



Market Release

28 June 2023

2023 Annual Meeting Addresses

The addresses below will be given at Serko's Annual Meeting which is to commence at 2.00pm today (28 June 2023) and is being held in person at the offices of Link Market Services Limited, Level 30, PwC Tower, 15 Customs Street West, Auckland and online at www.virtualmeeting.co.nz/sko23

Chairperson Welcome

Tēnā koutou katoa. Ngā mihi nui ki a koutou katoa i tēnei ahiahi. Nau mai, haere mai ki tēnei hui ā-tau. Kia Ora and good afternoon. My name is Claudia Batten. I am the Chair of Serko.

I'm pleased to see so many shareholders and familiar faces joining us today and of course we also welcome those shareholders joining online.

Some housekeeping matters before we start.

For those shareholders and proxy holders who are attending the meeting in person, and who are entitled to vote, you should have received a Voting Card when you registered upon arrival at the meeting. If you have not received a Voting Card, please go to the Link Market Services registration desk where their representatives will be able to assist you.

Please turn your mobile phones to silent.

If there is an emergency and we need to leave the venue, please do so through the marked exits and follow the instructions of the venue staff.

Toilet facilities are on this floor down the corridor.

Those online will be able to vote and ask questions during the meeting. I'll provide you with further instructions as we progress. If you encounter any issues, please refer to the online portal guide or you can phone the helpline on 0800 200 220.

We will be using some slides during the meeting. For those of you online you will be able to see these and follow along. They will also be made available on Serko's investor website.

It's my pleasure to introduce my fellow directors:

- Jan Dawson, independent director and Chair of the Audit, Risk and Sustainability Committee;
- Clyde McConaghy, independent director and Chair of the People, Remuneration and Culture Committee;
- Darrin Grafton, executive director, CEO and Co-Founder; and
- Bob Shaw, executive director, Chief Strategy Officer and Co-Founder.



I am the only director who is standing for re-election today and as a result will hand over to Clyde McConaghy to run the voting process for that re-election resolution.

I would also like to welcome the members of Serko's management and staff in attendance.

Finally, I'd like to welcome our external auditors, Deloitte, our lawyers, Flacks & Wong, and also the team from our share registrar, Link Market Services. They will help conduct the voting on the formal business later in the meeting and also act as scrutineer.

Now for the formalities of the meeting.

For those of you online, you can send through your questions at any time through the online portal by using the "Ask a Question" button, and I would encourage you to do so as early as possible as this will allow us to answer these questions at the appropriate time of the meeting.

The Company Secretary has confirmed to me that the Notice of Meeting has been sent to shareholders and other persons entitled to receive it.

I confirm that the requirement for a quorum for this meeting (three shareholders) has been met and I declare the meeting open.

The items of business for this meeting, and the resolutions to be considered by shareholders, are contained in the Notice of Meeting.

Darrin and I will begin by providing an overview of the highlights from FY23, our plan to deliver on our goals for FY24 as well as an outlook and trading update. There will then be an opportunity to ask questions after our addresses.

We will then attend to the formal business of the meeting.

Voting on all resolutions will be conducted by way of poll. Shareholders attending virtually will be able to cast their vote using the electronic voting card received when online registration is validated. Please refer to the online portal guide or use the help line specified.

Chairperson Address

Highlights and areas of focus

Our 2023 financial results reflect Serko's dedication and agility across a three year period that commenced with the pandemic, an event which had the potential to destroy the business. The passion and dedication of Darrin, his leadership team and Serko staff are a key reason for Serko having faced down the challenges and being in the strong position we're currently in.

The other key reason is you, our shareholders. We would not be here without the support you have shown us. Thank you.

We completed the financial year with a deep sense of accomplishment. We undertook to maximise the business travel recovery and deliver significant growth under the Booking.com for Business partnership. We achieved both, in an often complex and uncertain external environment.

We remain well capitalised, with cash on hand as at 31 March of \$87.7m. Cash burn peaked in the first half of 2023. During the financial year underlying average monthly cash burn reduced from \$3.3m to \$2.7m and underlying average monthly cash burn in 2H23 was \$1.8 million.

We are in a strong position, with the job by no means done. We are relentlessly focused on our FY25 revenue and profitability goals. These goals will be achieved through:



- Winning in our chosen markets;
- Achieving global scale and operational efficiency; and
- Building a globally competitive business.

How we will deliver

We have been targeted and disciplined in what we invest in, and how we set goals, measure progress and execute. This will continue and, in particular, we will:

- Increase the international expertise across all disciplines;
- Expand our experimentation-based approach to product development, evident most recently in our work on the Booking.com for Business platform; and finally, we will
- Embed data-driven decision-making and a systems approach across the entire organisation.

Building a sustainable business

Serko believes a sustainable approach means doing the right thing by our business, people, customers and communities. This will drive our long-term value.

As part of our commitment to sustainability, we are currently working with internal and external stakeholders to identify and assess the most important issues for us to measure, manage and report on.

We have steadily advanced our sustainability journey over the past year and have reported solid progress across environment, social and governance categories. We are committed to continuously improving what we focus on. We encourage you to read our recently released ESG Report on our website.

Board Priorities

Key Board priorities for the year are supporting the company to deliver growth in Booking.com for Business and North America and delivering scale. These priorities will drive the achievement of our FY24 and FY25 goals including profitability.

Critical to scaling will be the support and development of our talent and ensuring we have robust succession planning across the business.

The board advisors we have put in place across our North America Strategy, Technology and Booking strategy are providing significant value as we continue to scale up. We have specifically targeted advisors who have direct experience scaling tech companies internationally.

We have previously signalled our intention to appoint an additional independent director to the Board and it remains our intention to do so. We also continue to assess the needs and makeup of the Board to ensure it is best placed to meet the challenges and opportunities ahead.

We have also enhanced how we communicate with shareholders, including aspects of our financial reporting. We are pleased with the positive feedback we have had and are committed to continuing to make improvements.



(Chairperson address continues following CEO address below)

CEO Address – Darrin Grafton

Thank you Claudia.

I am pleased to have several members of the executive team here today.

The progress over the last 12 months has been incredible, the team at Serko have delivered exceptional results and world class technology.

We asked you to support us during COVID while we focused on building the technology needed for the recovery. COVID was an incredible test of the Serko business and the team's resilience to stay true to what they could control. I personally would like to thank you as our shareholders for the faith you have shown in us. I would also like to thank the team, to be able to stand here today and present these results is also a proud moment as a CEO.

We have accelerated our platform modernisation, building a world class ecommerce platform for Booking.com for Business. We created world class data and A/B testing capabilities across our product and company, and we have delivered technology at scale to support the global market recovery. We have also built modern frameworks that will enable third parties to build onto our platforms in the future. We have delivered a solution that has brought the two sides of our managed travel market and unmanaged travel markets together with the recent launch last week with CWT and new and exciting content options for business travel.

We have done this through a disciplined approach to cash management and investment.

We are now firmly focused on our current delivery programme to ensure FY24 is an even more rewarding year for all.

The next 12 months will be exciting, as we are now at the scaling phase following these investments, including the scaling of our customer base.

Disciplined execution driving strong growth

Total income increased 154% to \$48 million reflecting business travel recovery and Booking.com for Business growth. Total income was well ahead of the guidance provided at the start of FY23 of approximately doubling revenue. We closed FY23 just ahead of our revised guidance range of \$42 million to \$47 million.

The progress we've made in the past twelve months reflected focused execution on our growth plans, and prior investments. In particular:

- We successfully rode the business travel recovery wave in our home markets of Australia and New Zealand;
- There has been significant growth under the Booking.com for Business partnership.

The investments made in FY23 and previously were targeted and disciplined. We have invested in the right capability and technology to increase scale and operational efficiency.

We can see the benefits of those investments in these results. An example is the growth in unmanaged revenue.



Progress against our FY25 goals

During FY23, we defined how we could achieve the outcome we believed was possible as the market recovered. We broke these objectives down into five areas. Two of these are the revenue generation areas (2&3) and the other three are the underlying frameworks to drive revenue and Serko's long-term success.

I'll go into more detail on the revenue objectives and culture on subsequent slides, but will briefly touch on the other two now.

The first of these being product health foundations, part of customer success and focused on our ability to measure the impact our technology has on the customer. We experimented with new ways to produce better conversion of bookings, stability and performance of our platforms and features needed to truly make a difference as the travel industry recovered.

The second of these objectives is platform foundations. As we drive towards higher scale global transactions, we needed to make sure our technology would stay ahead of this demand and have undertaken a number of initiatives to support this. These are already changing how we build, measure and drive Serko as well as strengthening our position for the future.

Unmanaged revenue – Progress against our strategy with Booking.com

During early FY23 Serko and Booking.com set the approach for success based on some foundational work needed for conversion, scale and experimentation.

Booking.com shared key resources to enable Serko to build out our data platform and experimentation technology that has now changed the way we build our products.

This overall work together as partners is reflected on the graphs on the screen. This has enabled Serko's strong revenue growth and underpinned our confidence in our outlook statements.

The CWT partnership deepens the Booking.com for Business offering and enables a wider appeal to business customers. It also brings two of our key partners together while delivering new and exciting content for business customers across the world.

The addition of CWT content is a significant step in delivering on our strategy of bringing the best of business travel to Booking.com for Business and is the culmination of many months of planning by Serko, CWT and Booking.com.

The new offering and platform went live last week, and we are continuing to bring new supply content online over the coming period.

We now enter the phase of scaling, which will see Serko focus on engagement with the existing migrated customer base and also other ways of attracting more customers to the platform.

Managed revenue – Capitalising on business travel recovery

Serko has continued to gain market share, and through its channel resellers, has secured one of the largest travel accounts in Australia which is currently onboarding this month and we should see transactions in the second half of the calendar year.

In North America, we have continued to build our strategic position in this market and sign new reseller agreements.

As mentioned, the team at Serko have been working with the wider executive team at CWT to bring about the addition of CWT content. We see this as an example of the opportunities available to us in North America.



We have launched new updates to our expense technology within the market and are piloting new innovations in this space with key customers.

We have continued to develop technology to support NDC, a data standard that allows airlines to evolve how they personalise and sell inventory. Serko has already successfully collaborated with Visa, CWT and United Airlines to deliver a significant NDC project.

Serko has continued work with NDC connections with airlines in our home markets and the USA including Qantas, United and American Airlines. Serko has also committed to working closer with Sabre to assist the progress of NDC and other initiatives needed for the global marketplace.

Culture – Targeted people investment to increase capability and scale

Our investments in people have been beyond targeted new roles to support scale and growth. We have invested in establishing the pathways and tools for our people to advance within Serko, ensuring we retain and grow our people.

As a result, we have seen a significant shift in our monthly pulse survey score for *'I have access to the learning and development I need to do my job well'*, which improved from 62% favourable in March 2022 to 85% favourable in March 2023. The pulse result for learning is a core employee happiness metric for high performing technology staff and we see this as a significant improvement.

We have also continued to strengthen our approach to diversity, publicly producing our Mind the Gap report and holding ourselves accountable for striving towards our diversity and inclusion goals.

We are focused on improving our operational leverage and this is taking place through a number of initiatives. Examples of these include:

- Fine tuning how we allocate our resources across multiple markets to achieve the right cost-to-benefit balance.
- Restructuring our Expense division to materially increase efficiency - while also innovating our Expense product to drive further revenue and customer growth.
- Expanding our China offices to access additional talent to complement other locations.

Our FY24 Objectives

Moving to our FY24 objectives. All five objectives directly drive towards our FY25 revenue and profitability goals.

For customer success we are accelerating our experimentation efforts to bring more features to the Zeno platform - powering both Booking.com for Business and our TMC managed travel markets.

The focus is on both customer acquisitions and conversion. We continue scaling our customer acquisition models. Our objective is to have a platform that people love to use, not only for the customer experience, but also for the content and savings that can be made through this platform.

During FY24 we will use insights from Serko's 16 years of history in managed travel to enhance the booking experience for the Booking.com for Business platform.

In Australasia, our focus is to retain and grow our customers through innovating in response to customer needs and demands.



This includes new innovations such as NDC on Sabre and improving the online booking change and servicing process for both customers and resellers. We will be paying a particular focus to delivering advanced work around reducing friction in online changes and across operational systems.

We will be bringing these key innovations and functionality proven in this market to North America where we are committed to driving customer growth via both our travel and expense offerings.

We will continue to drive our platform scale and capabilities through further investments, including in AI and emerging technologies that can help shift how we build and also how our customers use our technology through these advancements.

We also continue to ensure we have the right people with the right experience as we scale. On that note, we were pleased to announce the appointment of Joydip Das into the new role of Chief Product Officer last week. Joydip's track record as a global product leader will propel our efforts to be a product-led company that is working to create a connected, frictionless business travel experience.

To our valued customers and partners, thank you for your support. We love what we do and it's our privilege to deliver technology that supports your people and your business.

Thank you and I will now hand back to Claudia.

Chairperson Address (contd)

Outlook and trading update

Thank you Darrin.

We have had a solid start to the financial year with business travel demand tracking strongly to date.

We are pleased to affirm our guidance provided in May and, if June 23 quarter trends continue, we anticipate total income to be above the midpoint of this guidance range.

As well as top line growth, we are focused on continued cost discipline and operational efficiency as we track towards positive cashflow for the FY25 financial year.

Thank you

Thank you to my fellow directors and to everyone at Serko. You stepped up to another level this year and our work continues.

Thank you again to our shareholders. Your commitment has meant we have been able to continue to invest to maximise opportunities – and we are seeing the benefits of this. Our commitment to you is that we are 100% focused on executing on our strategy and to building a globally competitive, profitable business.

Thank you.

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