

ASX ANNOUNCEMENT

September 23, 2025

SiteMinder 2025 Investor Day Presentation

Attached is the presentation for SiteMinder's Investor Day, which will be given today, September 23, 2025, starting at 9:00 a.m. AEST.

The company's outlook statement for FY26 and the medium term (slide 72) is unchanged from 27 August 2025, when it last updated the market.

The presentation details the company's progress on the Smart Platform, with focus on strategy and the long term opportunity.

This ASX announcement was authorised by SiteMinder's Board of Directors.

-ENDS-

Investor information

Paul Wong
investor.relations@siteminder.com

Media enquiries

Zoë Lee
media@siteminder.com

About SiteMinder

SiteMinder Limited (ASX:SDR) is the name behind SiteMinder, the only software platform that unlocks the full revenue potential of hotels, and Little Hotelier, an all-in-one hotel management software that makes the lives of small accommodation providers easier. The global company is headquartered in Sydney with offices in Bangalore, Bangkok, Barcelona, Berlin, Dallas, Galway, London and Manila. Through its technology and the largest partner ecosystem in the global hotel industry, SiteMinder generates more than 130 million reservations worth over A\$85 billion in revenue for its hotel customers each year. For more information, visit siteminder.com.



Investor Day

23 September 2025



SiteMinder customer Southern Six Senses, Rome, Italy

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Authorisation

This presentation has been authorised for lodgement with the ASX by SiteMinder's Board of Directors.

Agenda

9:00 - 9:15

**Welcome and
opening comments**

9:15 - 9:35

**Smart Platform -
Dynamic Revenue Plus**

9:35 - 9:50

**Smart Platform -
Smart Distribution Program**

9:50 - 10:10

**Smart Platform -
Channels Plus**

10:10 - 10:30

Break

10:30 - 10:50

Data / AI

10:50 - 11:10

Go to Market (GTM)

11:10 - 11:30

Financials

11:30 - 12:00

Q&A



Sankar Narayan

Chief Executive Officer



Leah Rankin

Chief Product Officer



Jonathan Kenny

Chief Operating Officer



Alex Macoun

Chief of Strategic Operations



Mike Rogers

Co-Founder
Chief Data Officer



Tom Varsavsky

Chief Technology Officer



Trent Innes

Chief Growth Officer



Tim Howard

Chief Financial Officer

Opening Comments



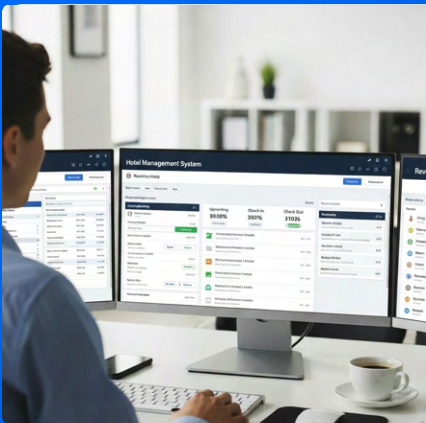
Sankar Narayan

Chief Executive Officer & Managing Director



SiteMinder customer Bawah Reserve, Anambas Archipelago, Bawah Island, Indonesia

Hotel revenue management today - fragmented systems, poor data, lost revenue



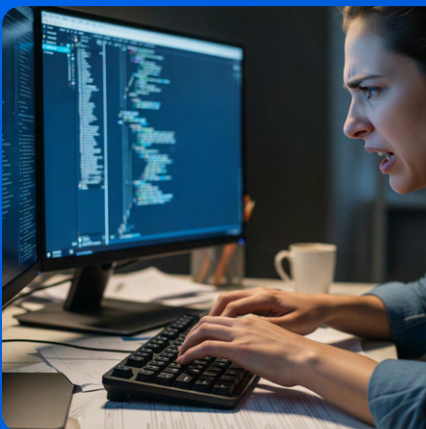
Multiple systems

Fragmented technology stack that communicates poorly with each other



Slow

Manual effort across multiple systems hinders ability to react in a timely manner



Duplicated manual effort

Fragmented technology and distribution landscape requires additional effort to sync set-ups



Poor data quality

Fragmented
Delayed
Incomplete

From connecting channels to maximising revenues - Unifying **deep analytics, AI predictions and integrated execution**

	State of the Industry	SiteMinder
Integration	Multiple disjointed systems	Unified revenue platform
Customer Experience	Duplicated manual effort	Synchronised and automated
Data and Insights	Fragmented, delayed, and incomplete	Real-time and comprehensive signals. Clear view of demand.
Speed	Slow. Held back by multiple systems, manual updates, and user hesitancy.	Dynamic revenue and distribution controls

SiteMinder is at the forefront of revenue management in the \$1 trillion+ hotel industry - and is positioned to drive scalable growth

SiteMinder Platform - World's most awarded hotel platform[^]

\$85b+

Gross Booking Value*

2.4m

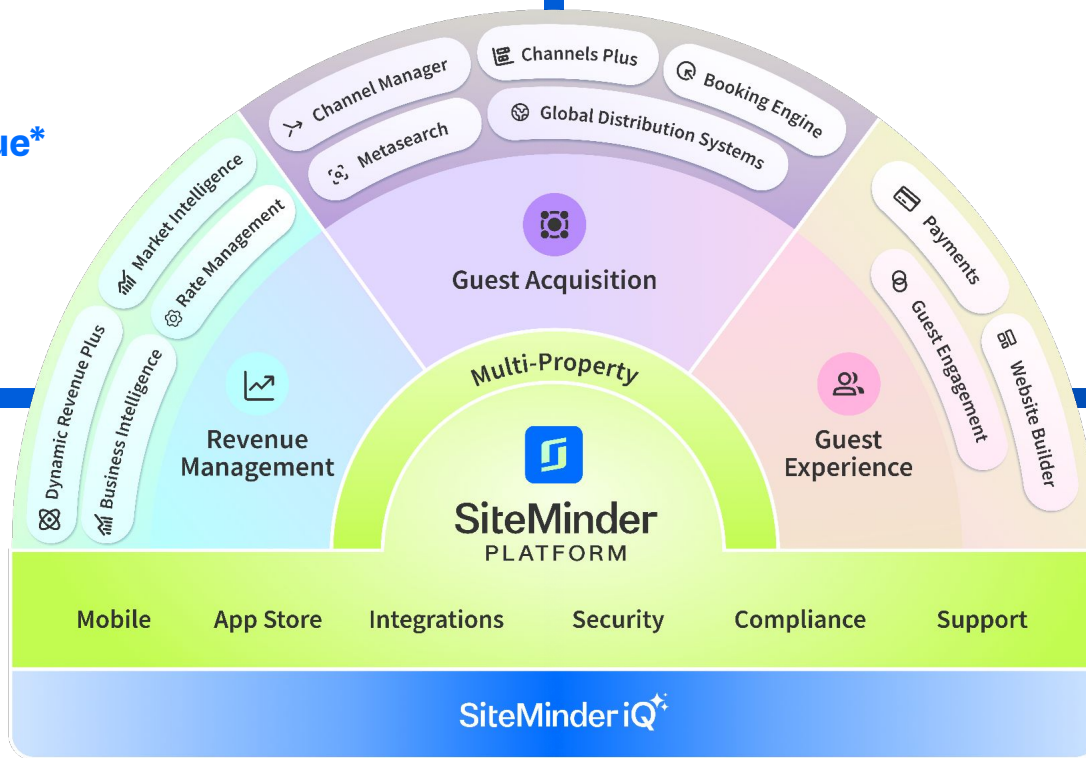
Rooms*

130m+

Reservations*

250m+

Room Nights*



*Annual activity levels for the 12 months to 30 June 2025 (FY25)

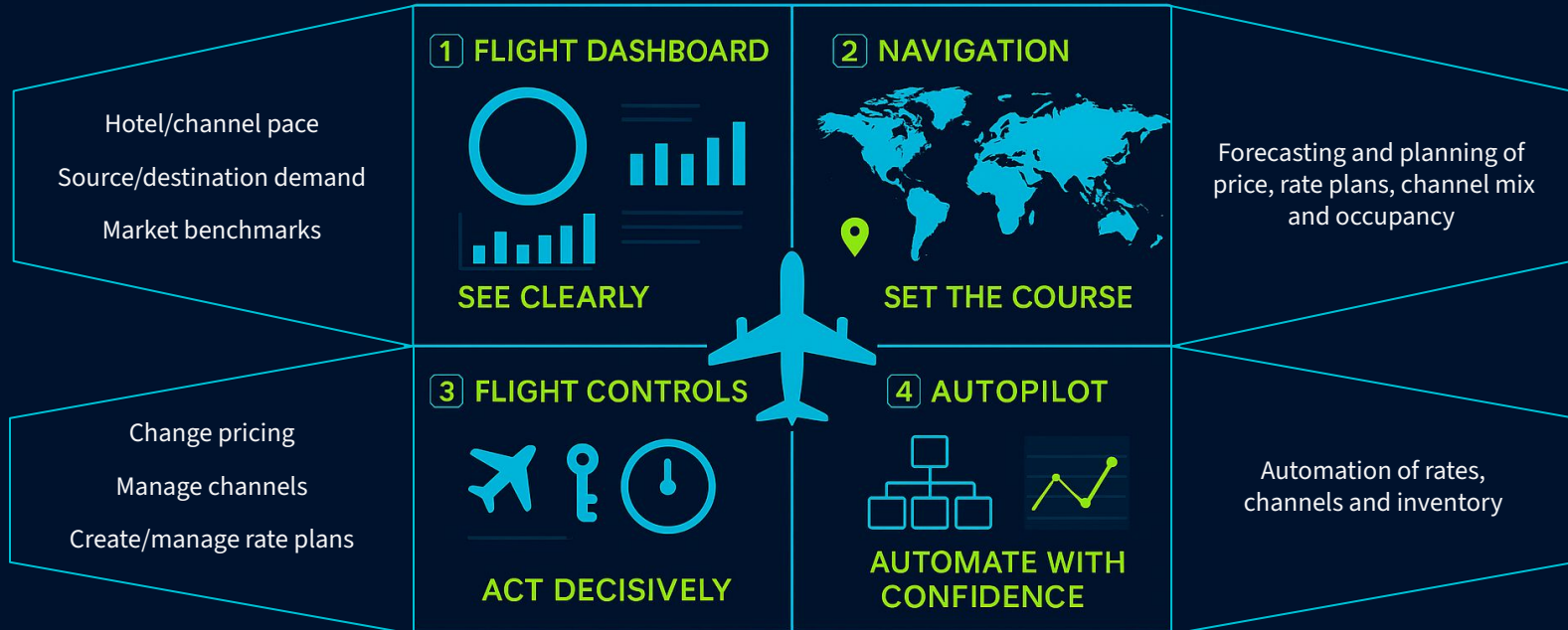
[^]Based on performance in HotelTechAwards 2025

SiteMinder's Revenue Flight Deck for hoteliers - An integrated experience **unifying** intelligence, revenue management and distribution

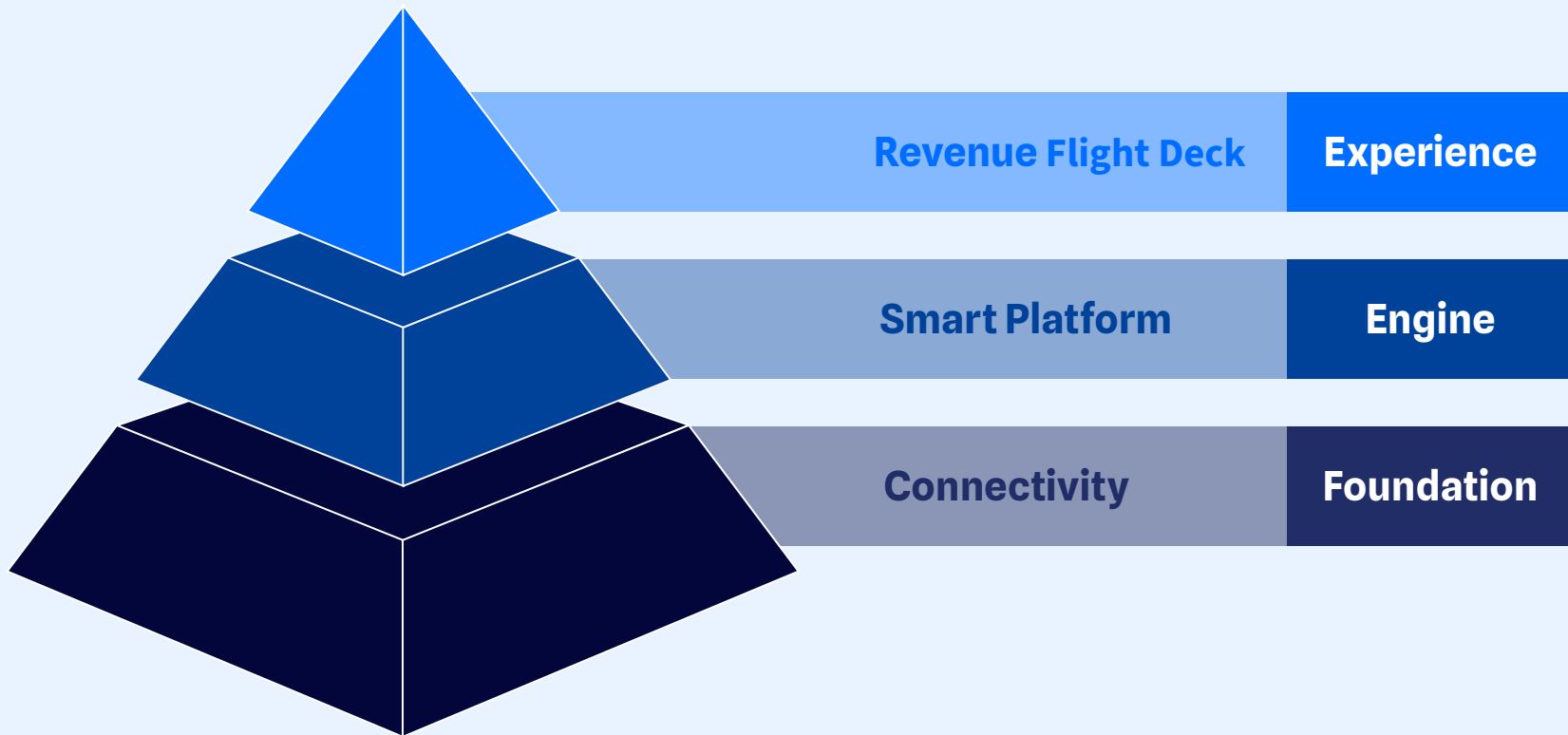


Revenue Flight Deck provides control, clarity and revenues for hoteliers

REVENUE FLIGHT DECK



How it all fits together



The Revenue Flight Deck - delivered through the Smart Platform

1 FLIGHT DASHBOARD



SEE CLEARLY

2 NAVIGATION



SET THE COURSE

3 FLIGHT CONTROLS



ACT DECISIVELY

4 AUTOPILOT



AUTOMATE WITH
CONFIDENCE

Dynamic Revenue Plus



Channels Plus



Smart Distribution



Dynamic Revenue Plus



Leah Rankin
Chief Product Officer



SiteMinder customer Anantara Desaru Hotels & Resorts, Desaru Coast, Malaysia

Dynamic Revenue Plus - An underpenetrated high value opportunity

Dynamic Revenue Plus leverages analytics to optimise pricing, inventory, and distribution management.



Full solutions don't exist

Existing solutions focus on optimising **price** and **lack detailed channel execution**



Industry adoption very low

80% of hoteliers¹ have not adopted a Revenue management system

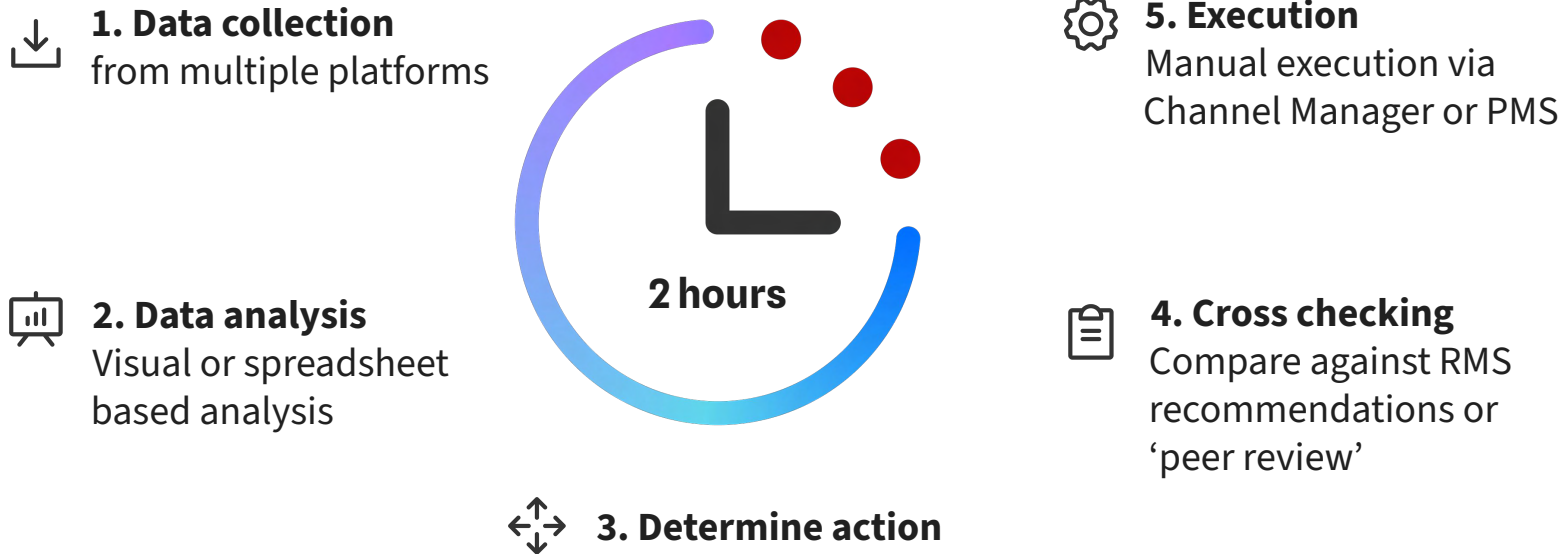
¹Hitec article - 20 Feb 2025 - Why every hotel needs automated revenue management



High growth market

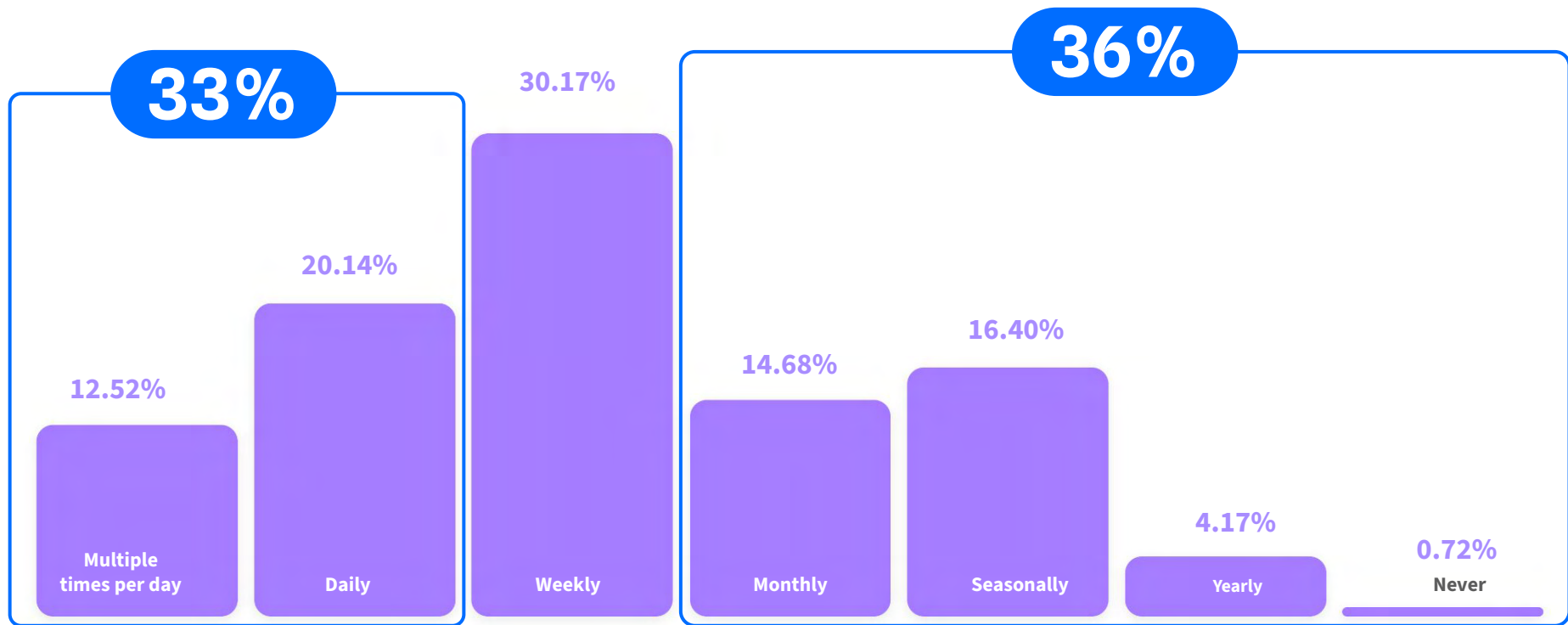
Forecasted to **grow at >10% CAGR¹** as **adoption grows**

Revenue management today is a laborious process



SiteMinder is streamlining revenue management by providing real time insights & powerful execution capabilities via a single, trusted platform.

Over 1-in-3 surveyed adjust rates **monthly or less**



**Every week, 45% spot
revenue opportunities
they can't act on
fast enough**

Speed-to-market seen as 'business critical' by room type



11-20 rooms

56%



21-50 rooms

57%



51-100 rooms

61%



100+ rooms

62%

Dynamic Revenue Plus - Transforming revenue management



Unified data platform

One stop shop for a hotelier's data needs

Curated data solutions

Proprietary demand indicators



AI enabled analytics

Helps hoteliers sift through the data layers and unearth revenue generating insights with minimal effort



Holistic revenue maximisation

Pricing is just the beginning

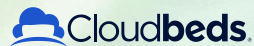


Seamless execution

Deep integration with SiteMinder's industry leading Channel Manager

Deep PMS integration with UltraSync

SiteMinder UltraSync



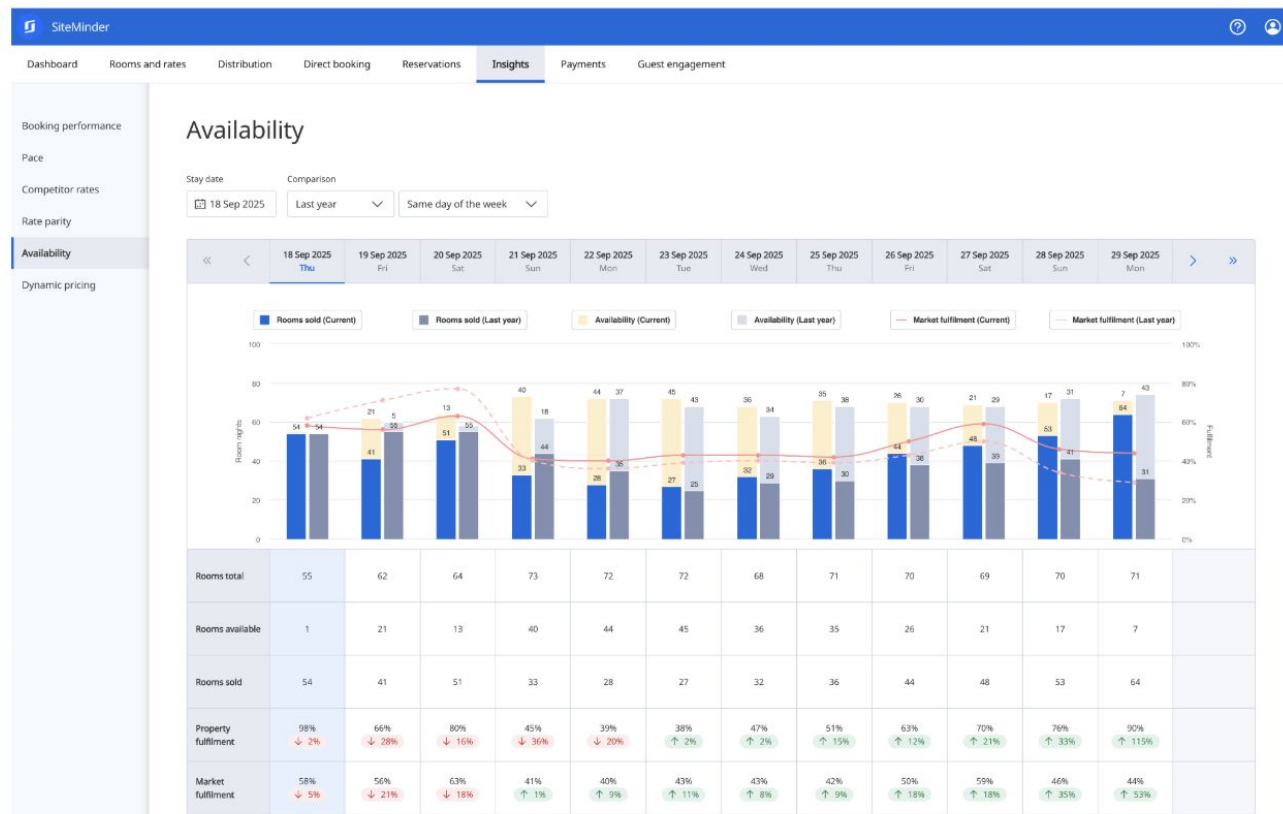
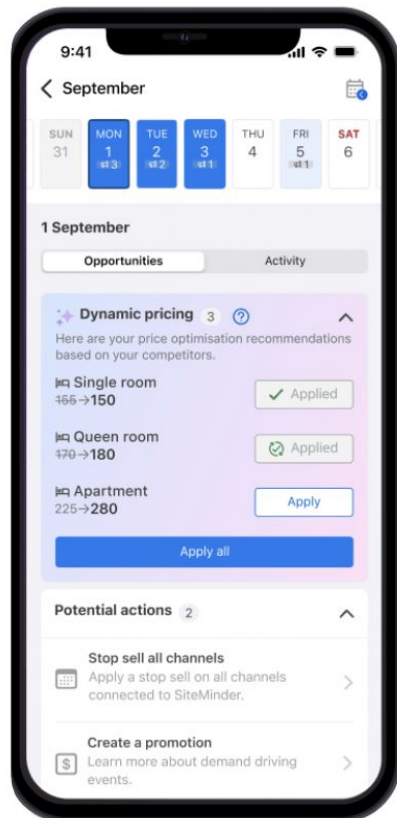
MEWS

ORACLE



**SiteMinder UltraSync enhances the alignment between
SiteMinder and operating platforms**

Dynamic Revenue Plus - Product demonstration



Flight Dashboard - Insights and intelligence

Market insights < Booked: Aug 01, 2025 - Aug 27, 2025 >



Property



Destination market

Room nights

21,706 ↑ 28.7%

Avg. daily rate (ADR)

4 ↑ -

Avg. length of stay (ALOS)

3.9 ↑ 8%

Avg. lead time

20.4 ↓ 24.5%

Curated Intelligence

Compare your performance to your relevant market



Proprietary demand signals

Powered by SiteMinder's 130m reservations spanning 150 countries



Slipknot

08 Mar 2025 - 08 Mar 2025 1 day



NSW Cup - New Zealand Warriors II vs Canberra Raiders II

08 Mar 2025 - 08 Mar 2025 1 day

[View all](#)

Intelligent event alerts

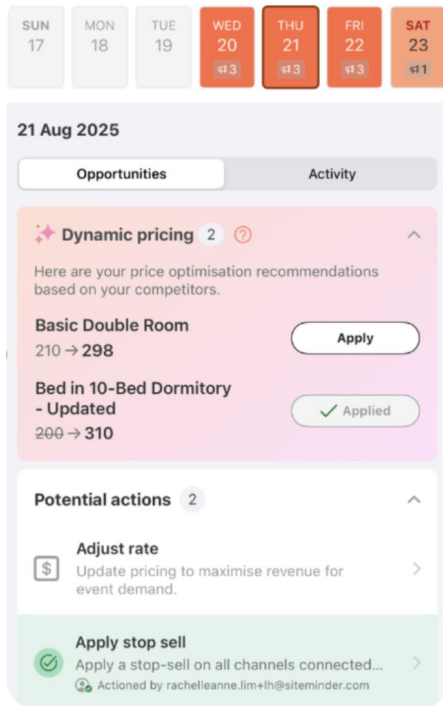
Knowing what is on and the impact on demand and spend.



Unearth what's really happening

View your data multiple ways and understand what's really driving demand.

Navigation and Flight Controls - Execution through one platform



IdeaS is the industry leader in revenue management software and services.

IdeaS pricing recommendations were available on Dynamic Revenue Plus from **March 2025**.

Execution supported by SiteMinder's **industry leading channel manager**.

The release of **SiteMinder UltraSync** - deepens SiteMinder's integration with leading PMS partners - **enhancing performance**.

SiteMinder is a unified platform - in contrast to alternative solutions

Features	SiteMinder Dynamic Revenue Plus	Standalone Revenue Solutions	Data platforms	Spreadsheet
Data & analytics	✓	✓	✓	○
Price optimisation	✓	✓	○	○
Distribution optimisation	✓	○	○	○
Integrated execution	✓	○	○	○

SiteMinder's moat is based on unmatched scale of transactions, deep execution through its industry leading channel manager, and proprietary data that is challenging to replicate.

Performance and customer feedback

Valuable data and insights

“I like diving into the Booking Performance and Pace reports by channel and market segment... giving me the clarity to understand our performance against the market.

Prior to using Dynamic Revenue Plus, I didn't have visibility of this data.”

Hotel in Australia

On the go execution

43%

of customers are actioning pricing decisions through the **mobile application**

Streamlined onboarding

7 days

only before customers receive their **first pricing recommendation with accuracy**

Features added following feedback

- ✓ Enhanced data visualisation
- ✓ PMS synchronization (UltraSync)
- ✓ Curated insights
- ✓ AI predictive analytics
- ✓ Pricing control parameters

Dynamic Revenue Plus - Product roadmap

H1FY25

ANZ launch

H2FY25

Launched in US, UK,
Spain, Germany & Mexico

IDeaS integration

Dynamic Revenue Plus
available in 7 key markets

Release of Calendar View for
Dynamic Pricing

FY26

Dynamic Revenue Plus v2.0

Complete rollout of DR+ in
all markets

Release UltraSync with 4
key PMS partners

Introduction to LH Platform

SiteMinder iQ - AI & data
platform

Machine learning market
intelligence

Predictive analytics - AI
driven demand forecasting

Key takeaways for Dynamic Revenue Plus



- Dynamic revenue management is an **underpenetrated high value opportunity** in the hotel tech stack
- Hoteliers are **currently serviced by fragmented solutions** - making for a process plagued with manual effort and errors
- SiteMinder's **Dynamic Revenue Plus** is an **all in-one** dynamic revenue management system - combining industry leading data, AI engine, pricing recommendations, and execution.
- **Customer feedback** and **product performance** has to date been positive. Data and insights highly rated.
- **Ongoing capability additions to accelerate adoption** of Dynamic Revenue Plus. SiteMinderIQ, UltraSync, and predictive analytics are key additions in **v2.0** and **increase appeal to larger properties**.

Smart Distribution Program



Jonathan Kenny
Chief Operating Officer



Helping address the suboptimal distribution setups plaguing the industry

Suboptimal rate plan setup

<< < 17 Sep 2025 > >>		Today ⓘ	TODAY 17 SEP	Thu 18 SEP	Fri 19 SEP	Sat 20 SEP
Deluxe Standard Room	⚡	AVAILABILITY	0	0	0	0
Advanced Purchase	1 channel ▾	RATES	240	240	240	240
B&B	1 channel ▾	RATES	300	300	300	300
Best Available Rate	4 channels ▾ ⚡	RATES	250	250	250	250
Week long Stay	1 channel ▾ ⚡	RATES	250	250	250	250
Double Standard Room	⚡	AVAILABILITY	0	0	0	0

Poor rate plan design that doesn't meet the demands of distribution channels

Limited mapping to distribution channels

Suboptimal channel adoption

CHANNEL STATUS ⓘ

[My channels →](#)

- Enabled channels 4
- Disabled channels 1
- Awaiting setup 0

Channel adoption is low due to the outreach effort required from distribution channels and the setup effort required from hoteliers.

Technological constraints



Technological limitations and manual efforts impact the revenue performance of hotels

Smart Distribution Program - Enhancing flight controls

Collaborative effort with key global distribution partners to optimise their connections with SiteMinder's hoteliers



Optimising new hotel connections

Support for new hotels with **optimal setups**



Optimising hotel performance

Optimisation of hotel configurations on key partner channels to lift revenue performance



Advancing the technology partnership

Advanced connectivity and **data synchronization** to enhance hotel experience and performance

Advancing the technology partnership - improving flight controls

**Integrated connectivity platform powering enhanced hotel outcomes,
removing friction and improving speed to market**



How SiteMinder is deepening connectivity to the OTAs?



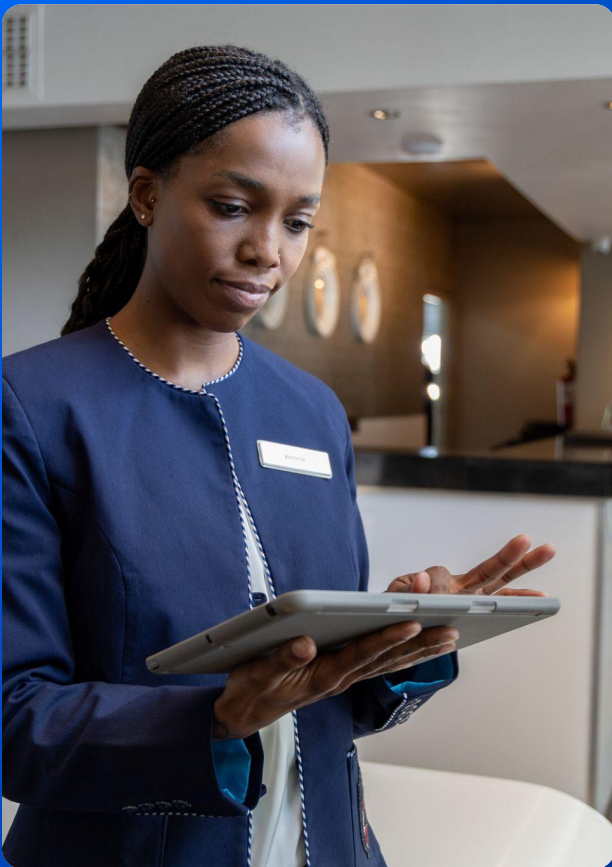
SiteMinder is building enhanced channel integration capabilities that enables:

Hoteliers to create room types and rate plans without having to leave SiteMinder. Improves hotelier response time and flexibility.

"Enhanced Sync is going to save us a great amount of work, especially when it comes to setting up new properties"

**Inventory & distribution manager,
European hotel group**

Key takeaways for the Smart Distribution Program



The relationship between hoteliers and distribution channels is plagued by **sub-optimal distribution setups**.

Keys value adds of the Smart Distribution Program:

(i) Rate plan optimisation, (ii) Connectivity optimisation, and
(iii) Technology transformation.

SiteMinder has already worked to enhance the synchronization of hotelier rate plans with channel partners.

Optimised setups deliver win-win outcomes for hoteliers and channel partners.

Channels Plus



Alex Macoun

Chief of Strategic Operations



In a world without Channels Plus...expanding distribution is painful

1

Setup Channel Manager

Hotelier inputs property details, rate plans, and other details.

2

Sign channel agreement

Hotelier signs and negotiates terms with distribution channel

3

Repeat setup in channel

Hotelier inputs property details, rate plans, and other details into the channel's extranet.

4

Mapping

Channel manager and channel extranet setup need to be mapped

5

Repeat

Steps 2-4 repeated for every distribution channel and every time a new room type or rate plan is created

With Channels Plus the pain of expanding distribution disappears

1

Current state: No Channels Plus

Duplicated manual effort
across multiple
platforms.

2

Activate Channels Plus

Guided setup.
Completed in minutes.

3

Leverage existing setup

Choose from rate plans
already setup in
SiteMinder Channel
Manager...or create new
ones in just minutes.

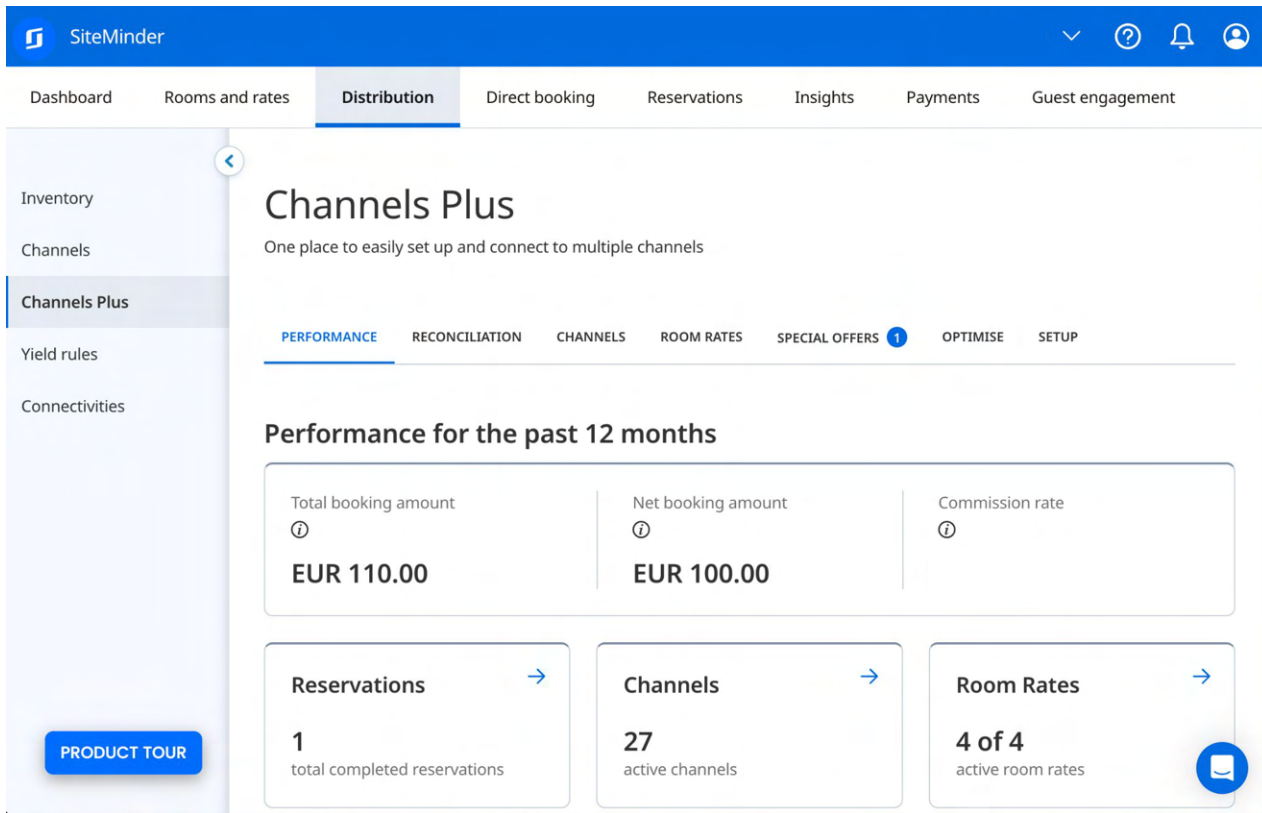
4

Rooms effortlessly selling on multiple channels

No need to log-in to
multiple extranets.

Hotel inventory is
available to all Channels
Plus distribution
partners. Hotelier is in
control of their
distribution.

Channels Plus - Product demonstration



The screenshot displays the SiteMinder Channels Plus interface. At the top, a blue header bar contains the SiteMinder logo, a dropdown arrow, a help icon, a notification bell, and a user profile icon. Below the header, a navigation bar lists several modules: Dashboard, Rooms and rates, Distribution (which is currently selected and highlighted), Direct booking, Reservations, Insights, Payments, and Guest engagement. On the left side, a sidebar menu lists: Inventory, Channels, Channels Plus (highlighted), Yield rules, and Connectivities. The main content area is titled 'Channels Plus' with the subtitle 'One place to easily set up and connect to multiple channels'. Below this, a sub-navigation bar includes: PERFORMANCE (active), RECONCILIATION, CHANNELS, ROOM RATES, SPECIAL OFFERS (with a notification badge '1'), OPTIMISE, and SETUP. The 'Performance for the past 12 months' section features three summary cards: 'Total booking amount' (EUR 110.00), 'Net booking amount' (EUR 100.00), and 'Commission rate'. Below these are three more cards: 'Reservations' (1 total completed reservations), 'Channels' (27 active channels), and 'Room Rates' (4 of 4 active room rates). A 'PRODUCT TOUR' button is located in the bottom left corner of the sidebar area, and a chat bubble icon is in the bottom right corner of the main content area.

SiteMinder

Dashboard Rooms and rates **Distribution** Direct booking Reservations Insights Payments Guest engagement

Inventory
Channels
Channels Plus
Yield rules
Connectivities

Channels Plus

One place to easily set up and connect to multiple channels

PERFORMANCE RECONCILIATION CHANNELS ROOM RATES SPECIAL OFFERS 1 OPTIMISE SETUP

Performance for the past 12 months

Total booking amount i	Net booking amount i	Commission rate i
EUR 110.00	EUR 100.00	

Reservations →	Channels →	Room Rates →
1 total completed reservations	27 active channels	4 of 4 active room rates

PRODUCT TOUR

Channels Plus - A rapidly scaling distribution marketplace



Distribution channels

Effortless access to more inventory and up-to-date content

40

Partners contracted

15

Additional partners in discussions

60+

Host countries booked

5,000+

Properties contracted

500+

Net properties added each month

240k+

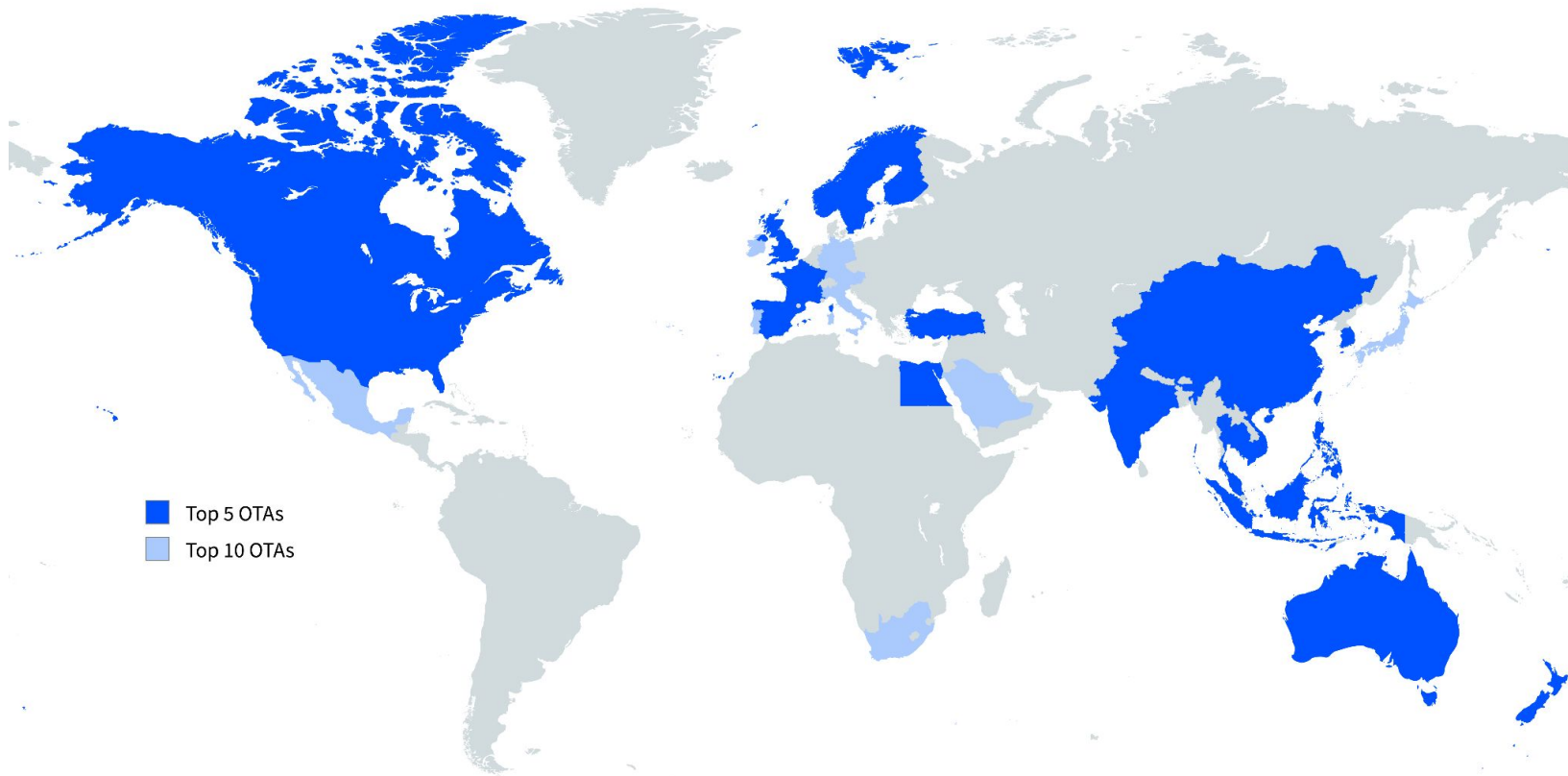
Rooms on Channels Plus



Properties

Effortlessly expand distribution with 'one connection'

Channels Plus - Strong coverage of key geographical markets



Channels Plus delivers win-win outcomes



Distribution partners

Direct access to **new hotels**

Direct access to **additional inventory**

Cost effective method to scale inventory access.

Direct engagement with hotels



Hoteliers

Minimal effort to set-up and maintain

Standardised commercials

No additional costs to standard OTA fees

Maintain **pricing control**

Delivering revenue and efficiency gains for distribution partners and hoteliers

Customer feedback



“The connection with Channels Plus is simple and efficient. All amenities, images, and rates are configured in one place, and the information is seamlessly distributed across various channels. This eliminates the need to manually update multiple platforms, saving us valuable time.”

Hotel in Europe



“Revenue and booking volumes have increased since the adoption of Channels Plus.”

Hotel in USA

Channels Plus - Customer profile



40
rooms






6

channels connected prior
to activating Channels Plus

\$2.5m

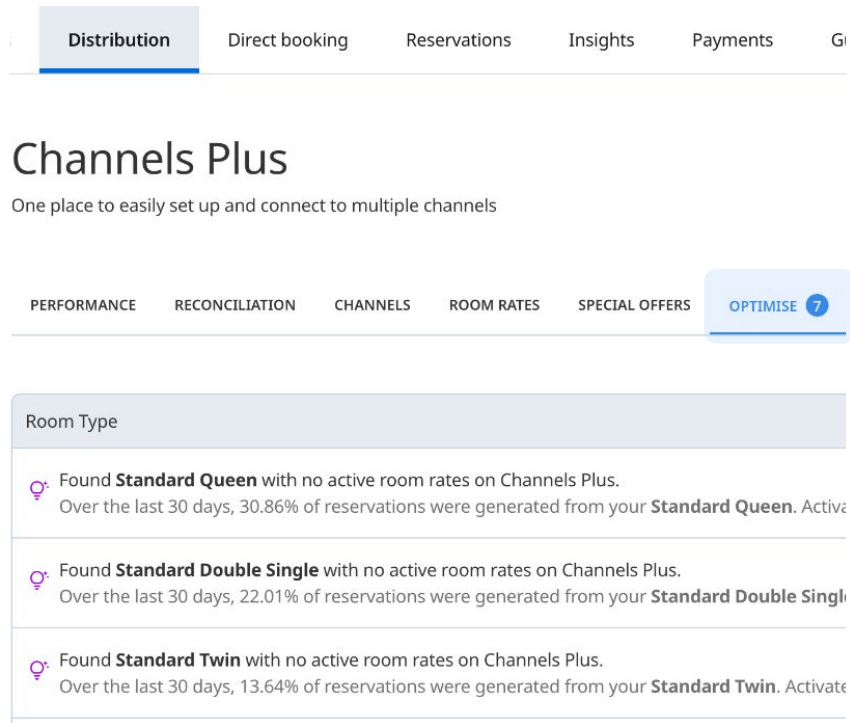
existing gross booking value
on SiteMinder Platform

Customer case study - The optimisation journey

	Initial setup	Optimised setup
 Channels Activated	24	25
 Room nights available	1,000+	1,000+
 Rate plans available	8	16
 Content*	29	29
 % of bookings	0%	3%+

*Content refers to the number of digital media assets submitted by the property on Channels Plus

Empowering hoteliers to optimise Channels Plus



The screenshot displays the SiteMinder Channels Plus interface. At the top, a navigation bar includes 'Distribution' (highlighted), 'Direct booking', 'Reservations', 'Insights', 'Payments', and 'Gi'. Below this, the 'Channels Plus' section is titled 'One place to easily set up and connect to multiple channels'. A secondary navigation bar features 'PERFORMANCE', 'RECONCILIATION', 'CHANNELS', 'ROOM RATES', 'SPECIAL OFFERS', and 'OPTIMIZE 7' (highlighted). The 'OPTIMIZE' section is titled 'Room Type' and lists three recommendations, each with a lightbulb icon:

- Found **Standard Queen** with no active room rates on Channels Plus. Over the last 30 days, 30.86% of reservations were generated from your **Standard Queen**. Activate
- Found **Standard Double Single** with no active room rates on Channels Plus. Over the last 30 days, 22.01% of reservations were generated from your **Standard Double Single**. Activate
- Found **Standard Twin** with no active room rates on Channels Plus. Over the last 30 days, 13.64% of reservations were generated from your **Standard Twin**. Activate

Simple and timely in-product notifications to empower hoteliers with the information they need to **maximise their booking potential in Channels Plus**.

SiteMinder's data analytics help hoteliers identify room rates that have the highest reservation potential on Channels Plus.

Repeating proven optimisation motions from the Demand Plus program

Channels Plus - Upcoming initiatives

H1FY25

Pilot completed

Global release

H2FY25

Partnership Initiatives

- Trip.com and Agoda connections live
- 40 partners contracted and an additional 15 in discussions

FY26

Partnership Initiatives

- Continue to expand C+ partnerships focusing on core markets

Optimisation Initiatives

- Drive conversion through set-up and pricing optimisations, customised at hotel level

Key takeaways for Channels Plus



- **Expanding distribution is a major pain point for hoteliers** today, requiring multiple logins, and repeated setups.
- Likewise, **growing inventory access is a significant challenge for distribution channels.**
- SiteMinder's **Channels Plus is streamlining the flow of inventory** between hoteliers and distribution channels. **With just a few clicks,** Hoteliers can make their inventory available to a basket of channels.
- Channels Plus delivers **win-win outcomes** for hoteliers and channels at **attractive economics.**
- Channels Plus is **scaling rapidly.**

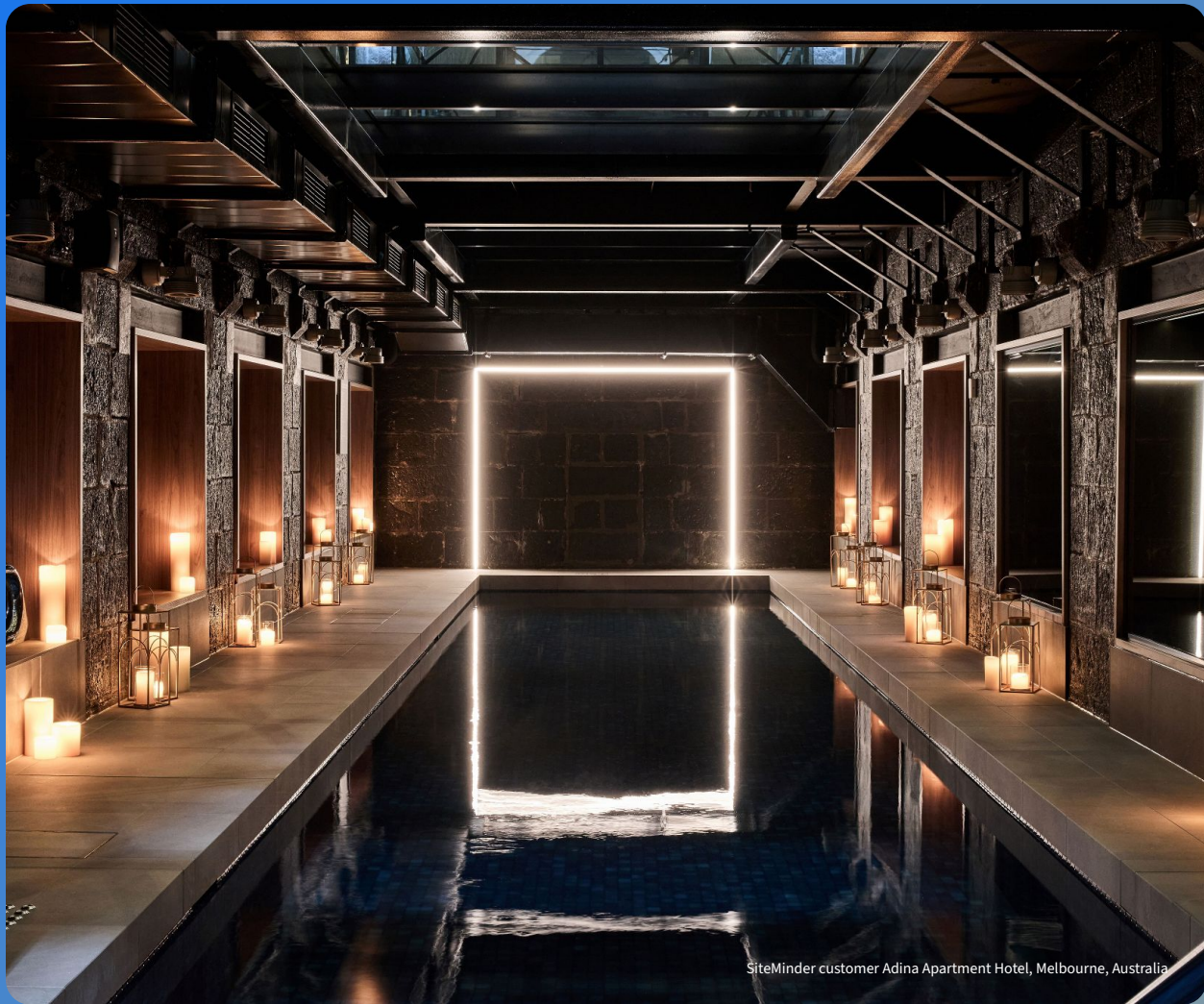
Data & AI



Mike Rogers
Co-Founder and
Chief Data Officer



Tom Varsavsky
Chief Technology Officer



SiteMinder customer Adina Apartment Hotel, Melbourne, Australia

SiteMinder's edge - Our unique, high fidelity proprietary data assets



Significant scale

\$85b+ of GBV
130m+ reservations p.a.
50k hotels



Global perspective

Serving hoteliers in
over 150 countries



Deep visibility

2 year forward rate plans
Full property booking insight

Laying the foundations to capitalise on our data advantage

Data infrastructure



Built on the latest cloud technologies

Data consolidated onto a single platform, allowing SiteMinder to unlock powerful AI and data use cases

People & culture



AI-native workforce.

Expanding teams in AI, data, and machine learning.

New office in Pune (India) to expand talent access.

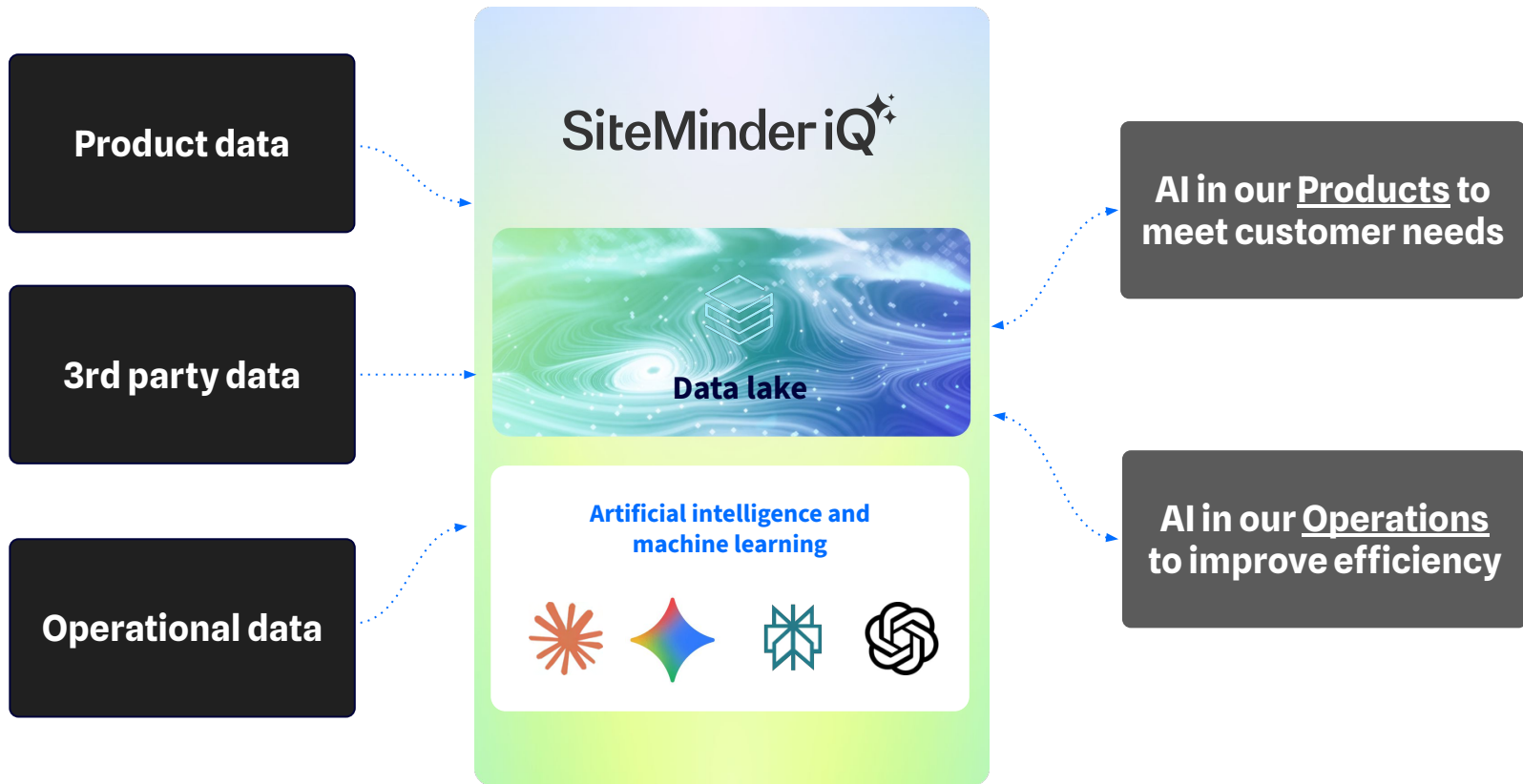
Tooling



Leveraging industry-leading, function specific AI tools.

Widespread adoption of AI tools across the business.

SiteMinder iQ is our powerful data capability that underpins our AI strategy



AI is driving efficiency across our operational functions

Optimising customer support



AI powered support chat bot - strong resolution and NCSat outcomes

Introduction of AI email resolution

Knowledge base enhancement



Enhanced access to internal and external knowledge assets.

“Information when you need it”

Optimising sales conversion



AI sales coaching

Active prospect profiling

AI funnel optimisation

Efficiency and excellence in engineering



Coding Assistants

Low code / no-code platforms

Automated code testing

AI driven deployment.

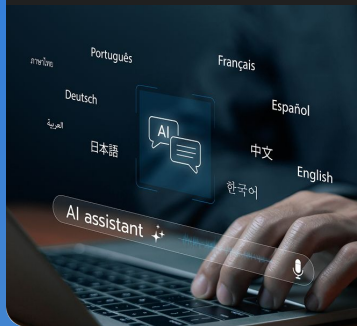
AI embedded in our products is driving additional value for customers

Simplifying setup



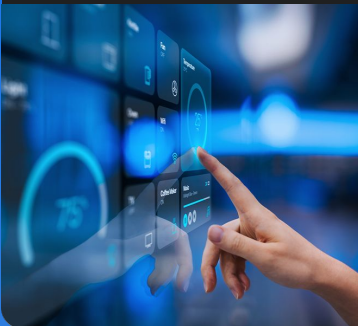
- Customer content optimisation
- Setup improvement suggestions
- Setup error detection
- Automation

AI powered support



In-product, dynamic, multilingual assistance

AI powered analysis



AI analysis of customer dashboard data to deliver actionable insights

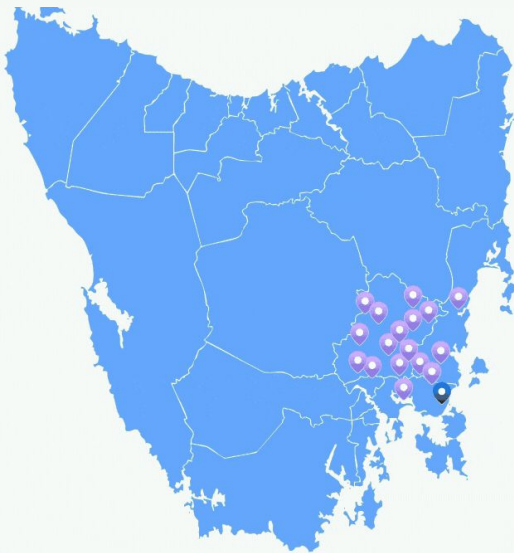
Predictive analytics



Pricing - in partnership with IDeaS

Dynamic performance forecasting

AI in product - Next generation hotel clustering techniques

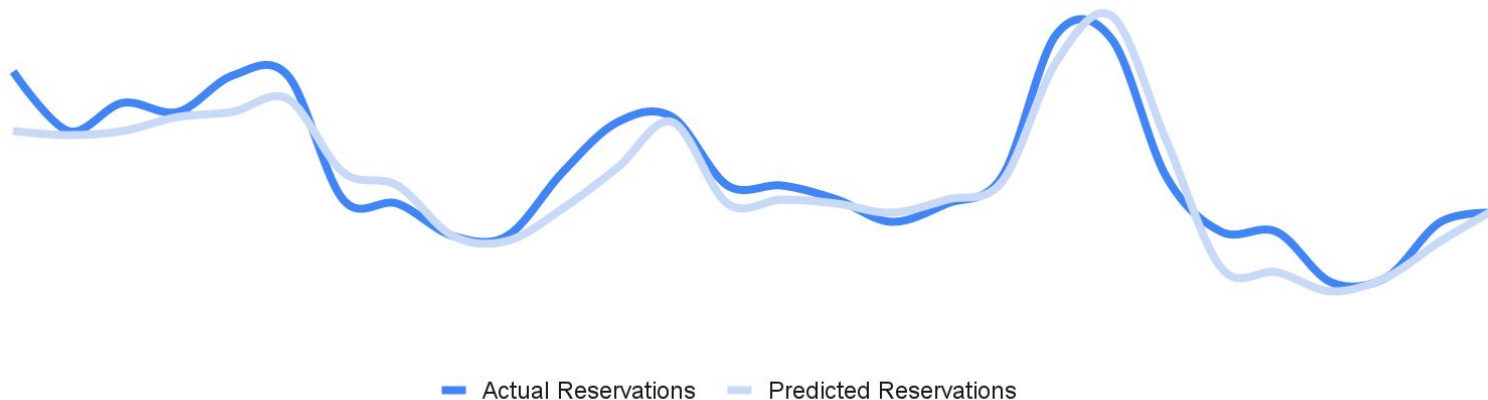


Hotel clustering is the practice of grouping properties that are most comparable to your own

SiteMinder is taking this a step further, leveraging AI to go beyond traditional parameters to shape commercial strategies in ways hoteliers never dreamed of

AI in product - Predictive analytics and demand forecasting

SiteMinder Demand Forecasting - Actual vs Predicted Property Reservations over 30 day period



SiteMinder is leveraging AI to deliver **statistically rigorous forecasting tools** for hoteliers.

Hotelier's will be able to forecast demand. Based on historical data, **the model is >90% accurate for the market.**
On a property basis, accuracy is >90% for near term demand and >80% for medium term demand.

Key takeaways for SiteMinder's approach to data & AI



- **Competitive advantage** fueled by data assets of unmatched scale, breadth, and depth
- **Foundations in-place** to capitalise on our competitive advantage
- **Widespread AI adoption** across the business. Delivering meaningful **productivity gains at attractive ROI**
- AI is supporting the **development of next generation capabilities** for hoteliers

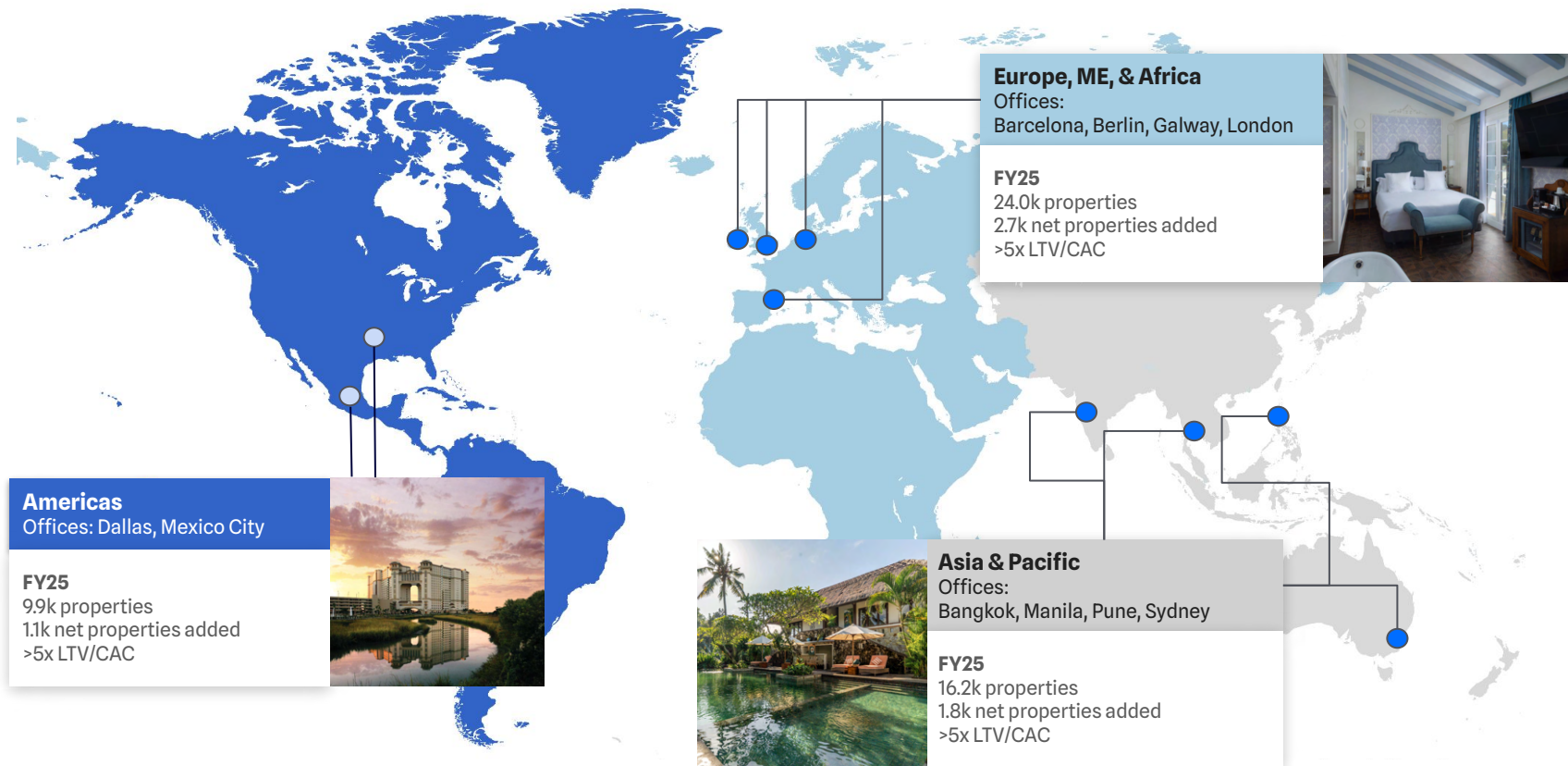
Go to Market Overview



Trent Innes
Chief Growth Officer



SiteMinder's GTM machine - Unmatched global scale and consistency



Global multi channel go-to-market engine

Direct

Sell to...



Expert partners

Sell with...



Reseller network

Sell thru...



Technology partners

Hotel tech
aggregators



Platform in
8 Languages



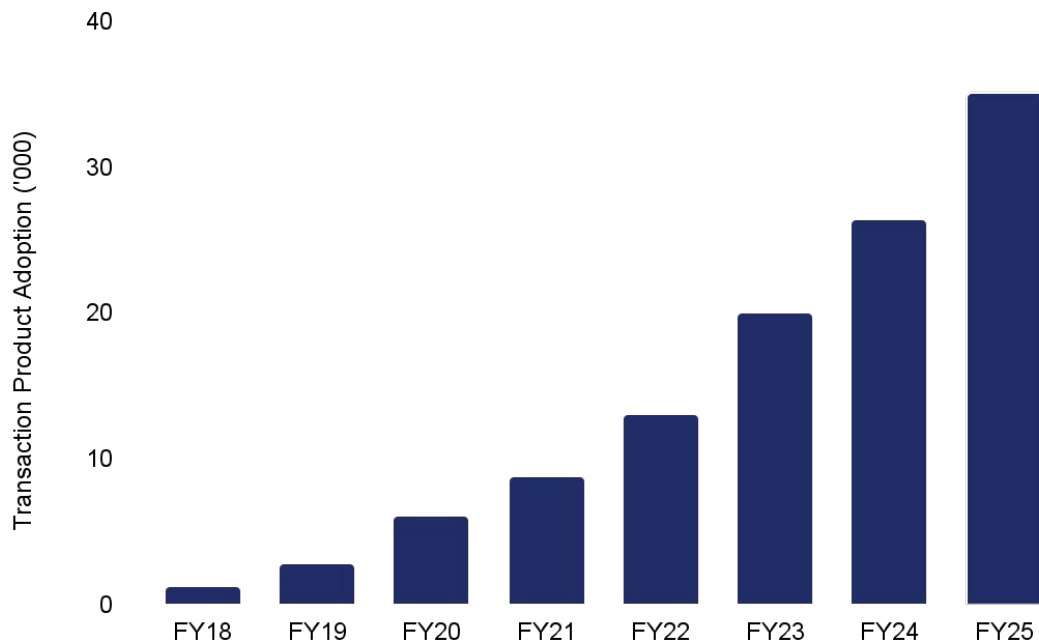
Multilingual
sales team
15+ languages



GTM resources
deployed across
20 countries

Strong track record of upsell success

SiteMinder transaction product adoption



Strong **culture** of upselling supported by industry leading sales **infrastructure**

Executed at **low incremental cost** and **strong unit economics**.

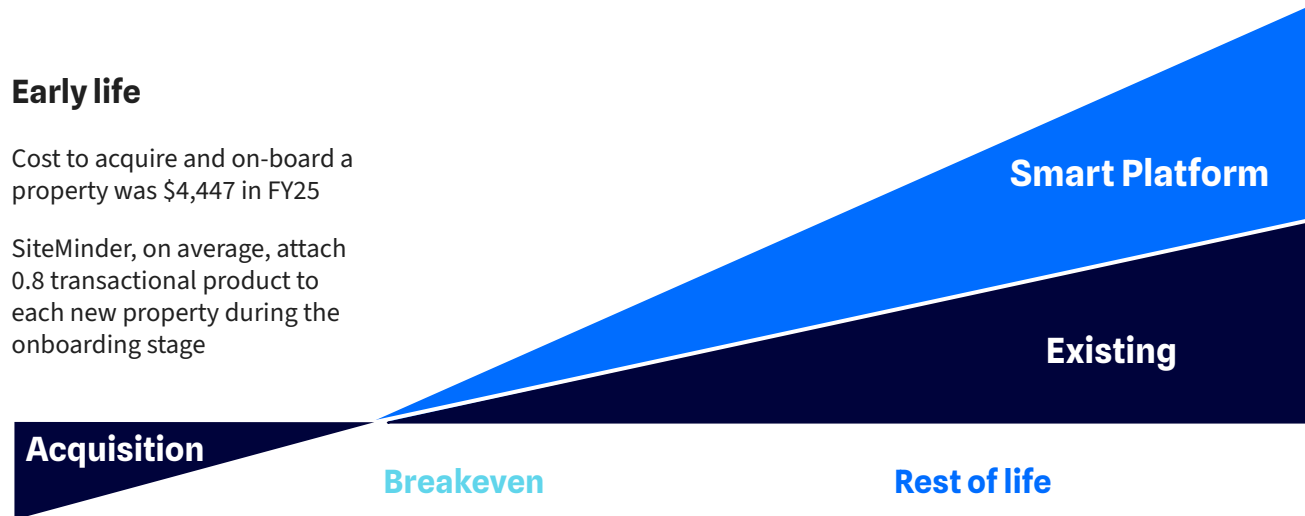
The journey of a SiteMinder customer

Cumulative profitability over the lifetime of a typical SiteMinder customer

Early life

Cost to acquire and on-board a property was \$4,447 in FY25

SiteMinder, on average, attach 0.8 transactional product to each new property during the onboarding stage



Acquisition

Breakeven

~16 months to recoup cost of acquisition, improved from over 20 months in FY19

Significant opportunities to improve with Smart Platform

Rest of life

Modest costs associated with ongoing upsell motions - leveraging digital pathways, AI, and automation

Average life in excess of 8 years

Smart Platform

Existing

Strengthening our GTM

More experienced



Outcome based sales



Global



Alignment of incentives



Winning GTM playbook



AI and technology



GTM outcomes

Larger properties

Room growth

accelerated

Upsell success

Transaction attach velocity

+2.0x

over 3 years

Efficiency

Stable CAC

\$4.4k

while LTV has expanded 23% in two years

SiteMinder's GTM engine is delivering high quality strong growth at attractive unit economics



SiteMinder
We put you in demand.

Financials



Tim Howard
Chief Financial Officer



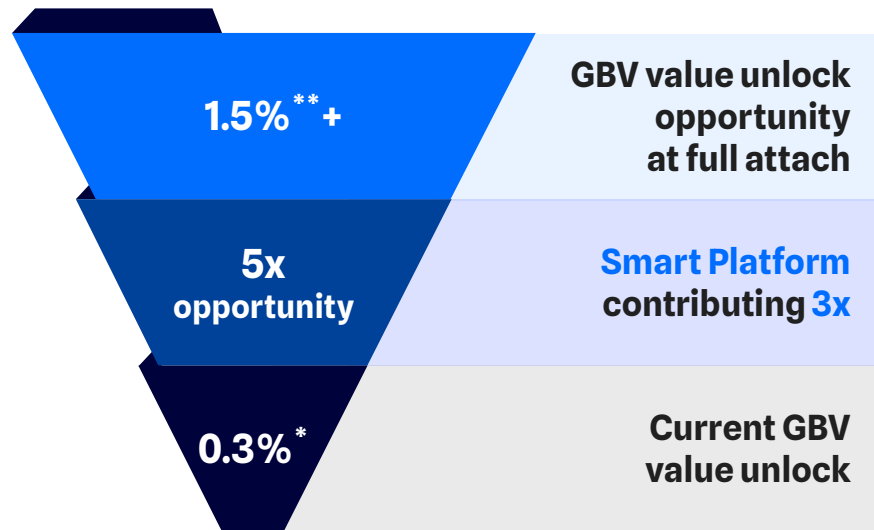
Substantial value unlock opportunities



\$85b+
Gross Booking Value



250m+
Room Nights



**SiteMinder has significant value unlock opportunities
even within its existing customer base**

* Current GBV value unlock is calculated as SiteMinder's FY25 annual recurring revenue (ARR) as a percentage of gross booking value

** The "Opportunity at full attach" is the above calculation with the assumption that SiteMinder's customers will adopt the full range of its products, with usage rates mirroring current experience.

Substantial customer growth opportunities



2.4m
Rooms

25m
Opportunity

10x
Room
opportunity

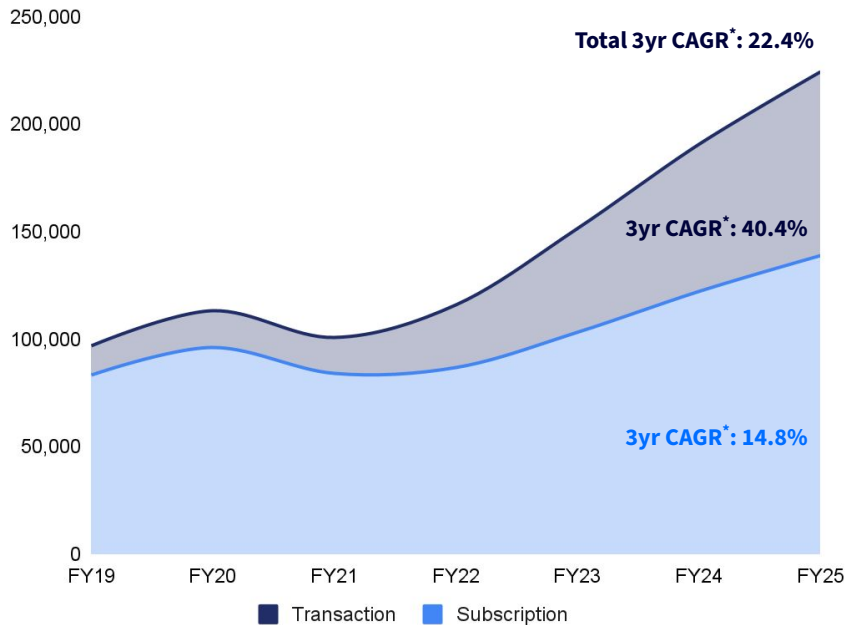
Significant customer growth opportunities with an **opportunity set in excess of 25m rooms and 1m properties.**

SiteMinder is **targeting larger properties** whose greater gross booking value increases **long term revenue opportunities.**

Significant opportunities remains with **smaller independent properties**, where **technology adoption remains low.**

Hybrid Model: Faster growth, subscription-like margins

SiteMinder's revenue growth profile (A\$k)



*3yr CAGR on a constant currency and organic (ex-non operating items) basis

Subscription - Predominantly fixed fees for SiteMinder Platform and Little Hotelier

Transaction - Variable fees from SiteMinder Pay, Demand Plus, GDS, and from FY25 the Smart Platform

Land and expand hybrid revenue model - combining fixed subscription fees, and transaction fees for add-ons.

SiteMinder, through the Smart Platform, is **adding transaction revenues with subscription-like-margins**.

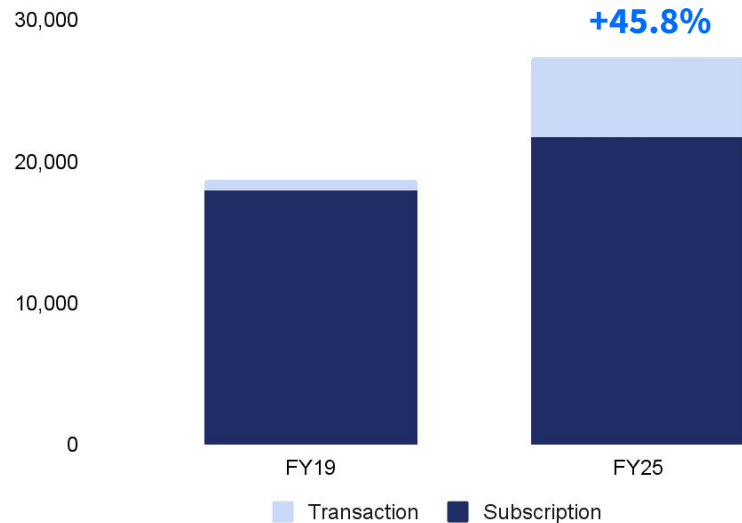
SaaS companies with hybrid revenue models have:

- **Stronger growth¹** - median growth of 21% and top quartile growth of 40%.
- **Better customer outcomes** - lower barrier to entry for product adoption
- **Higher net revenue retention and stronger unit economics** - through reduced dependence on new customer acquisition.

¹Maxio - 2025 Pricing Trends Report

Stronger unit economics at scale

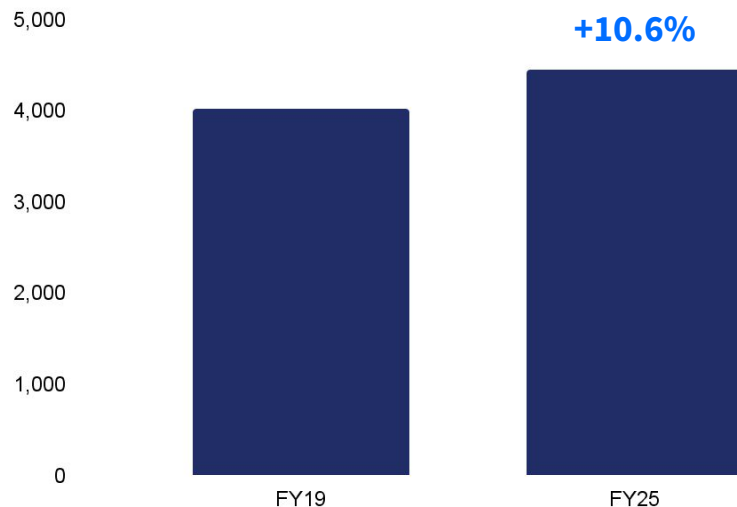
Customer lifetime value (LTV, A\$)



Subscription LTV driven by CPI price increases, tier packaging, and customer mix.

Transaction LTV driven by product adoption and usage rates

Customer acquisition unit cost (CAC, A\$)



CAC increased 10.6% over six years, and **down on an inflation adjusted basis**.

Minimal incremental CAC required to complete upsell

Efficient and attractive risk adjusted growth

	Subscription	Transaction	Smart Platform
Products	SiteMinder Platform Little Hotelier	Demand Plus (Metasearch) Pay GDS	Smart Distribution Program Channels Plus Dynamic Revenue Plus
Revenue Growth Outlook	Mid-teens	Ahead of Subscription	Significant
Gross Margin	Mid-high 80%	Low 30%. Costs largely variable	‘Subscription like’
Sales & Marketing	Majority of spend	Minimal - sold as ‘add-on’	Modest - sold as ‘add-on’ but some on-boarding effort
Cash R&D	Represents a material proportion of R&D budget	Modest - 3rd party technology infrastructure	Represents a material proportion of R&D budget

Smart Platform to accelerate SiteMinder towards 30% revenue growth



*Colour gradient is indicative of expected revenue maturity of product. Darker colour represents greater maturity.

Outlook Reiterated

Building on FY25's 27.2% ARR growth (cc,organic) and second-half revenue momentum, SiteMinder is positioned to deliver strong ARR and revenue growth (cc,organic) in FY26, while continuing to improve underlying EBITDA, free cash flow, and Rule of 40 performance.

SiteMinder is focused on scaling growth through Smart Platform adoption, product expansion, and global market penetration. The Smart Platform remains early in its adoption and monetisation curve, providing significant long-term potential across SiteMinder's global footprint.

As the Smart Platform scales and matures, it positions SiteMinder to accelerate towards 30% revenue growth in the medium term, while maintaining profitability discipline and continued optimisation of Rule of 40 performance.



¹ Rule of 40 is the sum of a software company's revenue growth and profit margin. For the purpose of calculating its Rule of 40 performance, SiteMinder defines revenue growth as constant currency organic revenue growth which removes the impact of currency movements, acquisitions, divestments, and non-operational items. SiteMinder defines profit margin as underlying free cash flow margin, which is calculated as the sum of reported operating and investing cash flow divided by revenue, adjusted for non-recurring items.

SiteMinder: The global intelligence, revenue and distribution platform for hotels



SiteMinder customer Six Senses Southern Dunes, The Red Sea, Saudi Arabia

Redefined

- From connectivity to the **Revenue Flight Deck** - an integrated solution **unifying** all aspects of intelligence, revenue management and distribution

Opportunity

- **5x GBV value unlock** within existing customer base and product offering
- **10x room growth** potential
- **Industry adoption** of revenue management solutions **is low**

Execution

- **Smart Platform adoption scaling** across Dynamic Revenue Plus, Channels Plus, Smart Distribution
- **Global GTM engine** with strong unit economics and **execution track record**

Competitive advantage

- The only **fully unified** revenue and distribution solution with scale
- Powered by unmatched **data breadth** and **scale** for AI insights

Q&A



Annual Recurring Revenue (ARR)

ARR is the prior month's recurring subscription revenue multiplied by 12 and the prior quarter's transaction revenue from subscriber customers multiplied by four (assuming any promotions have ended). ARR provides a 12-month calculation of revenue at a point in time, assuming other factors such as subscriber numbers, transaction volumes, pricing and foreign exchange remain unchanged. ARR does not represent the Group's actual results, is not a financial forecast and should not be used in isolation as a forward-looking indicator of revenue.

Constant Currency (CC)

Constant currency comparisons for all metrics are based on budgeted exchange rates. AUD/USD 0.66 | AUD/GBP 0.51 | AUD/EUR 0.60.

Customer Acquisition Cost (CAC)

Customer Acquisition Cost (CAC) is calculated by the total sales, marketing and onboarding expenses over a period, less any setup fees charged in the period, divided by the number of gross new properties acquired in the period. Figures are on a rolling average depending on the period covered i.e. 6 months for half year or 12 months for full year.

Lifetime Value (LTV)

LTV is the recurring (subscription + transactional) gross margin expected from a property over the lifetime of that property. It is calculated by taking the monthly average ARPU over the trading period, multiplied by the gross margin percentage, divided by Monthly Revenue Churn. Figures are on a rolling average, depending on the period covered i.e. 6 months for half-year or 12 months for full-year.

Monthly ARPU

Average revenue per user (or property) measures the average revenue from each customer and is used in calculating LTV. It also indicates if the value of a customer is increasing or decreasing on average and helps management to analyse the performance of the business and make decisions on pricing and investment. It is calculated by using monthly recurring revenue and dividing it by number of properties for each respective month. The monthly ARPU is presented as the average of the last 6 months for half year or 12 months for full year.

Monthly Revenue Churn (%)

The value of monthly recurring revenue attributed to subscribers who terminate their contract with us in a month, expressed as a percentage of the total monthly recurring revenue at the start of that month. Monthly Revenue Churn is used by management to assess customer retention. If Monthly Revenue Churn increases, then the Group LTV declines and vice versa, if the Group Monthly Revenue Churn decreases, the Group's LTV increases. It is a metric which relies on an average of past performance and isn't indicative of the churn at the current point in time or of future performance.

Monthly Net Revenue Churn is calculated by deducting the value of upgrades in recurring revenue of existing subscribers from the churned revenue, before expressing as a percentage of the total monthly Recurring Revenue.

Properties (Customers)

Properties means each unique property which subscribes to one or more of SiteMinder's products. Customers with multiple products that are linked to the same property are counted as a single property.

Investor relations

Paul Wong

investor.relations@siteminder.com

Media enquiries

Zoë Lee

media@siteminder.com



siteminder.com/investor-relations