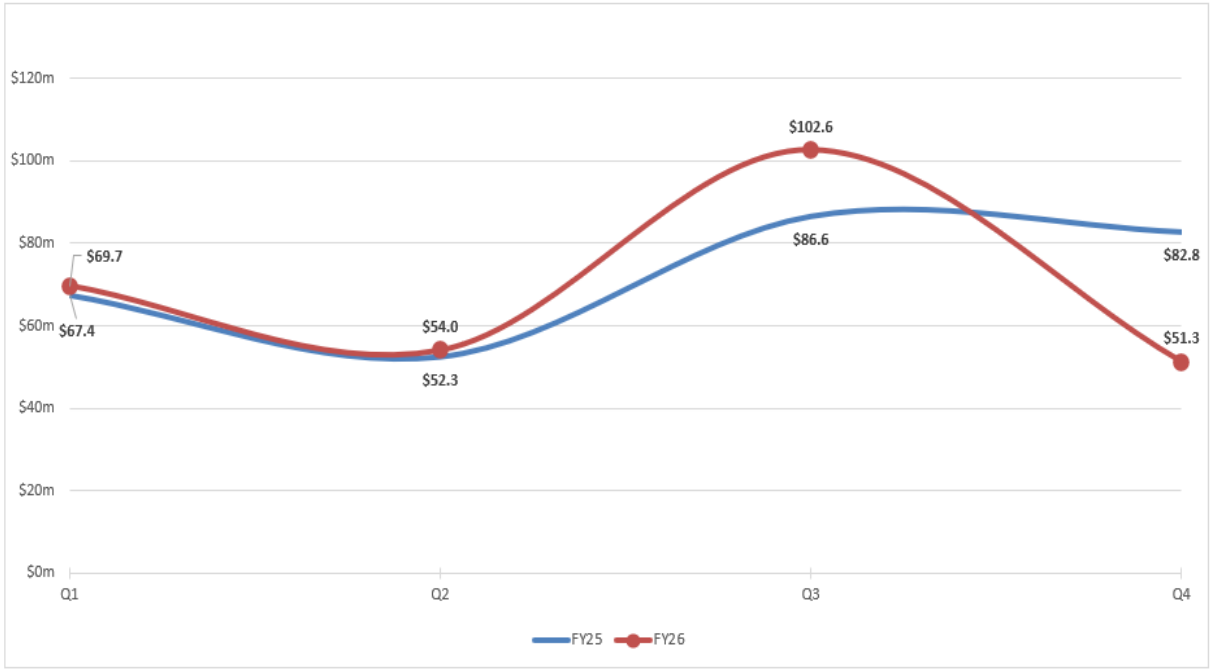
Note: TTV, EBITDA, Underlying EBITDA, Underlying profit before tax (UPBT) and Underlying net profit after tax (NPAT) represent non-IFRS measures and are not subject to audit procedure.

Solid underlying performance masked by Q4 disruption

Momentum accelerating through Q3 - record Corporate and Leisure TTV in March ahead of Middle East impacts on Q4

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Group uPBT quarter ($m)



Middle East war had a significant impact on the business, its people and its customers

- **Strong profit trajectory to end of Q3**
  - Near/above top of $310m–$345m target range (ex Pedal Group)
  - Positive profit and cost margin trends
- **Significant Q4 disruption**
  - Sales slowdown group-wide & ~$60m Middle East-related hit to Leisure profit in Q4
  - Corporate less affected and delivered strong profit growth
  - Touring and In-Destination businesses also impacted
  - Do Not Travel advisory (highest level of warning) remained in place for key Middle East transit hubs until June 17 in Australia – slowing recovery in FLT's largest leisure market
- People at the heart of FLT's response – **human-plus-technology strategy standing up during periods of uncertainty**, NPS at record highs in several brands during Q4, including Flight Centre

Group Performance Summary

Year ended 30 June

AU $m	FY26	FY25	Change
TTV	$25,676	$24,528	4.7%
Revenue margin	11.1%	11.4%	(30bps)
EBITDA	$431	$399	8%
EBITDA (underlying)	$466	$448	3.9%
PBT	$213	$213	0.2%
PBT (underlying)	$278	$289	(4.0%)
NPAT	**$149**	**$108**	38%
EPS	70.9c	49.6c	
DEPS	69.5c	49.0c	
ROE	13.6%	8.8%	
Interim Dividend	12.0c	11.0c	
Final Dividend	30.0c	29.0c	
Capex	$95	$103	
Staff FTE	12,365	12,411	
Cash Operating Cash Inflows	$278	$139	
Cash at bank and on hand	$570	$622	
Restricted cash	$255	$193	
Cash and cash equivalents	$825	$816	
Financial Asset Investments	$17	$11	
Cash and investments	**$842**	**$826**	



- Solid TTV growth but overall result impacted by heightened Middle East tensions during Q4, adverse FX movements (impacting translation of overseas results)
- Growth in EBITDA (statutory and underlying), NPAT (statutory and underlying) and statutory PBT
- Higher underlying EBITDA growth not flowing through to UPBT growth due to higher intangible software amortisation; new lease costs in leisure and increased net interest expense
- YOY UPBT comparisons also unfavourably impacted by:
  - $5m FX on translation (primarily US Corporate)
  - Exclusion of Pedal Group's profit from FY26 results
- Strong NPAT growth compared to prior year (deferred tax assets written off during FY25)
- Significant improvement in operating cash flows largely reflects timing of BSP payments (airline payments cycle) at the end of financial year
- Initial $200m buy-back completed and additional $200m program initiated
  - 16.2m shares bought back under initial program (7.3% of shares on issue when program started)
  - Contributing to strong EPS growth

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Corporate Results Snapshot

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	CORPORATE		
AU $m	FY26	FY25	Change
TTV	12,674	12,318	2.9%
Revenue	1,175	1,138	3.3%
Underlying PBT	240	187	28.0%
Underlying EBITDA	275	221	24.4%
Margins			
Revenue margin	9.3%	9.2%	10bps
Underlying PBT margin	1.9%	1.5%	40bps



3% TTV growth to record $12.7b

- New TTV milestone established despite significant headwinds including:
  - FX shifts –TTV increased 5% YOY in constant currency (circa 70% of TTV now generated outside Australia)
  - Middle East conflict – FCM UAE TTV down almost 15%, Asia, Europe businesses also impacted
  - Heavy 2H weighting in FCM FY26 account wins (45% of $1.6b new account pipeline won during Q4 & set to start trading during FY27)
- Strong performance in key US market with corporate TTV exceeding $US2b for first time (Up 10% in USD)
- Corporate Traveller achieved its global target of exceeding $5b in TTV

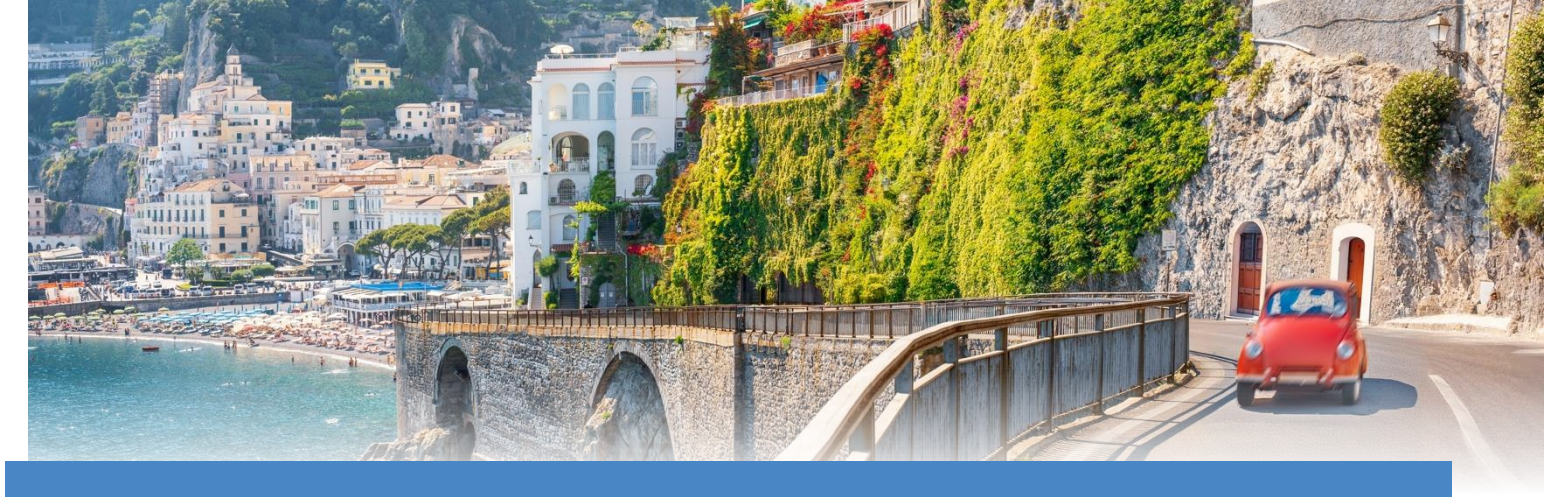
28% UPBT growth to $240m

- Delivering economies of scale – profit growth significantly outpacing sales growth
- UPBT growth being driven by productivity
  - AI-assisted consultants,
  - Investing in self service capabilities for customers
  - Automated back-end functions, reducing manual handling

Leisure Results Snapshot

Healthy TTV growth, with UPBT reduced by Q4 geopolitical disruption - not a change in the underlying business.

	LEISURE		
AU $m	FY26	FY25	Change
TTV	12,582	11,717	7.4%
Revenue	1,432	1,395	2.6%
Underlying PBT	139	177	(21.7%)
Underlying EBITDA	250	268	(6.7%)
Margins			
Revenue margin	11.4%	11.9%	(50 bps)
Underlying PBT margin	1.1%	1.5%	(40 bps)



7.4% TTV growth to $12.6b

- Solid YOY growth – on track to deliver record result after Q3 (above FY19 milestone of $13.1b)
- Cruise TTV growing rapidly & set to top $2b during FY27 (circa $1.8b on an annualised basis during FY26)
- Online sales exceeded $1.8bn(+17%); with flightcentre.com on track to reach $1bn TTV in FY27
- Strong growth from Travel Money

-21.7% UPBT to $139m – cyclical, not structural

- Tracking to $200m+ UPBT at end of Q3, before ~$60m Q4 impact from Middle East disruption
- More than $250m in airfares alone refunded to customers as Middle East tensions escalated
- Strong underlying momentum ahead of and post disruption - record monthly profit in January 2026 and July 2026 profit the highest for the month since 2015
- Solid contributions from Scott Dunn (luxury) and specialist businesses (Travel Money, Ignite, Jetmax)
- Investment in AI – accelerator program, features being infused throughout customer journey (*see slide 25*)
- Revenue margin impacted by:
  - Ongoing business mix shifts (rapid growth in lower margin businesses)
  - Temporary swing to closer-to-home, lower-margin destinations late in the year; and
  - Reduced supplier incentives as key carriers were grounded at a critical time

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Disciplined capital management to create shareholder value

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Opportunistic on-market buy-backs contributing to 43% EPS growth

- $200m program fully executed April 2026 with 16.2m shares bought back (7.3% of shares on issue at start of the buy-back)
- New, up to $200m issued capital buy-back announced in June 2026 and initiated in July, 4.15m shares bought back for $46.6m to date

Convertible Notes restructured and extended

- $450m longer dated Convertible Note issued in September 2025
- Proceeds enabled the full retirement of the 2028 notes and a reduction in the 2027 notes' face value to circa $200m
- Proceeds also used to part-fund Iglu (cruise) acquisition

Increased dividend payments

- 47% or $87m of underlying NPAT returned to shareholders via fully franked dividends
- 42c per share - 12c per share interim dividend (paid in April) plus 30c per share final dividend (paid in October)
- 5% increase on the PCP (40c per share returned via combined FY25 interim and final dividends)

Proactive Portfolio Management

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Divestitures

- About $80m in cash generated from sale of non-core assets:
  - Minority interest in Pedal Group cycle JV
  - Cross Hotels & Resorts

Strategic acquisitions

- Targeting attractive, growth sectors:
  - Iglu (cruise) - contributed $497m in TTV, $6.7m UPBT post-acquisition despite Middle East impacts
  - Fresh (UK meetings & events)
  - Blockskye investment - payments & expense, US enterprise corporate accounts

Organic expansion/ new initiatives

- World360 Rewards
- MyTouring (launched August 2026)
- Luxury - TA Reserved, Scott Dunn (Hong Kong)
- Travel Money wholesale
- New leisure digital commerce division to grow online sales
- Expanding corporate addressable market

FLT continues to reshape its portfolio to capitalise on new opportunities, grow its addressable markets and create compelling offerings for customers

Overview of FY26 Strategic Initiatives

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CORPORATE

Productive operations

- Helping drive material productivity uplifts globally, economies of scale

Corporate Traveller rapid growth plans

- Expansion blueprints developed and now being deployed for key Northern Hemisphere locations

Corporate product suite

- Investment in proprietary technology underpinning FLT's booking tools – FCM Platform and Melon

LEISURE

World360 Rewards

- Leisure loyalty program now in place and already boasting circa 750,000 members & a growing partner network

Becoming a global cruise sector leader

- Cruise TTV set to top $2b during FY27 ($1.8b annualised during FY26)
- Geographic and tech foundations enhanced through Iglu acquisition
- Strong forward bookings on 12-month Explorations by Norwegian charter - 1st 6 months now 95% sold (revenue to flow from Sept 2026) *(See slide 28)*

Luxury sector growth

- Strong return on Scott Dunn acquisition during period of expansion (now operating in UK, USA, Singapore, HK)

GROUP

TP Connects (airfare aggregation)

- $25m per-year investment to secure wider range of airfares for customers and consultants – aggregating GDS, LCC and NDC content
- NDC adoption now approaching 20% globally and above 50% with some carriers

AI and digital transformation

- Adopting AI to support global strategies:
  - Enhancing CX
  - Productivity & efficiency
  - Revenue growth opportunities
- Tailored leisure & corporate initiatives in place (outlined in divisional updates), operating alongside group-wide programs

02

CEO’s Address

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Graham “Skroo” Turner
Global Managing Director and CEO

TTV growth drivers convert into disciplined profit growth

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TTV GROWTH DRIVERS

Ongoing Market Growth

3.1% CAGR in global passenger traffic expected between 2024 and 2050 (IATA)

Rapid Expansion in Key Sectors

Leisure – Cruise, tours, FX, luxury

Corporate – M&E, Stage & Screen, UK & USA SME

Non-intermediary (owned product) businesses

Expanding Addressable Markets

New sectors: payments, oil & gas, SaaS, loyalty, wholesale FX

PROFIT GROWTH DRIVERS

Network/Business Optimisation

Strengthen, discipline, turnaround focus

Cost Discipline

Cost margin approaching record low levels in FY26 and with growth slowing YOY during H2, driven predominantly by cost initiatives in GBS and Supply

Efficiency & Productivity

Scale benefits flowing from Productive Operations in corporate & BAU initiatives in both sectors

AI Uplift

Every role, every day

Supercharged consultants

FY27 Guidance

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1. **Initial Target** – $290m-$325m underlying profit before tax

2. **Return to Growth** – represents 4-17% growth on underlying FY26 result of $278m & broadly in line with market expectations at mid-point

3. **Guidance swing factors** – strength of leisure Q4 recovery, timing of returns on corporate sector initiatives, ability to offset higher net interest expenses (circa $6million-$8million higher in H1 a run-rate that is set to continue in H2)

Ongoing monitoring

Continuing to monitor Middle East volatility and any flow-on macro-economic impacts on leisure and corporate travel



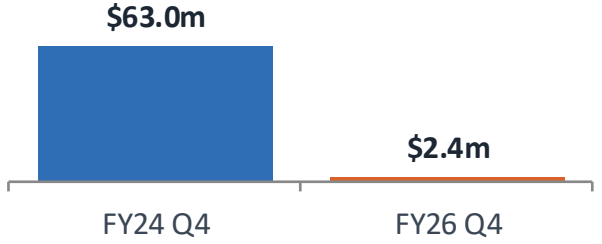
FY27: Profit likely to be heavily 2H skewed

Skew expected to exceed traditional seasonality last seen in FY24

Key trading months, particularly in leisure, are during the 6 months to June 30. Leisure has a very strong fourth quarter growth opportunity given the war-related challenges that disrupted the business late in FY26.

FY24, the most recent full year without a disrupted Q4, achieved a 34/66 underlying profit split. In FY27, we expect a steeper skew, with the first half closer to 31% of the full-year result.

Leisure PBT: Q4 comparison



Other 2H skew drivers

PRODUCTIVE OPERATIONS & WORLD360 REWARDS

- $16million combined first half headwind: $6million in Productive Operations costs and $10million in World 360 Rewards costs now taken above the line
- Productive Operations costs should be similar in the second half
- Loyalty costs expected to fall during second half as program matures and grows

ASIA

- 1H profit comparisons adversely impacted by $5million reversal of bad debt provisions during PCP
- Like-for-like comparison expected during 2H

INVESTMENT IN CORPORATE TRAVELLER GROWTH

- Up to $5million of front-loaded investment in corporate SME growth initiatives
- Stronger returns expected in the second half as accounts are onboarded and start to trade

TOURING BUSINESSES

- Circa $5million 1H earnings swing expected – $3.5million profit during FY26 1H v $1.5million loss during FY27 1H
- Expected to return to profit in 2H, delivering a $5million positive earnings swing on the FY26 2H (affected by Middle East disruption)

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FY27 Trading Update: Leisure

Performing well in early FY27 trading – more than offsetting World360 Rewards investment, now taken above the line

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Resilient demand

- Solid top and bottom-line growth
- Higher interest rates making big-ticket family holidays harder to afford, but independent retirees and mortgage-free customers still prioritising travel
- UK (2nd) and USA (4th) remain among our most popular international destinations ex Australia
- Solid growth in value destinations such as Vietnam and Bali

Cruise growth

- Cruise sales continue to grow solidly
- Exclusive 12-month charters proving popular
  - About 85% of year-one itineraries sold
  - About 35% of year-two itineraries sold

World360 Rewards

- About 750,000 Australian members
- Expanding partner network including ANZ, Westpac, Caltex, Bupa and 350+ retailers
- Positive early signs
  - Higher basket size – ~40% more spend per booking at Travel Associates; ~30% more in Flight Centre shops
  - Higher conversion – 4x enquiry-to-booking conversion of non-members
  - New or dormant customers – 2 in 3 members new or lapsed 3+ years; 160,000+ have since booked
- Launching this month: World360 Rewards for Business

Leisure: Three Big Moves

One consistent framework driving disciplined value creation across the portfolio

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01 CORE ENGINE — Grow the Core

Strengthen and modernise the Flight Centre engine - retail, digital, app and call centre

- **More customers** · reach at scale
- **More of the trip** · share of wallet
- **More productive experts** · productivity per FTE

02 MARGIN + VOLUME ENGINES — Bet on Winners

Back high-growth segments with future upside - Luxury, Cruise, Tours, Packages, Independents, Foreign Exchange, Digital

- **High-margin bets** · Luxury, Cruise
- **Volume engines** · Independents, Digital
- **Cash-flow bet** · Foreign Exchange

03 NEW ENGINE OF GROWTH — Embed & Lift Loyalty

World360 Rewards is live - now embedding across brands as a compounding engine of growth

- **Program at scale** · ~750k members
- **~66% of sign-ups new or re-engaging**
- **Ecosystem monetisation** · non-travel partners

ACCELERATED BY AI

Co-Consult and enterprise-wide AI deployment lift productivity and margin across all three moves.

DELIVERED THROUGH THE 5 Ps

People | Product | Platforms | Property | Partnerships

Embed & Lift Loyalty: World360 Rewards

Built to earn, redeem and grow across every customer journey, by unlocking FCTG ecosystem value

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01 THE PROGRAM — A points-based program

Free

Open access.

Earn from day one.

Paid

Annual subscription member exclusives.

Earn

FCTG brands	Travel partners
Everyday partners	Financial partners

Redeem

Any FCTG travel product for points or points+pay.

Rewards Store for points-only redemption

02 THE EDGE — What sets it apart

#1 differentiator

Travel Rewards Store

Superior redemption value across every category

1	Earn and redeem across all travel	Airlines, hotels, cruises, tours
2	Fly any airline, earn every time	No blackout dates, no fare restrictions, all classes
3	Double and triple dip	Earn with FCTG, airline and card in one booking
4	Expert guided redemption	2,500+ travel experts ensure no point wasted

03 THE RETURN — What it gives FCTG

New engine of sustainable growth

Expands and diversifies revenue pools; improving long-term returns

Cross-division reach

Corporate Travel joining - one loyalty engine across the group

Access to new customers

Through strategic non-travel partnerships

New revenue for travel partners

Grows partner sales; moves content

Rich customer data

Standardised and actionable across brands

Drives retention

Increased customer engagement and reduced attrition

PROGRAM	LAUNCH BRANDS	REACH	PARTNERS
Points, 2-tier (free + paid)	Flight Centre Brand | Travel Associates | Cruiseabout | Coming soon: Corporate Travel	500 airlines | 900k hotels & tours | 41 cruise lines	ANZ | Westpac | St. George | Bank of Melbourne | Bank of SA | Caltex | Bupa | HelloFresh | LendUs +350 retailers

FY27 Trading Update: Corporate

Investing now for a stronger second half

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1H profit likely to be down v PCP **(flagged previously)**	• Impacted by timing & upfront investments • Productive Operations costs now above the line - $1m per month • 1H profit comparisons also impacted by $5m reversal in bad debt provisions during PCP (will not recur in FY27)
Solid TTV growth in local currency	• 7% increase globally in constant currency during Q1 • More rapid growth in key US market - +15% in USD • Only 1.2% growth globally when converted into stronger AUD • Set to benefit from FCM accounts won late in FY26 - onboarding accounts with annualised spends ~$350m in November and December • Large potential pipeline of RFPs globally • FCM has already secured accounts with estimated annual spends of $400m so far this year, with most set to start trading during the second half

Unlocking customer revenue through a seamless digital experience

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Consolidating three fragmented areas into one modern, seamless digital experience for customers



11% of FLT's FY26 corporate revenue was derived from services that sit outside traditional travel management (up from 9% during FY25)

01 Better Personalisation

Greater usage means deeper data, which drives a better overall customer experience

02 Higher Retention & Value

Deeper integration makes us harder to replace and easier to expand – while taking more off the customer's plate (end-to-end solutions)

03 Stronger Commercial Returns

Greater usage delivers a bigger solution set at a smaller cost and footprint for customers – further increasing profit per transaction from one digital ecosystem

Our AI Vision: Infused throughout the agentic customer journey

How AI will move with leisure customers from first touch to in-trip support, powered by our Anthropic partnership

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DISCOVER & ENQUIRE

Intelligent Campaigns 1
Personalised marketing reaches the right customer at the right moment.

AI Website Search 2
Customer explores product range in natural language.

Instant Enquiry Response 3
Every enquiry gets an instant, tailored reply. No lead goes cold.

PLAN & BOOK

AI Insight for Consultants 4
AI reads the enquiry and surfaces the insights that matter.

Agentic Booking Build 5
AI agents construct the itinerary alongside the consultant.

TRAVEL & SUPPORT

In-App Booking Assistant 6
Customers get instant answers on their quotes and bookings.

AI Customer Support 7
AI resolves support and loyalty questions, any time of day.

OUR HUMAN SUPERPOWER
Expert consultants — backed by AI

Whenever the customer wants a human, a seamless handoff to an expert consultant — one tap away. AI carries the scale; our people win the moments that matter.

AI-POWERED EFFICIENCY

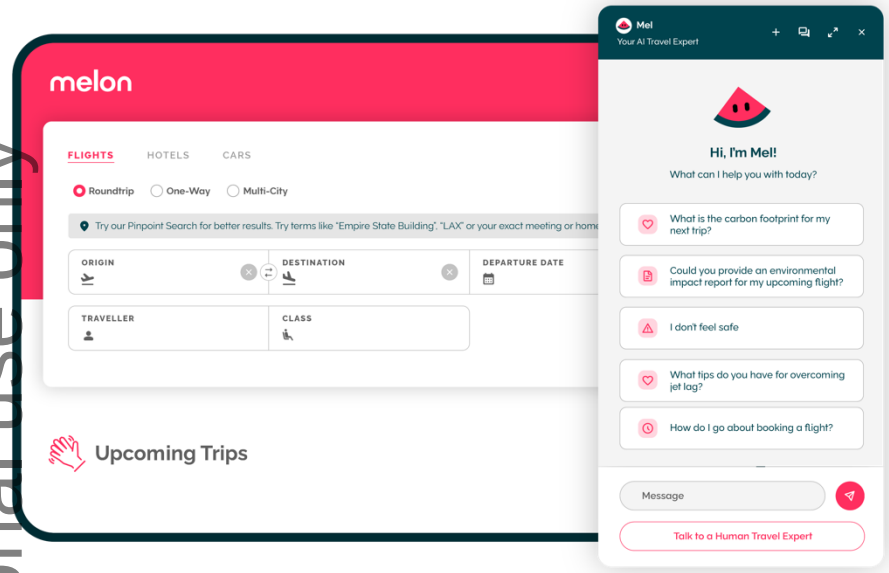
PERSONALISED EXPERIENCES

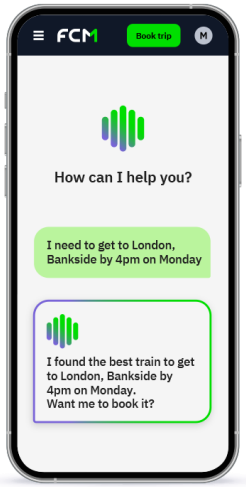
SEAMLESS JOURNEY

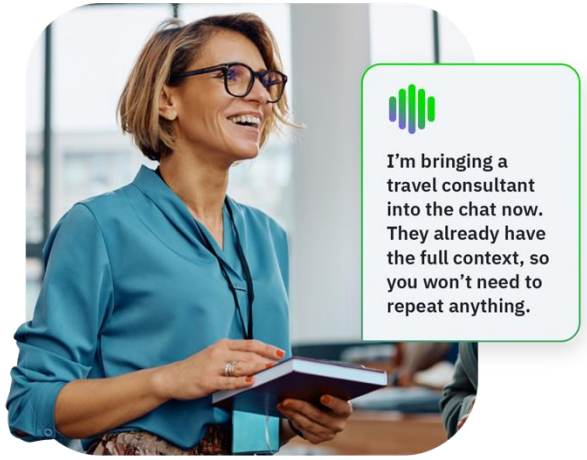
HUMAN EXPERTISE

TRUSTED EVERY STEP

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People & Platforms: Unlocking the next phase of growth

Proprietary digital experience

Melon and FCM Booking (FCMB) as our leading platforms

AI-Digital-People

Integrating AI via Sam (FCM) and Mel (Corporate Traveller), supporting our platforms and people

Build once, use at scale

Pilot in Corporate Traveller & extend across FCM

One cost base, not two - sweating the asset, economies of scale

Future Fit: Building a defensible moat across the value chain

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Supplier relationships

Human expertise – ability to navigate through complexity

Customer loyalty and proprietary data

Brand equity and trust

Differentiated, proprietary travel and technology platforms & product ranges

Conclusion: Key takeaways

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Solid foundations

Earnings power set to emerge during 2H

Momentum where it matters

Empowered by AI

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03

Formal Business



FLIGHT CENTRE TRAVEL GROUP™

Resolution 1

Re-elect John Eales

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The number of proxies received for the resolution is:

Decision	Votes	%
For	86,737,403	85.53
Against	14,411,636	14.22
Open	249,100	0.25
Abstain	112,158	N/A

Resolution 2

Elect Gareth Turner

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The number of proxies received for the resolution is:

Decision	Votes	%
For	98,550,698	97.17
Against	2,609,778	2.57
Open	262,660	0.26
Abstain	87,161	N/A

Resolution 3

Approve the grant of long-term incentive plan rights to the Managing Director and Group Chief Executive Officer

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The number of proxies received for the resolution is:

Decision	Votes	%
For	82,375,673	97.65
Against	1,741,624	2.06
Open	246,349	0.29
Abstain	100,289	N/A

Resolution 4

Approve remuneration report

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The number of proxies received for the resolution is:

Decision	Votes	%
For	62,114,328	74.28
Against	21,229,515	25.39
Open	270,907	0.33
Abstain	654,479	N/A

04

Questions

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Meeting is paused for one minute for voting to be finalised



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VOTING IS NOW CLOSED



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MEETING HAS CLOSED

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