

do something
lastminute.com

Interim Results

4 May 2000

AGENDA

Overview

Brent Hoberman

Operational Review

Martha Lane Fox

Financial Review

Julian Culhane

Future Growth

Brent Hoberman

Q&A

OVERVIEW

Brent Hoberman

Chief Executive Officer

ACCELERATED EXECUTION OF BUSINESS PLAN

	<u>6 months to 31 Mar 00</u>	<u>6 months to 31 Mar 99</u>	<u>Growth</u>
Total Transaction Value (000s)	£11,417	£300	3,706%
Gross Profit (000s)	£1,112	£25	4,348%

ACCELERATED EXECUTION OF BUSINESS PLAN

	<u>3 months to 31 Mar 00</u>	<u>3 months to 31 Dec 99</u>	<u>Growth</u>
Registered subscribers	1,385,042	571,687	142%
Customers*	65,387	28,687	128%
Suppliers**	2,466	1,102	124%
Items sold in period	74,541	39,683	88%
Total Transaction Value (000s)	£7,162	£4,255	68%
Gross Profit (000s)	£707	£350	102%

* Customers since inception ** Suppliers at period end

ANNOUNCEMENTS IN LAST 8 WEEKS

Date	Event
May 4	First UK online restaurant booking via WAP
May 4	UK marketing deal with Excite
April 12	Auction of 10,000 British Midland airline seats
April 6	Pan-European marketing deal with Netscape
March 28	Appointment of country heads for Spain and Benelux
March 22	Distribution deal with Television par Satellite (TPS)
March 21	First sponsorship of weekly newsletter
March 21	Pan-European marketing deal with AOL Europe
March 20	Pan-European marketing deal with World Online
March 17	UK cable distribution deal with NTL
Feb 29	JV with travel.com.au, Australia

Interactive TV

 Options  Go  Help  Hide title

Flights

Holidays

Hotels

Entertainment

Gifts

FANTASTIC DEALS!



LONDON /BARCELONA
from £75.60
+£22.00 Tax

more info →

more deals →

FLIGHT SEARCH

Fly to: ANYWHERE

Leaving from: Any LONDON airport

Departure date: 13 Jan 2000

Flexibility: Exact

search now →

join & win! →

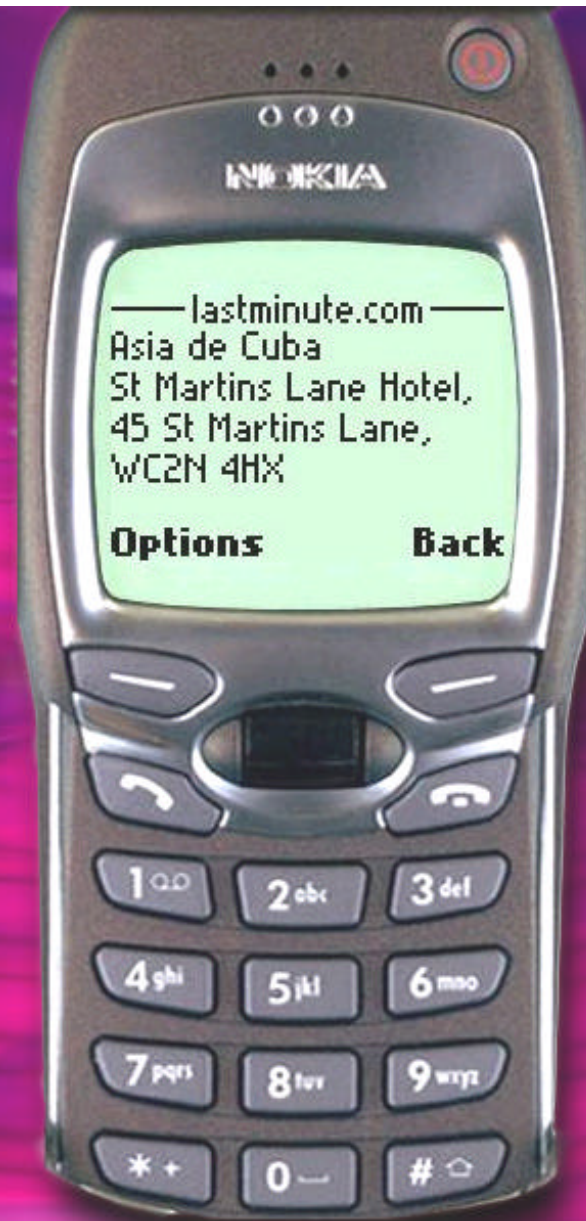
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questions? →

HITACHI

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BUILDING A GLOBAL LASTMINUTE MARKETPLACE

Suppliers

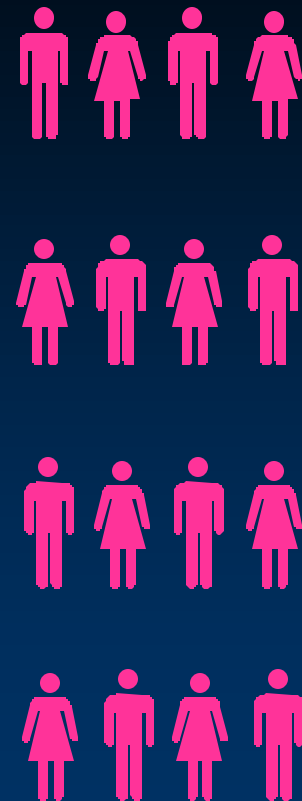
- Airlines
- Package Holiday Suppliers
- Hotels
- Theatres
- Ticket agents
- Restaurants
- Gift merchants
- Sports

>2,400

lastminute.com



Subscribers



>1,380,000

MARKET OPPORTUNITY - EUROPE

<u>Category</u>	<u>European Mkt</u>	<u>Inventory Unsold</u>
Airlines	US\$ 75 bn	30%
Hotels	US\$235 bn	35%
Holidays	US\$75 bn	15%
Entertainment	US\$40 bn	15%
Restaurants	US\$150 bn	30%
Gifts		
Auctions	US\$100 bn+	-

RAISING THE BARRIERS TO ENTRY

- First mover advantage
 - no direct competitors
- Brand
 - 2nd most known e-commerce site in UK
- Supplier base
 - more than 2,450 supplier relationships
- Strategic partners
 - top tier value-added partners
- Technology
 - significant investment in leading technologies
- Cash
 - £131 million

OPERATIONAL OVERVIEW

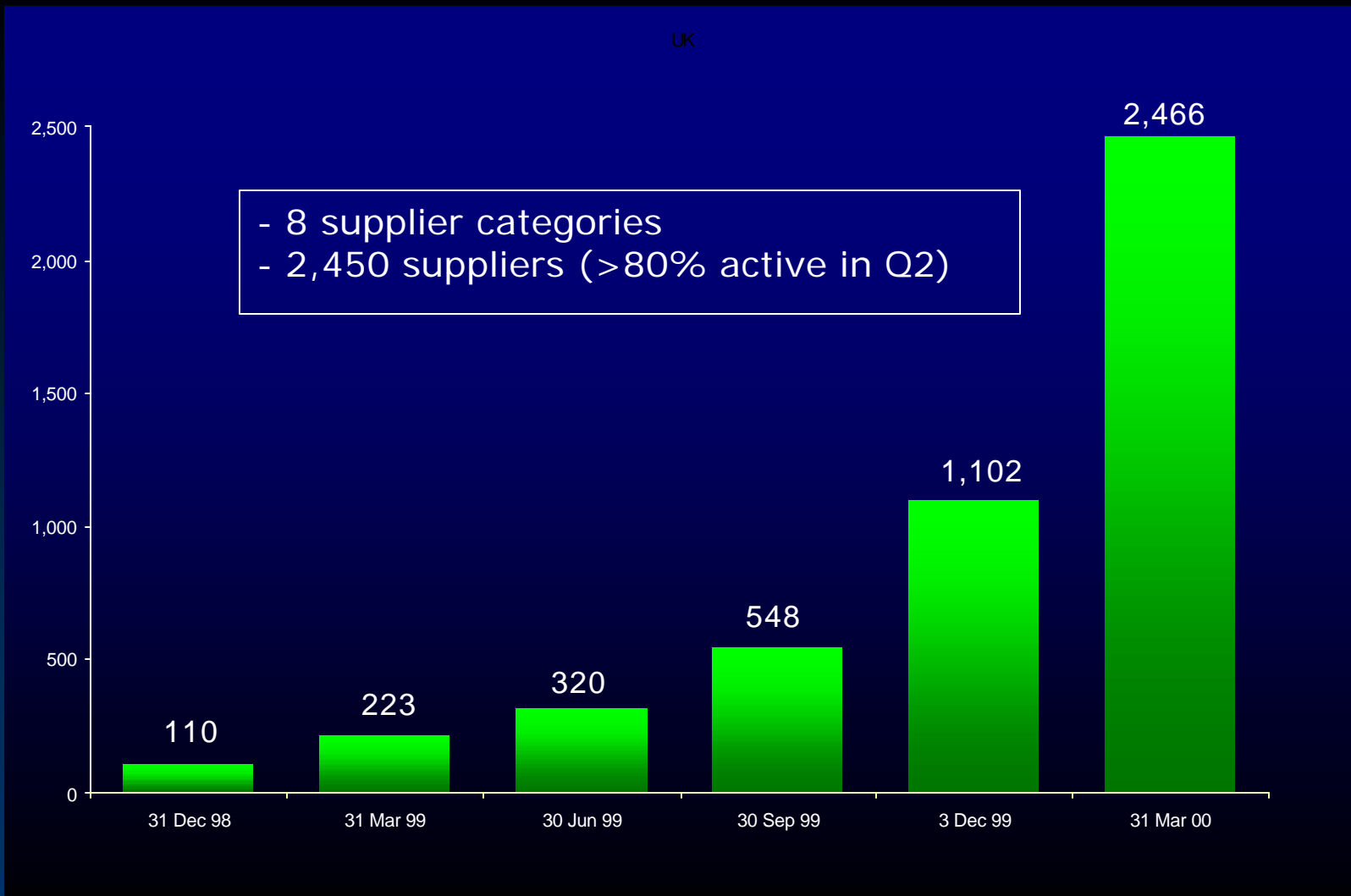
Martha Lane Fox

Chief Operating Officer

VALUE PROPOSITION TO SUPPLIERS

- Real time yield management tool kit
 - brand protection
 - packaging
 - push marketing
 - dynamic pricing
- Access previously untapped demand
- Feedback and information on customer base and demand
- Access to an international customer base
- Access to targeted customer group

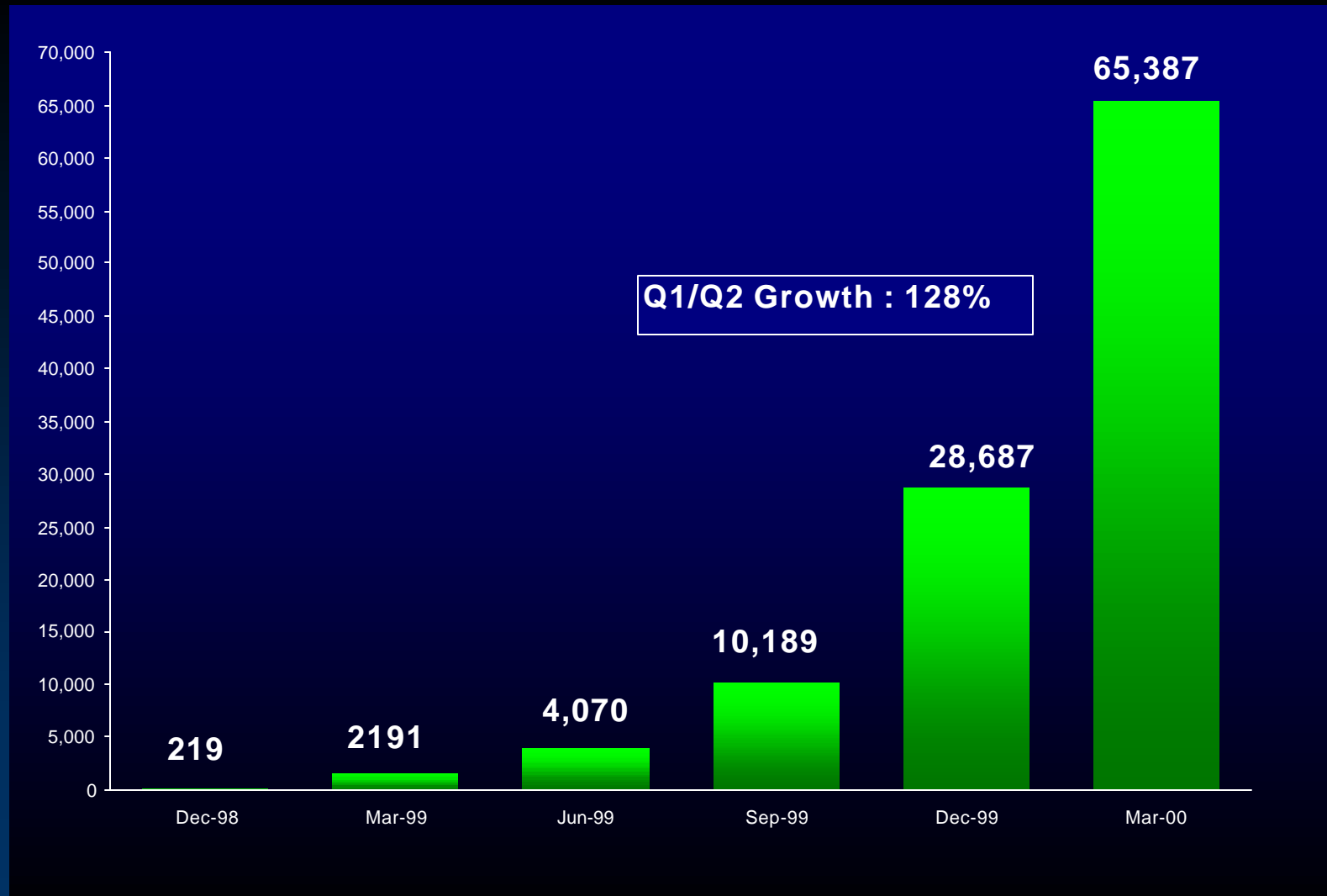
RAPID GROWTH OF SUPPLIER BASE



VALUE PROPOSITION TO CUSTOMERS

- **Great value: high quality products and services available at the best prices**
- **Convenience: one-stop-shop for all last minute needs**
- **Inspirational: gives users ideas and the opportunity to plan at the last minute**
- **A sense of community: editorial voice, feedback and content - building on brand they can trust**

GROWTH IN CUSTOMERS *



* cumulative customers

INTERNATIONAL BRAND REACH

Media Metrix Data for March 2000

- UK : 7.7% penetration
 - No. 1 travel site
 - equivalent to number 2 site in “retail” category
 - 20% spontaneous awareness in London (BMRB)

- France : 2.8% penetration
 - No. 5 travel site
 - Top foreign owned travel site

- Germany
 - No. 3 travel site

- Sweden
 - Data not available

COST EFFECTIVE DISTRIBUTION AGREEMENTS DRIVE TRAFFIC*

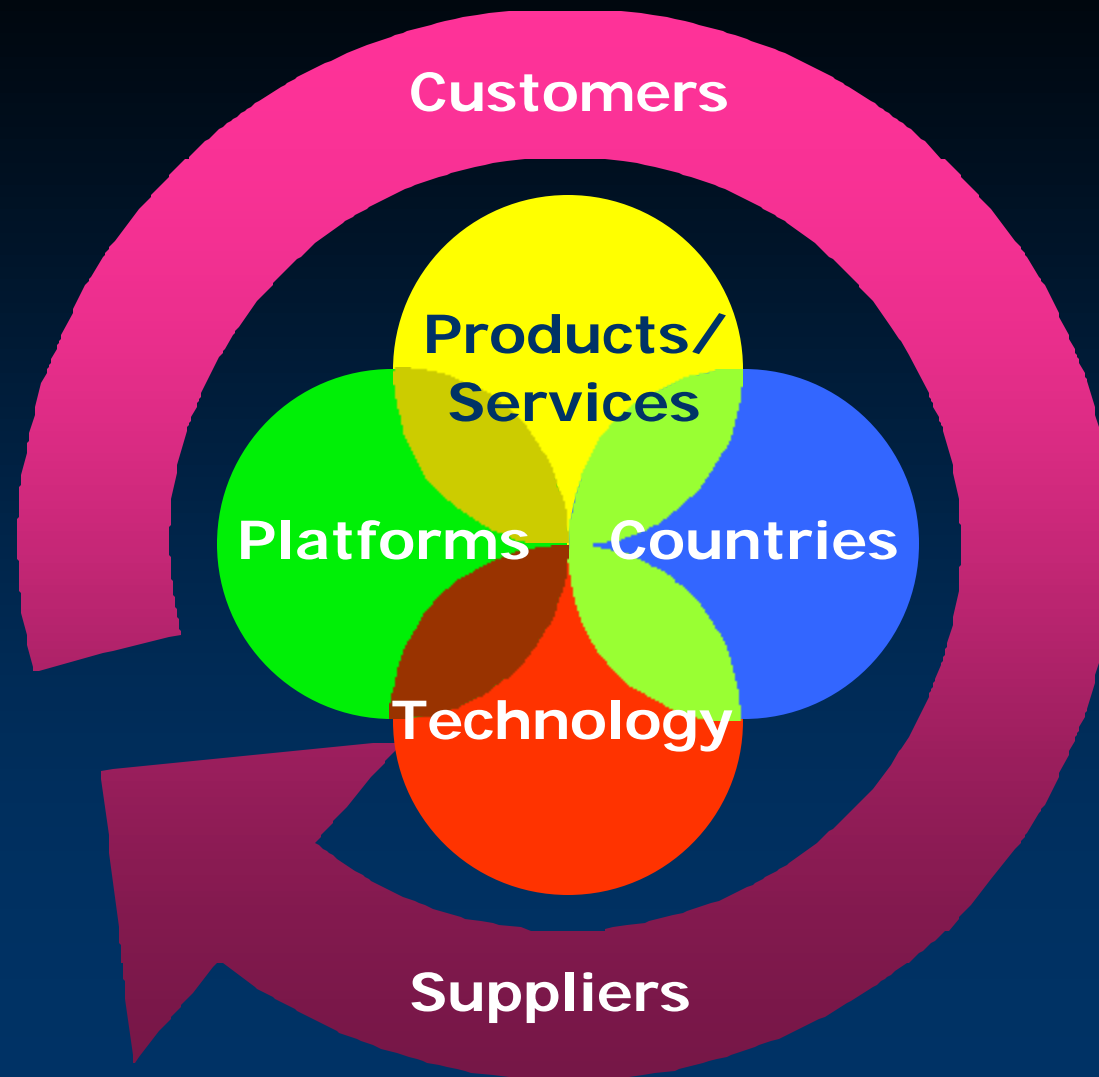


New



* selected list

VIRTUOUS GROWTH CIRCLE



FINANCIAL OVERVIEW

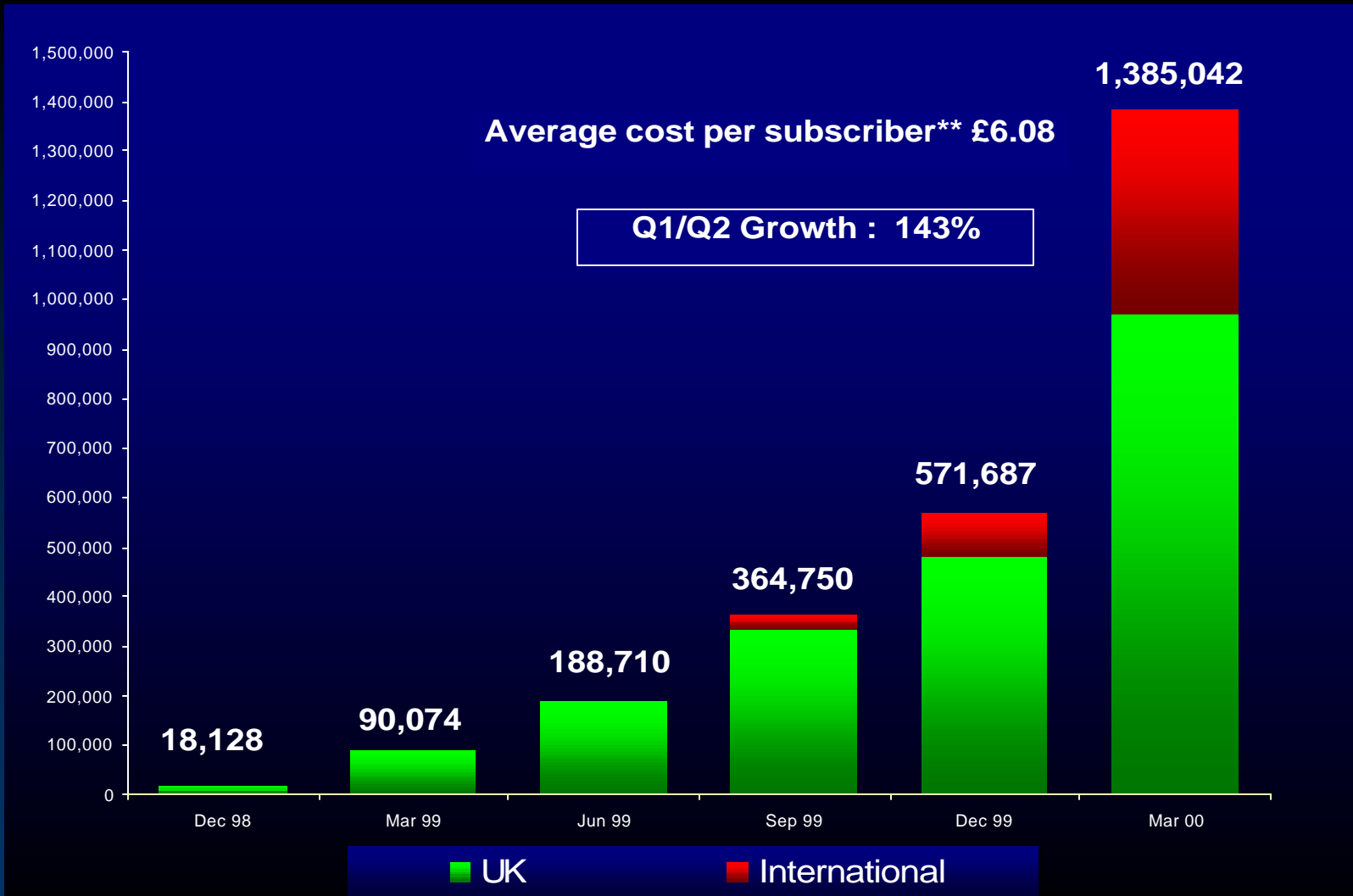
Julian Culhane

Chief Financial Officer

ACCELERATED BUSINESS PLAN

- Registered subscribers
 - people opting to receive weekly email alerts
- Customer base
 - people who have made a purchase
- Supplier base
 - active suppliers
- Total transaction value
 - gross value of transactions excluding all airport taxes and VAT
- Gross profit
 - commissions or flat fees earned on transactions
- Costs
 - under control

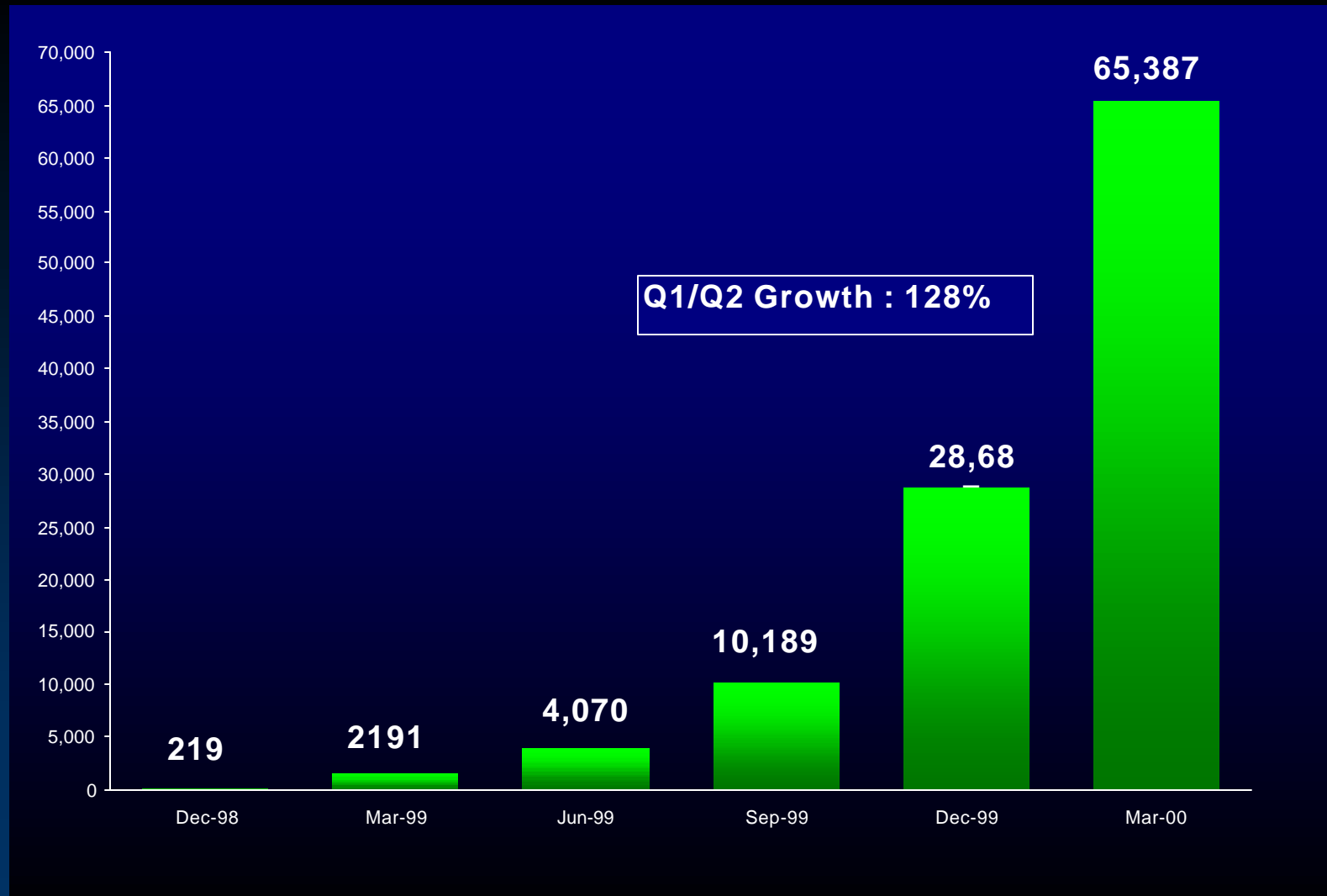
RAPIDLY GROWING REGISTERED SUBSCRIBER BASE*



* registered subscribers defined as those electing to receive weekly email alerts

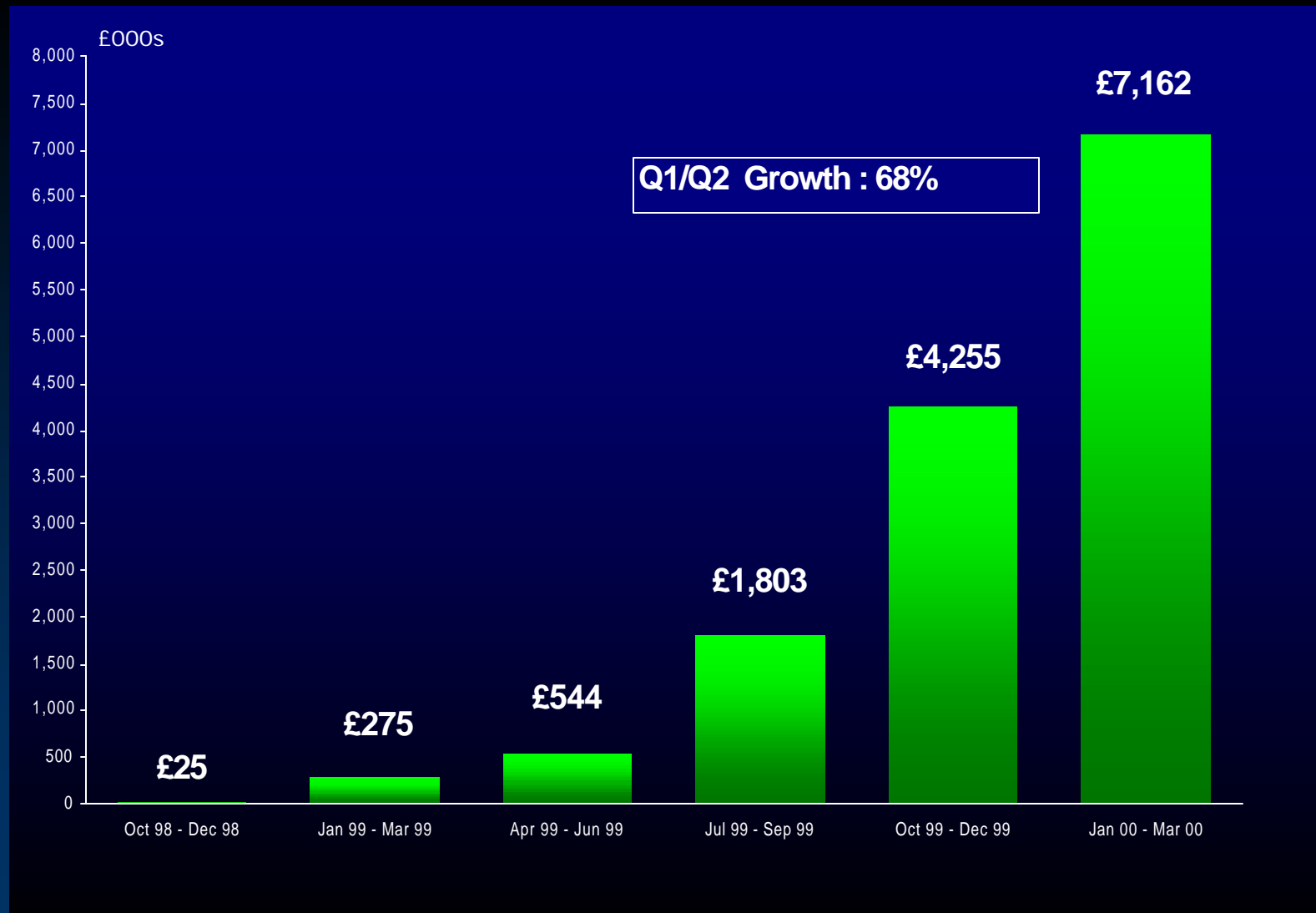
** Total sales & marketing cost since inception (incl. salaries)/ total subs at 31 Mar 00

CUSTOMER BASE*



* cumulative customers

TOTAL TRANSACTION VALUE* GROWING QUICKLY AND...

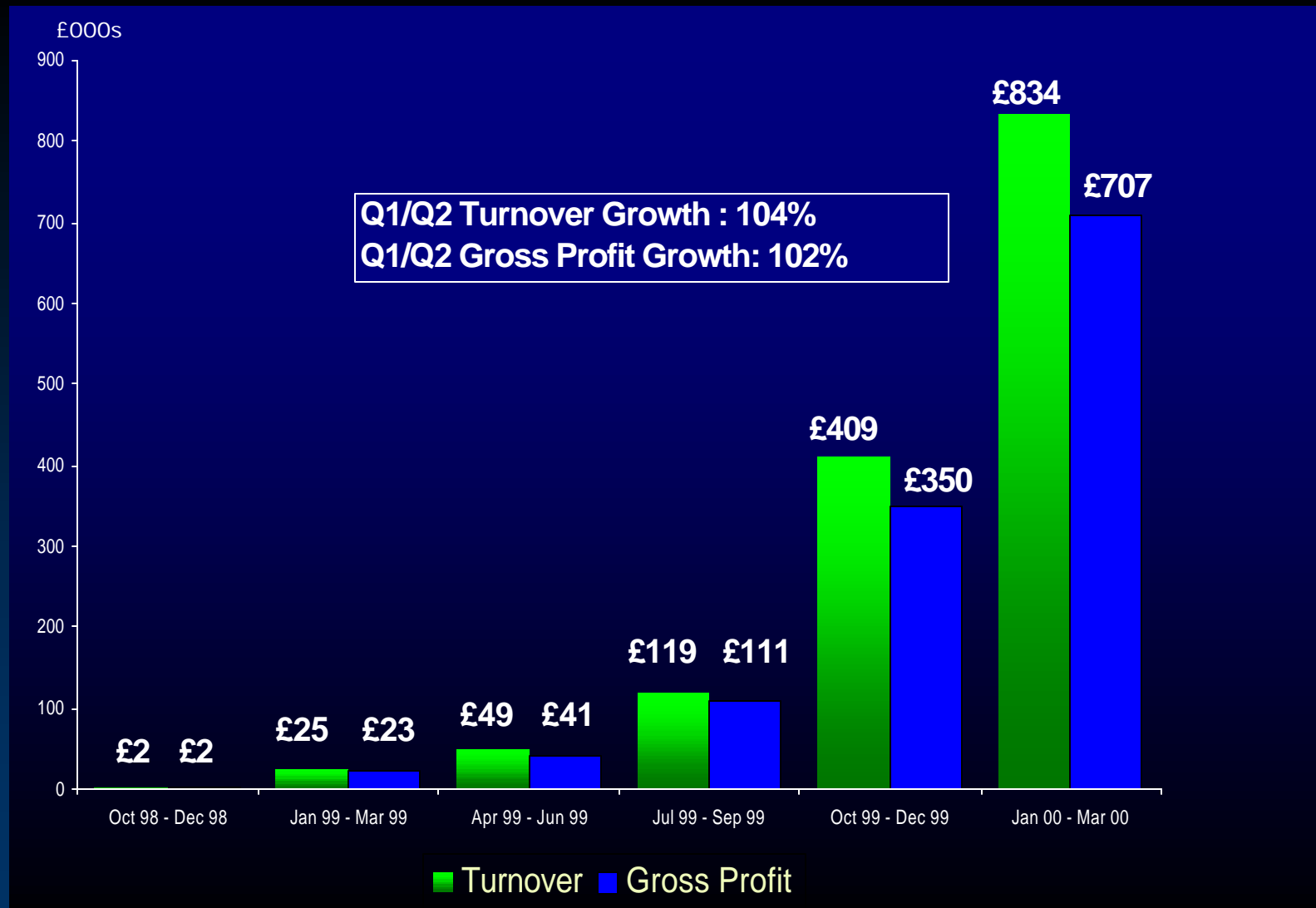


* excluding VAT and airport taxes

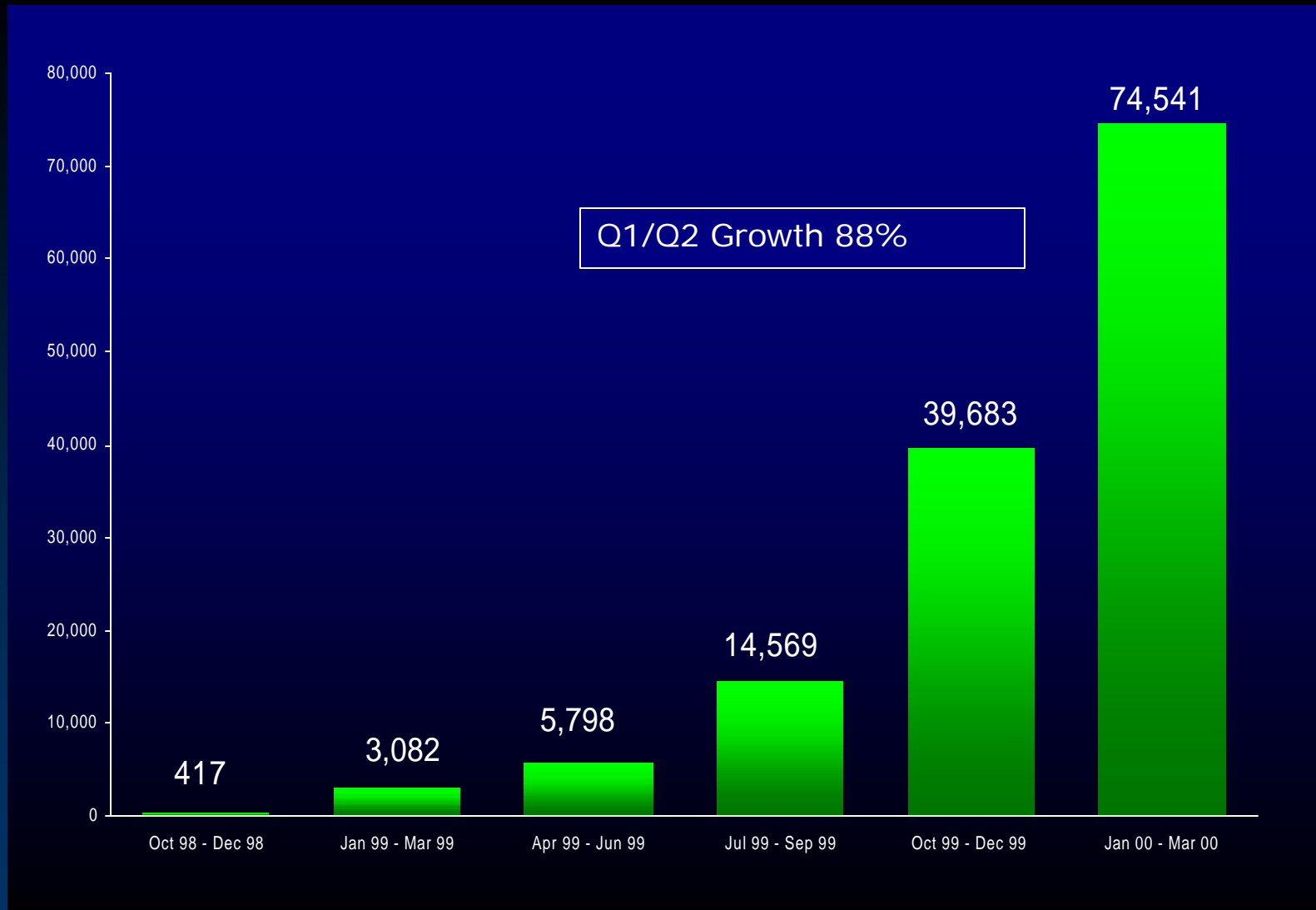
STRONG GROWTH CONTINUED POST IPO



STRONG TURNOVER/GROSS PROFIT GROWTH



GROWTH IN ITEMS SOLD PER QUARTER



PROFIT & LOSS ACCOUNT HIGHLIGHTS

000s	3m to Mar 00	3m to Dec 99	3m to Mar 99
<i>Additional Information</i>			
Total Transaction Value	£7,162	£4,255	£275
<i>P&L Highlights</i>			
Turnover	£834	£409	£25
Cost of Sales	£127	£59	£2
Gross Profit	£707	£350	£23
Product Development	£2,571	£1,457	£115
Sales & Marketing	£4,801	£2,417	£89
General & Admin	£1,991	£1,492	£94
Total Operating Costs*	£9,363	£5,366	£298
Operating Loss*	£8,656	£5,016	£275

* before non-cash share based compensation and NI provisions

BALANCE SHEET HIGHLIGHTS

000s	As at 31 Mar 00	As at 31 Dec 99	As at 31 Mar 99
Fixed Assets	£4,144	£1,417	£35
Stock	£35	£2	-
Debtors	£5,874	£2,372	£123
Cash at bank	<u>£131,155</u>	<u>£2,811</u>	<u>£270</u>
	£137,064	£5,185	£393
Creditors < 1 year	£7,609	£4,840	£609
Provisions	<u>£2,563</u>	<u>£1,096</u>	<u>£16</u>
Net Assets	<u>£131,036</u>	<u>£666</u>	<u>£(197)</u>

CASH FLOW STATEMENT

000s	3m to Mar 00	3m to Dec 99	3m to Mar 99
Net cash outflow	£(6,363)	£(4,380)	£83
Interest received	£326	£40	£3
Interest paid	£(18)	£(9)	£(1)
	£(308)	£31	£2
Capital expenditure	£(2,954)	£(1,155)	£(6)
Tax paid	-	£(1)	-
Issue of shares	£137,817	£3,603	-
Increase in cash	£128,808	£(1,902)	£79

SUMMARY

Brent Hoberman

Chief Executive Officer

INVESTMENT FOR FUTURE GROWTH

Technology

- Version 2 to be launched by end June 2000
 - Basic personalisation
 - Look and feel similar to Version 1
 - Improved integration into supplier databases
 - Improved cross selling
 - More robust system

- By end of year
 - Advanced personalisation
 - Transactional m-commerce
 - Dynamic pricing
 - Geospatial technology
 - Improved Customer Relationship Management

INVESTMENT FOR FUTURE GROWTH

Global presence and brand

- Australia joint venture
- Spain, Netherlands next to launch
- Italy, Belgium by year end

New Products and Services

- Convenience offering
- Additional time-critical categories
- New revenue streams - advertising & sponsorship

Simple Solutions for Complex Lives

Lastminute Life

Leisure

- Sports
- Theatre & Films
- Music
- Hi Culture
- Lo Culture
- Experiences
- Restaurants
- Gambling

Services

- Taxi's / Limo
- Haircuts
- Dog sit / Cat sit / Baby sit
- Household services
- Laundry
- Cleaning

Travel

- Flights
- Car Hire
- Hotels
- Packages
- Trains
- Cruises

Retail

- Gifts
- Food & Drink
- Home items
- Clothing
- Electronics
- Videos, DVDs

Financial Services

- Credit cards
- Loans
- Insurance
- Mortgages
- Investments

Content

Community

Lastminute Data

Name

Address

What you watch

What you eat

What you listen to

Demographic

Family grouping

Life Stage

Age

Price Sensitivity

Purchase lead time

When you buy

Financial status

Access to platforms

Where you are now

Where you are going to be

What you want

Who you know

What you buy

What marketing opens your wallet

Preferred pricing models

Occupation

Preferred destinations

Travel Patterns

Lastminute Tech

ATG Dynamo

E-CRM

Collaborative Filtering

Pattern Matching

IDTV

WAP / m-commerce

In-Car

Web Site

Dynamic Pricing

Haggling

Reverse Auction

Community Buy

Fluid Fixed Pricing

PDA's

CRS connectivity

Online scheduling

Kiosks

Integrated domestic systems (Fridge's?)

Global positioning

Broadband comms

Package Wizard

lastminute.com Solution

Logging onto the site

- Flight to New York
- 5 Star Hotel
- Tickets to the Knicks game
- Bet on the result
- Clean his flat while he's away.
- Put food in the fridge

WAP Alert

- Had you forgotten your anniversary?
- The Ivy, Dinner for 2 at 8:30
- It's fully booked, but if you buy a bottle of Dom Perignon. We'll get you in.
- You're only 2 minutes away
- We can up your card limit to cope
- We can pick up your wife in a limo, with a gift onboard.... or had you forgotten it was your anniversary....

ACCELERATED EXECUTION OF BUSINESS PLAN

- Increased subscribers & customers
 - through a wider last minute product & services offering
- Improved range of suppliers
 - over 2,400 individually negotiated supplier relationships
 - minimal inventory risk
- Continual international expansion
 - UK, France, Germany, Sweden, *Spain, Netherlands*
- Strong brand recognition
 - Growth in national awareness from 22% to 46%
- Platform extension
 - PC, digital interactive TV, Mobile, PDA

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