# Morgan Stanley Conference 15 June 2017

# Corporate Travel Management Jamie Pherous – Managing Director

CTM is an award-winning provider of innovative and cost effective travel management solutions to the corporate market. Its proven business strategy combines personalised service excellence with client facing technology solutions to deliver a return on investment to clients. Headquartered in Australia, the company employs more than 2,000 FTE staff globally and services clients in 53 countries.



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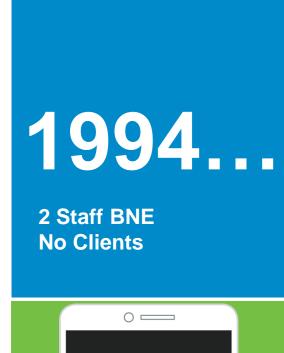
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# The CTM Story from the Beginning



# **Value Proposition**

- Highly personalised service
- Compelling technology that adds value
- Return on investment methodology





Understand the connection between your work and CTM's strategy





Feel empowered in their role



Want to go the extra mile for their clients



Clients agree their strategic account plan is of high value



2000 Staff 53 Countries \$4bn+ run rate





#### **CLIENT OUTCOMES**

- 1H17 record value of new clients won at record conversion rates. Continuing into 2H17.
- Historical 97%+ Client retention and satisfaction

#### **CLIENTS**

INTUITIVE PRODUCT DEVELOPMENT & ROI DELIVERY

# **PEOPLE**

AUTOMATION & TOOLS
TO BEST SERVICE
CLIENTS

#### PEOPLE OUTCOMES

- High staff engagement
- Agile decision making & empowerment
- Continuous Revenue/FTE gains (productivity)

INNOVATION

AND PROCESS

#### **GLOBAL OUTCOMES**

- Built global network huge barrier of entry
- Enormous market share opportunity Market estimated at US1.4trillion, largest player approximately 1% (CTM under 1%)
- Allowing additional organic growth across new segments (Global corporate, B2B, B2C, Loyalty)
- Building and leveraging scale and buying power

SEAMLESS GLOBAL SOLUTION

GLOBAL NETWORK INDUSTRY LEADING
METRICS

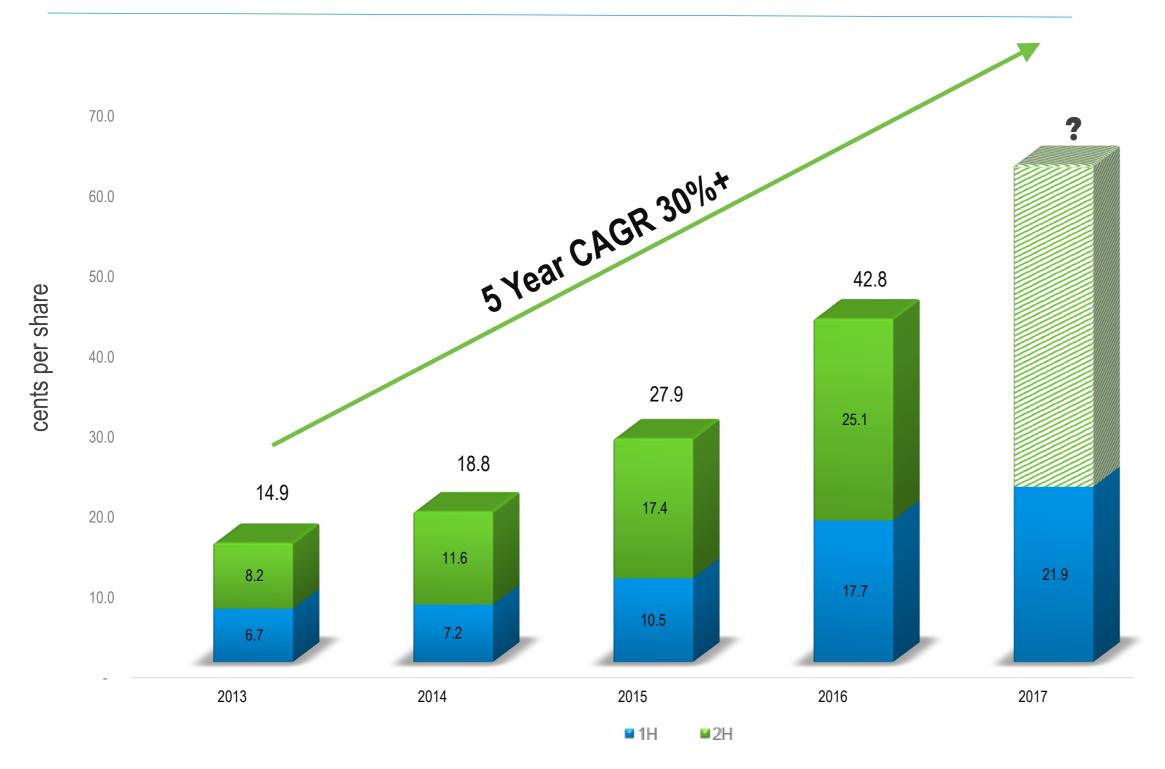
SUSTAINABLE BUSINESS MODEL

#### **BUSINESS OUTCOMES**

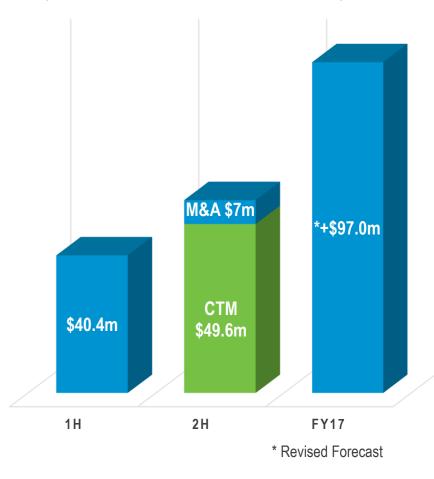
- High growth model
- Long term sustainability and earnings certainty
- Disruptor, not a follower
- Improved EBITDA margins
- High compound EPS growth



# **Statutory EPS Growth**



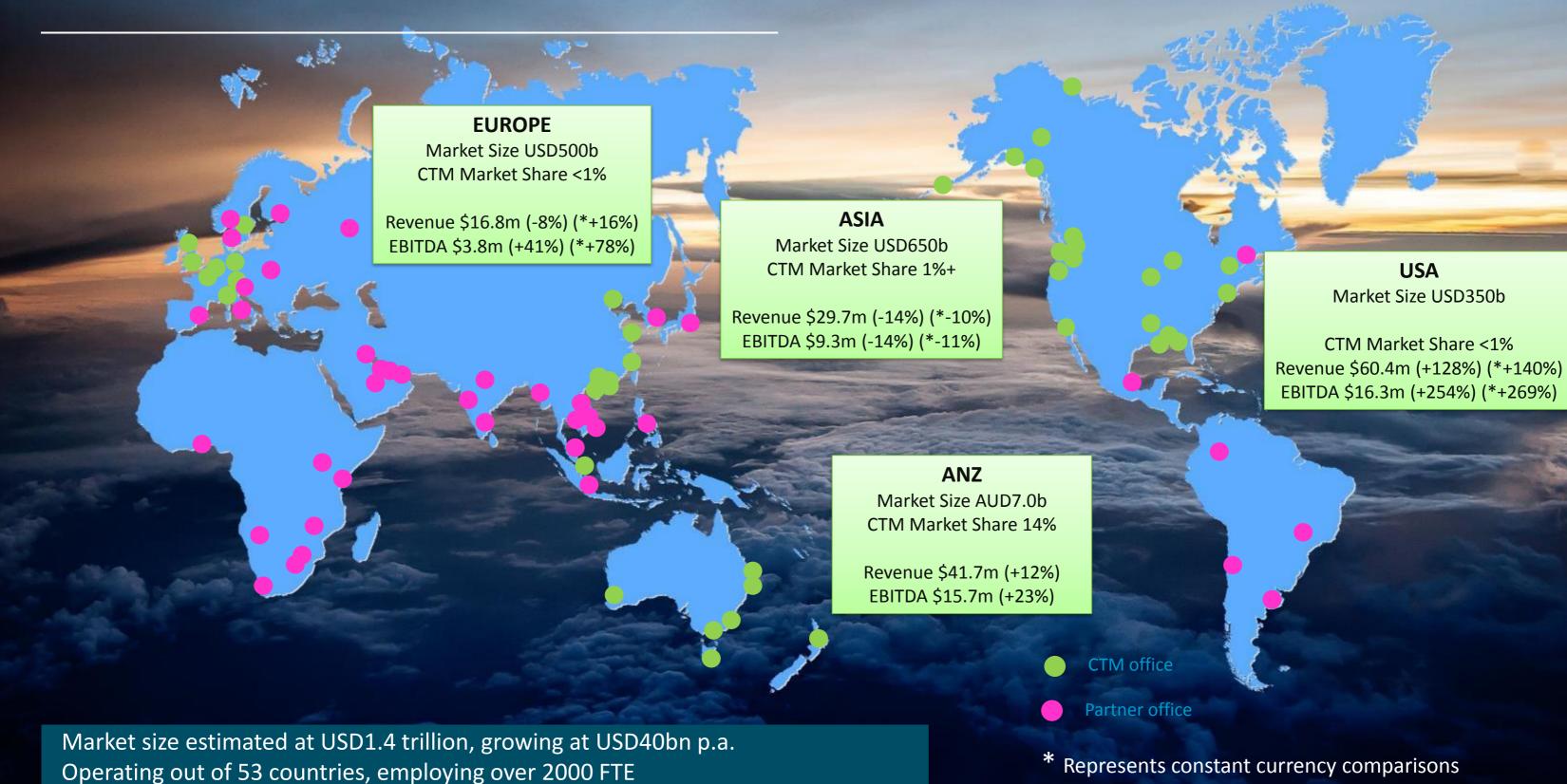
FY17 PROFIT GROWTH BUILD (CTM HAS HISTORIC 2H PROFIT SKEW)



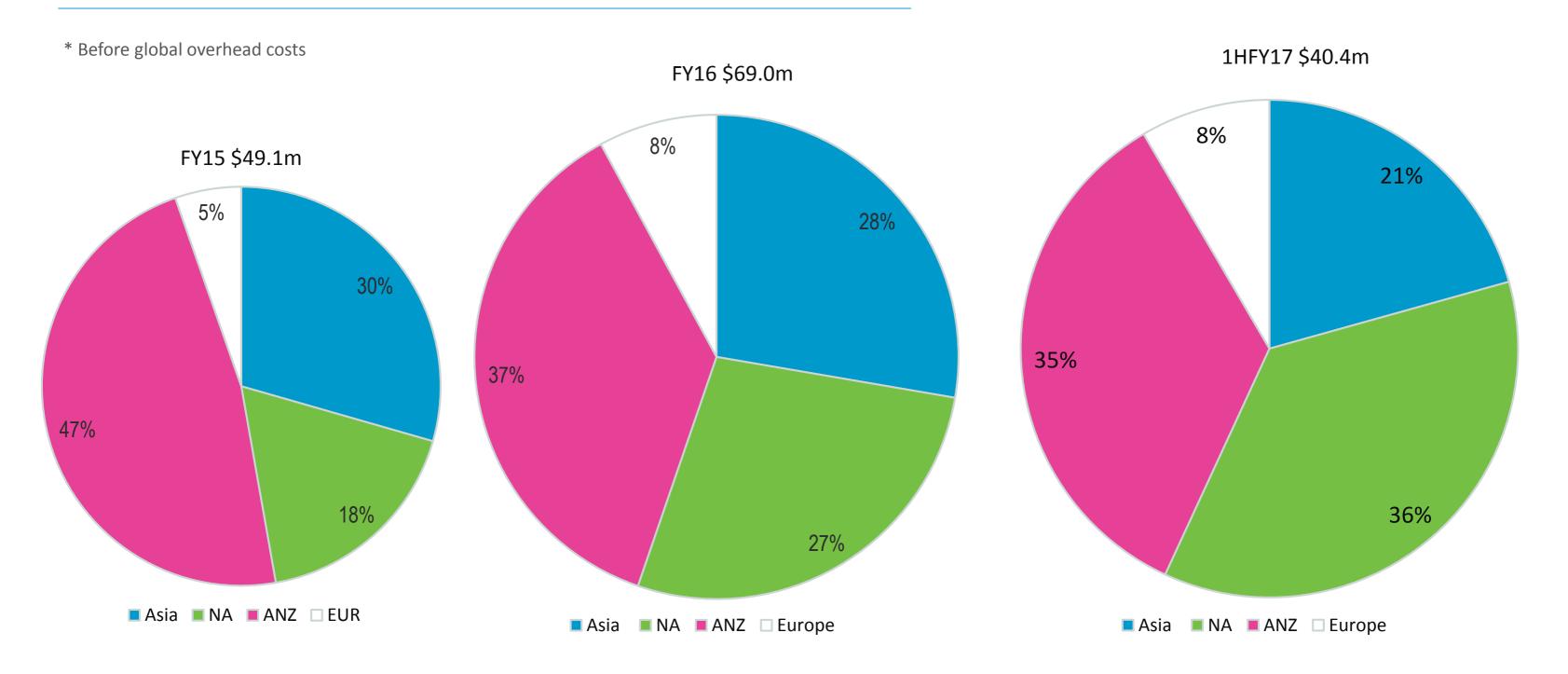
The above numbers reflect diluted EPS growth.



# **CTM Global Footprint and Performance Overview**



# **EBITDA** Contribution by Region\*



- Building a diversified global business, with North America now our largest profit contributor
- Europe expected to be significantly larger market share of the group in 2H17 and FY18



# **Award Winning**



# CTM ASIA Best Travel Agency – Hong Kong' 2016 (7<sup>th</sup> win in 9 years)



CTM Europe
Best Travel Management
Company (£50m to £200m
annual UK sales) 2017



CTM North America
Loyalty Travel Innovations Travel Agent
Organizations - Overall - Travel Agent
Innovation



CTM North America
Allure Travel By CTM
North America's Leading Travel Agency
Winner 2016



**WINNER** 2016

## CTM ANZ

Best National Travel
Management Company
10 Times Winner



#### **CTM ANZ**

Andrew Jones Travel 'Top Seller Tasmania' 2016



#### CTM Group

BRW Innovative Companies List 2016



**WINNER** 2016

#### ETM ANZ

AFTA
Best Business Events
Agency
Winner 5 years



#### **ETM ANZ**

Best Mobile Attendee APP Centium Client Innovation Awards



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## **CTM SMART Technology Framework**

#### **World Class release process:**

- Release cycle every 2 weeks
- Developing with and for our clients
- Focus on speed and usability across all devices
- Agnostic approach
- Significant development releases expected in CY17 in all CTM regions with "Industry Firsts".

- SMART technology available to clients globally
- Over 50,000 CTM alerts
- Over 40,000 Ride
  Share opportunities
  identified

"CTM offers us not only the flexibility and professionalism in account management, but also the reporting capabilities, online functionality and geographic coverage required to best meet the travel needs of our group across all of our locations."

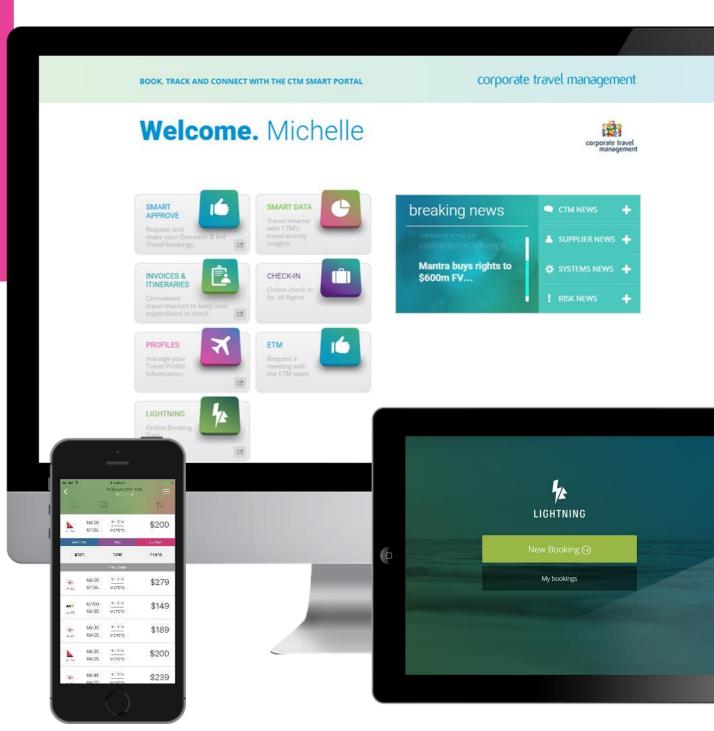


- Wesfarmers



"CTM Mobile has changed my booking experience in an extremely positive way. The speed and functionality of CTM Mobile is the same as our own OBT, making the switch perfectly seamless... I love the look and feel of CTM Mobile and would highly recommend it to all travellers and travel arrangers."

- Hastings Deering



# Rolling out progressively through CY17

# **Accessible Anywhere, Anytime**

• Reporting data (locally and globally), available from wherever you are in the world, 24/7, from any device

# **Real-time Data Insights**

- Better understanding of the performance of client's travel program by analyzing past, present and future travel behavior and outcomes
- Interactive reporting environment

## **Fast and Functional Analytics**

Highly scalable and reliable global analytics platform

Fully embedded with CTM SMART technology







# FY17 Activity update – key observations

## **Key market observations @ May 2017:**

- 1. Synchronised global growth in key CTM markets first time since 2010 IPO
- 2. AUD versus USD/GBP/HKD

# Client Activity by region @ May 2017:

- ANZ Broad based client activity increases in 4QFY17
- UK/Europe Broad based client activity increases. Post hung parliament effect on corporate sentiment/activity?
- US short term activity reduction in 2HFY17, awaiting certainty on government initiatives (tax, infrastructure). Long term prospects expected to be positive providing government initiatives are executed.
- Asia client activity continues to be flat but steep ticket declines fully cycled through by 1QFY18
- CTM continues to be highly leveraged to a global recovery, and has meaningful exposure in the world's largest evolved corporate markets



# **FY17 Guidance update**

## **Trading and Guidance Update:**

- CTM continues to win market share at an accelerating rate in 2HFY17, and is executing to business plan
- Underlying FY17 EBITDA expected to be slightly above \$97m, (+40.6% on the p.c.p.). Previous Guidance range \$92m-\$97m
- Implies good momentum into FY18

# Operating cash flow conversion

- Timing of BSP payments has the biggest impact on cash flow (1-7 day swing)
- e.g. 1H 135% conversion, due to positive comparative timing difference of BSP payments. 2H BSP payment timing will go the other way.
- Consistently expect approximately 100% operating cash conversion each year
- Reporting normalised cash flow conversion to compare on a 'like for like' basis (e.g. 1H 104% normalised conversion taking into account timing differences)





# **Continued Organic Growth & Acquisition**

- 1. Enhance our value proposition to client needs, across CTM global network
- 2. Outperform in local, regional and global segments
- 3. Leverage clients across all lines of business (CTM, ETM, B2B, B2C)
- 4. Execute upon M&A opportunities that add scale, niche, geography

# Client Facing Innovation

- Implementation of SMART technology globally & develop new tools with our clients
- Leveraging technology suite into new market segments across all lines of business

# Productivity & Internal Innovation

- Internal innovation feedback loops to improve and automate existing client and nonclient facing process
- 2. Staff empowerment in decisions to drive high staff engagement and client satisfaction outcomes

# Leverage Our Scale & Geography

- 1. Demonstrating CTM is of high value in the supply chain
- Optimise supplier performance and client outcomes

## **Our People**

- Empower our teams to support our client needs
- 2. Continued investment to attract, retain and develop the brightest talent
- 3. Embracing culture that represents our values and business drivers

