

Community Day 'Travel & Hospitality' at lastminute.com



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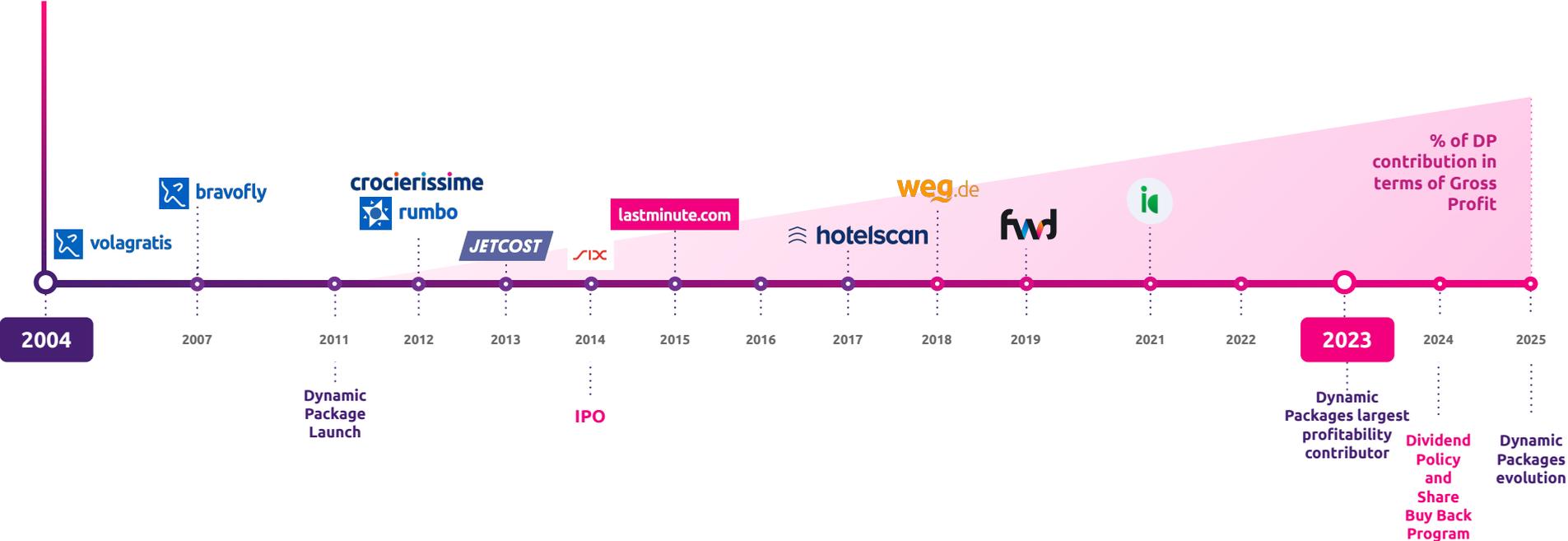
Agenda

01  Welcome and lastminute.com overview

02 Future Outlook and AI



Our History - from Flight-Centric to leaders in Dynamic Packages



Our footprint: figures and presence

International brands **lastminute.com** **bravofly** **JETCOST** **hotelscan**

9M 2025



€2,696m
Gross Travel Value (GTV)



€284.1m
Revenues



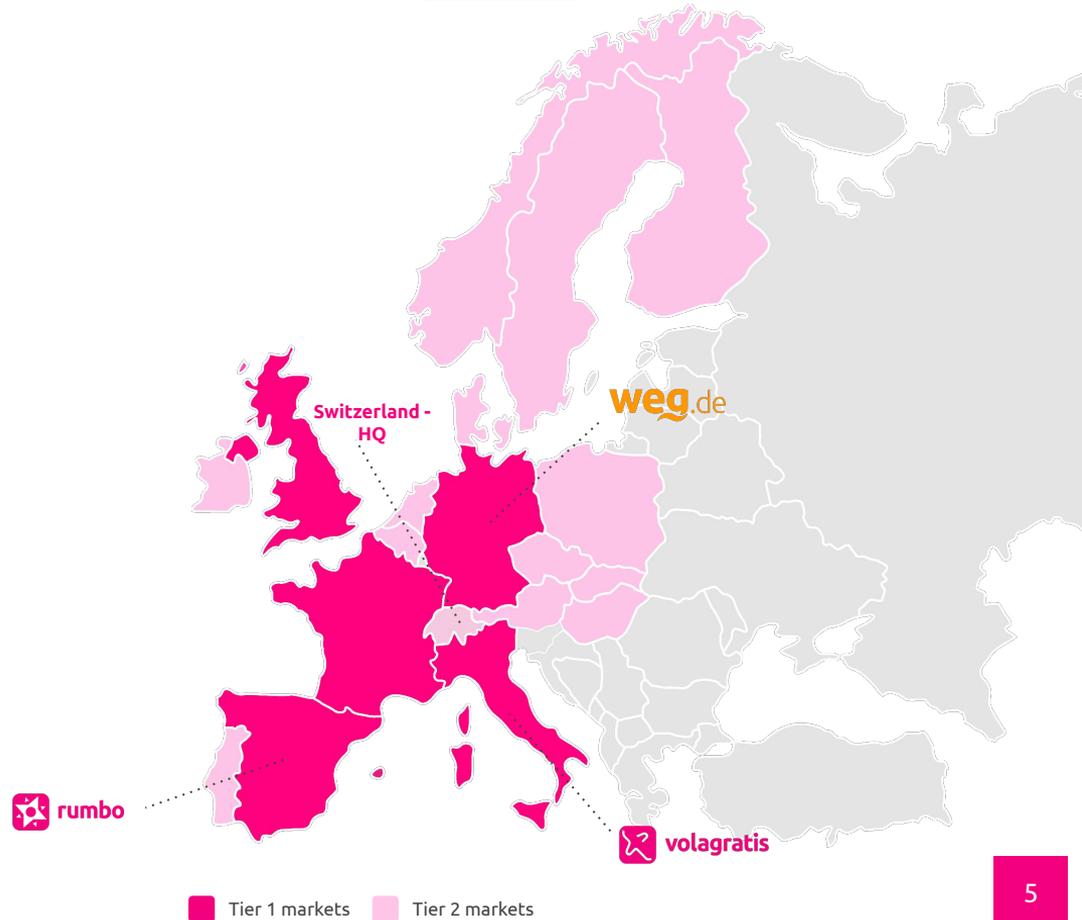
€114.0m
Gross Profit



€46.1m
Adj. EBITDA



€30.6m
Adj. EBITDA - CAPEX



What are Dynamic Holiday Packages?

Flights



445 Air and Rail providers

Hotels

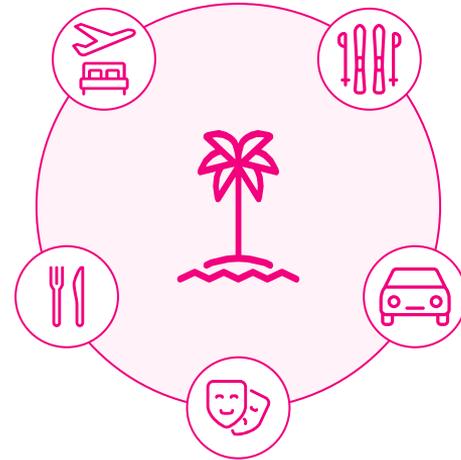


25k directly contracted hotels + non-public rates

Ancillaries



YOUR PACKAGE



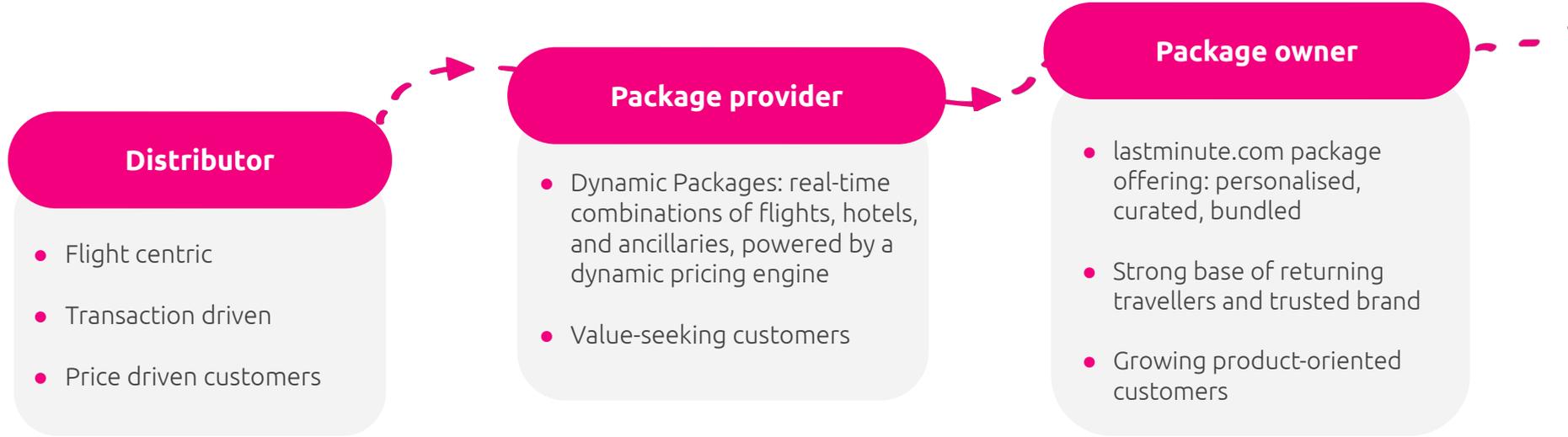
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01 Welcome and lastminute.com overview

02  Future Outlook and AI



Moving up the value chain: from “book it” to “own it”



2004

2028

Strategic foundation to deliver our FY28 outlook

- 2 enablers**
- Embracing AI
 - Scalability



Strengthening market presence



Dynamic Packages Evolution



core drivers

Brand portfolio focus



Travel companion



3 ways AI is relevant for us

with external partners (e.g. Kore.AI, Wordlift)

1 **AI** as a Traffic Shift

- Visibility and relevance on external LLM (Large Language Model) chatbots

2 **AI** for Travellers

- Better customer experience

3 **AI** for Enhanced Productivity

- Higher employee productivity
- Higher efficiency and efficacy system-wide as a company



Thank you

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