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INFORMACIÓN RELEVANTE

Presentaciones Día del Inversor

Como continuación del hecho relevante de fecha 16 de marzo de 2016 (número de registro 236333) referido a la celebración del Día del Inversor el día 2 de junio de 2016, se adjuntan las presentaciones de dicho evento (información solo disponible en inglés).

En Madrid, a 2 de junio de 2016.

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Shaping
the future
LONDON 2016 **INVESTOR DAY**

At the heart of travel

aMaDEUS

Amadeus Technology

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Wolfgang Krips
Executive VP, Global Operations

June 2016

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Introducing the 'New Normal'

The power shifts to end-users and drives our technology agenda

Cloud

Real-time analytics and big data

API

Traveller power

Security and compliance

End-user centric travel

– Lack of loyalty in reservation business

– Strong emphasis on level of service (availability & speed)

Our customers want:

- 100% availability
- Sub-second response times end-to-end
- Compliance and security requirements

Personalisation is power

– Our customers are fixed-cost businesses driven by top line growth

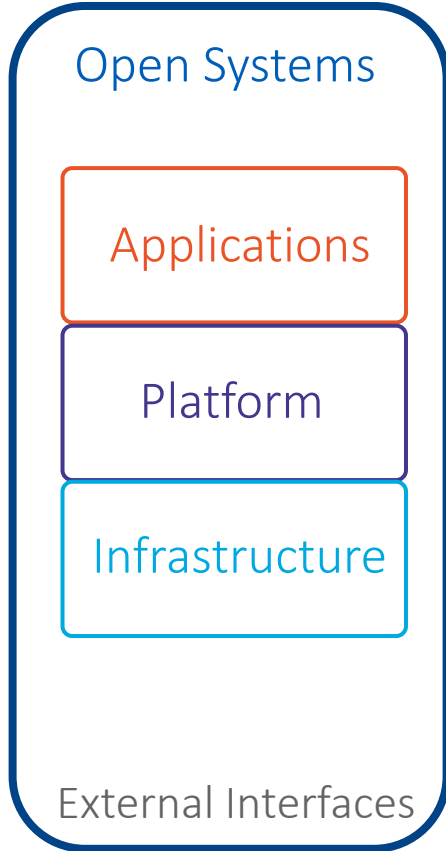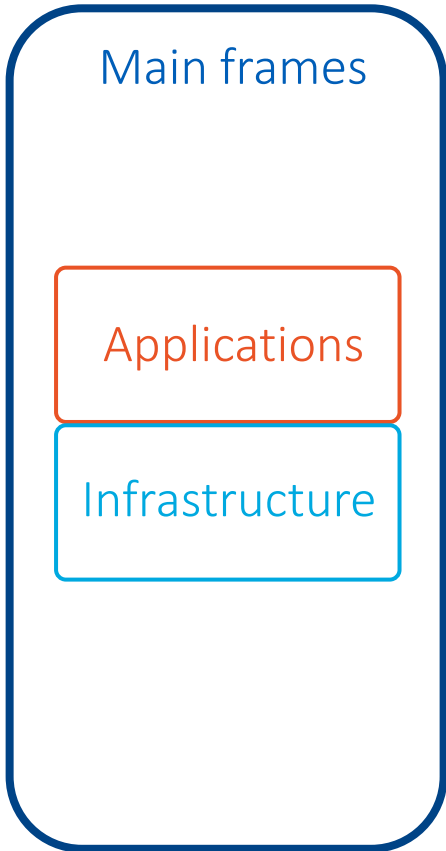– Merchandising & personalisation can drive this growth

Our customers want:

- Deeper understanding of end-user behaviour
- Massively reduced deployment time of new services / offerings

Customisation and openness

Our customers want:

- Massively reduced deployment time of new services / offerings
- Integration with best-of-breeds applications

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Toward cloud-based service architecture

Laptops	Desktops	Tablets	Phones	Servers

Main frames

Applications

Infrastructure

Open Systems

Applications

Platform

Infrastructure

External Interfaces

Cloud-based (as a Service)

Applications

Abstraction

Platform

Abstraction

Infrastructure

Open API

Saas

PaaS

IaaS
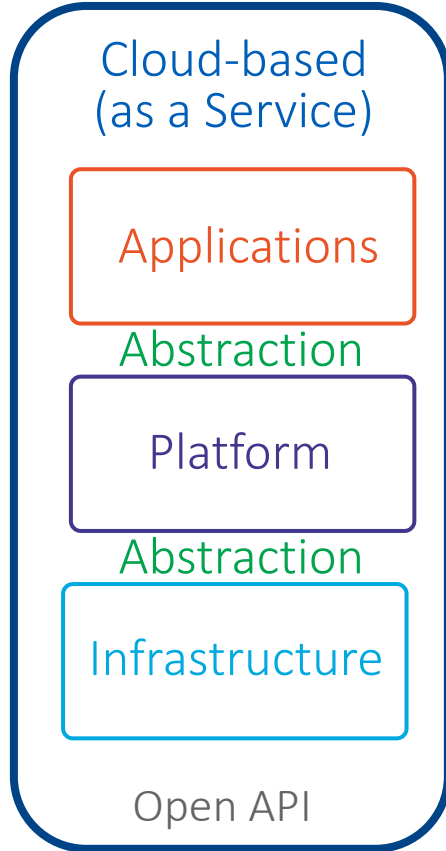
Amadeus technology evolves with major industry shifts

1. IT industry introduces new technology

Web technology, databases, cloud, big data…

2. Amadeus builds technology roadmap

The new technology is mature and scalable enough with support from mainstream vendors

3. Amadeus develops business & products

We deliver new products to support growth & business opportunities

WEB TECHNOLOGY

1994: first web browser (Netscape)
1996: Amadeus creates Web unit and starts development
2000: Amadeus launches eRetail, our first eCommerce platform for airlines and web-based front office

OPEN SYSTEMS

1992: Oracle true relational database
1998: Amadeus launches first Open Systems project
2004: Amadeus launches Altéa, our airline IT business on Open Systems

CLOUD and BIG DATA

2006: Amazon Web Services and Google MapReduce – Hadoop
2012: Amadeus launches Cloud initiative
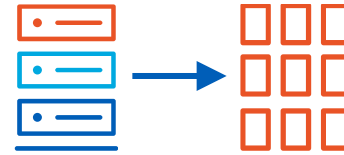**2015:** Amadeus launches Amadeus Cloud Services

# Amadeus Cloud Services: the building blocks

Enabling redundancy
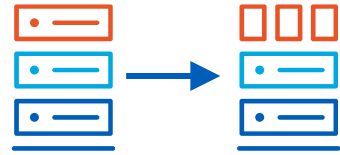
Virtualisation: One physical server / network / storage can run several applications in isolated environments. Typical provider: VMware, KVM (open source)

+

Grid deployment: One single application is distributed on (a lot of) small physical servers. Typical configuration: Google, Amazon, ...

Ensuring isolation
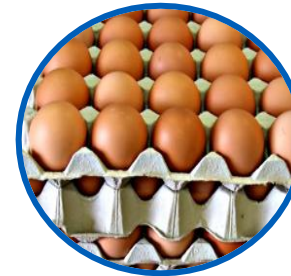
Scaling up automation, monitoring and recovery systems

From manual monitoring and recovery...

... to automated monitoring and recovery

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Amadeus Airline Cloud Availability

Helps to increase airline revenues by capturing every sales opportunity

◀◀ Real time ▶▶
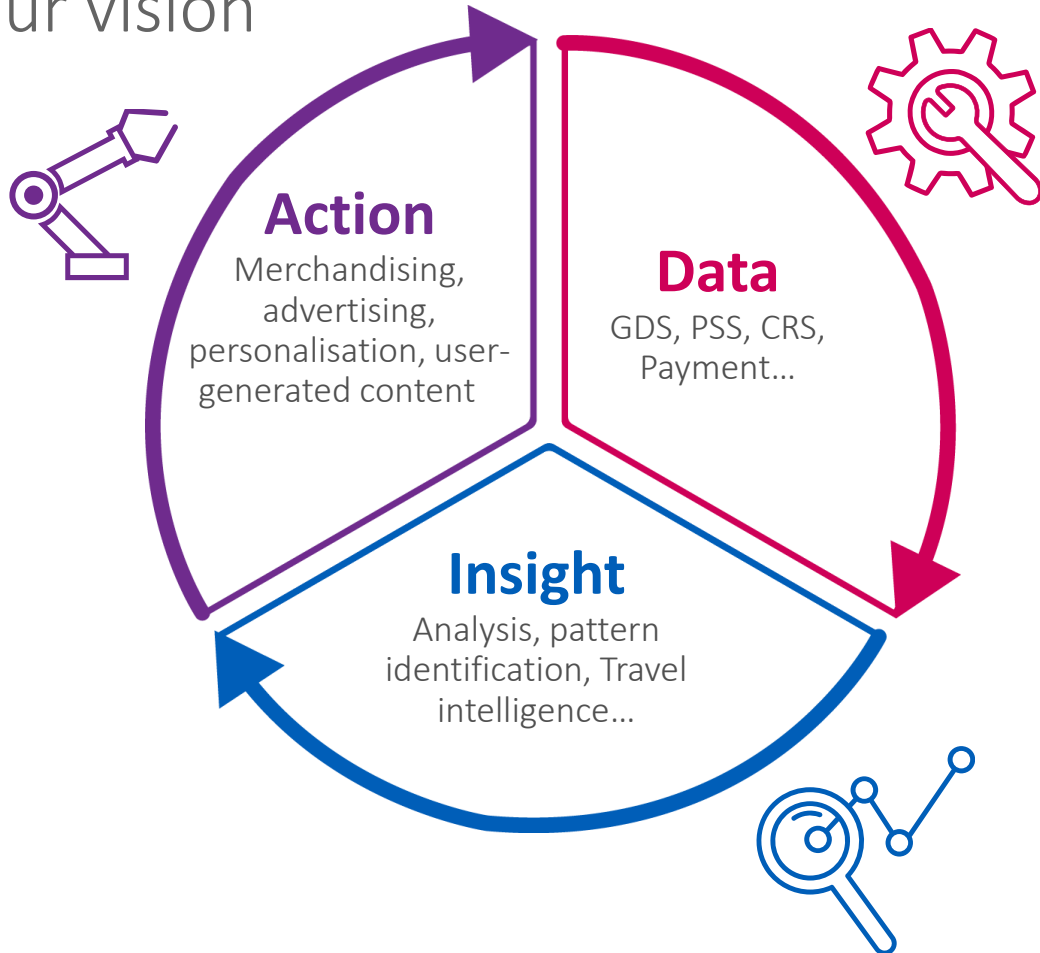**synchronisation**

Shopping Platform
Remote infrastructure

Shopping Platform

Shopping Platform

Airline RM strategies

Amadeus Data Centre

calling

Amadeus Airline
Cloud Availability
Powered by Amadeus Cloud Services PaaS

Accuracy and **consistency** in airline offer

Local availability computation

calling

Amadeus Airline Cloud Availability accurately applies airlines' sophisticated revenue management strategies across Shopping platforms in real-time, thereby ensuring precise and consistent product offers to every single search demand

Shopping volumes are growing exponentially due to online browsing and buying behaviour of connected travellers

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Big data: Data driven transactions – Travel Intelligence

Linking all players, all events, all channels – From 'Search' to 'Ask'

Our vision

Action
Merchandising, advertising, personalisation, user-generated content

Data
GDS, PSS, CRS, Payment…

Insight
Analysis, pattern identification, Travel intelligence…

Big volumes
All sources: transactions data, image, text …

Distributed databases
Across systems and data centres: with data integrity and consistency

Complex document management
Non-structured data: all formats, text documents, natural language …

Real-time Analytics
Reporting and mining: pattern finding, machine learning, interactive visualisation …

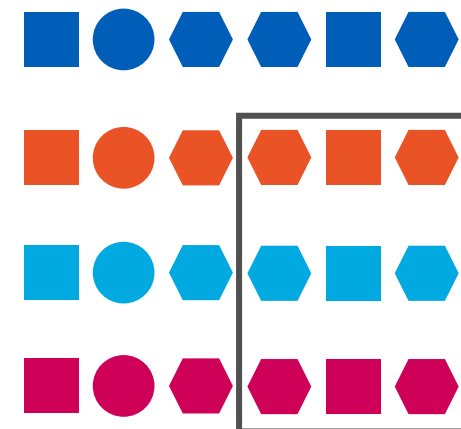# Predictive Analytics
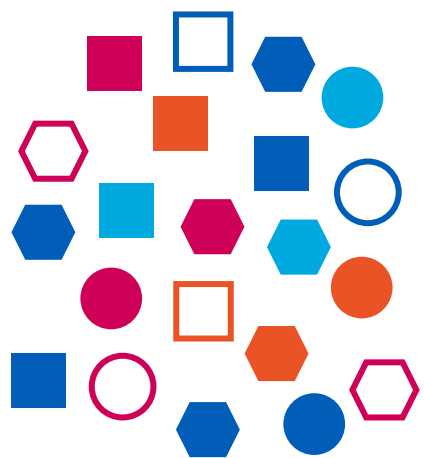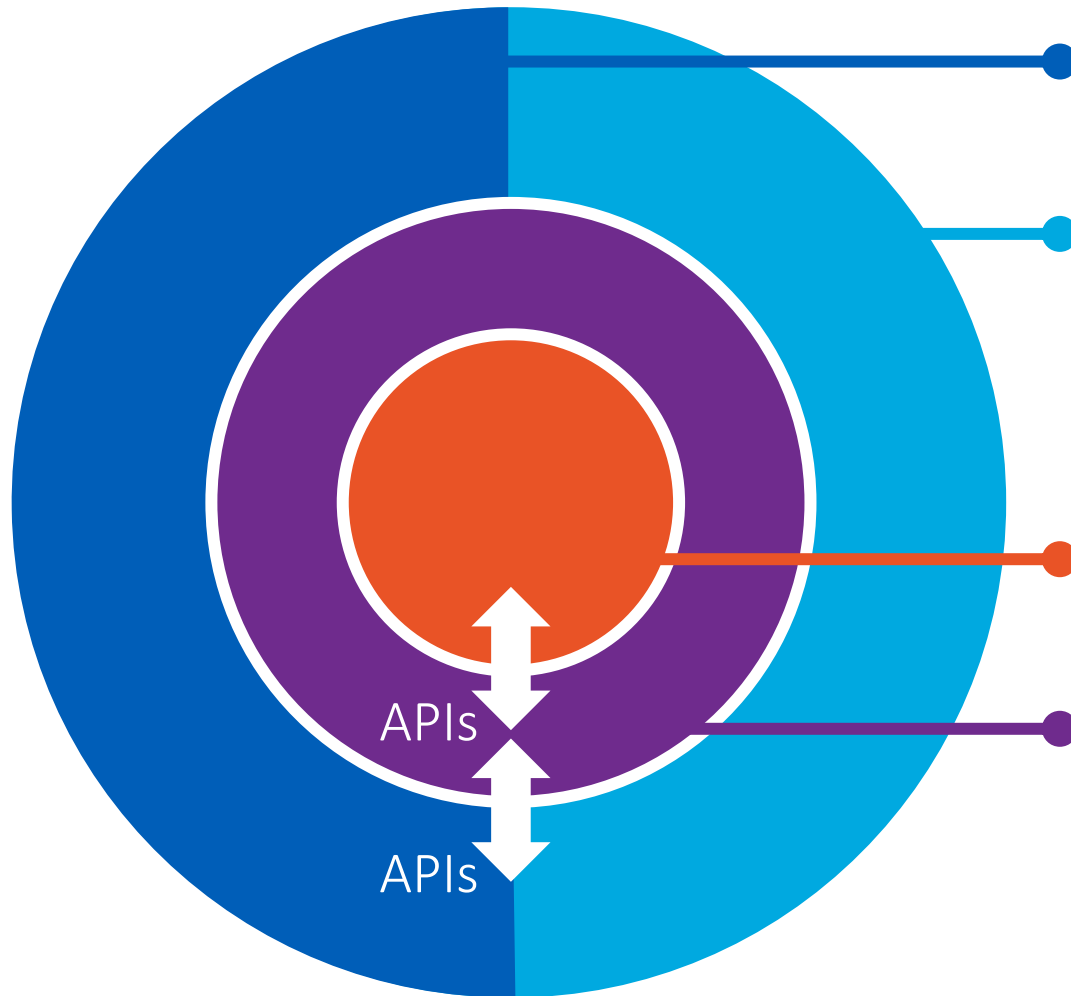

Collect data → Clean data → Identify patterns → Make predictions
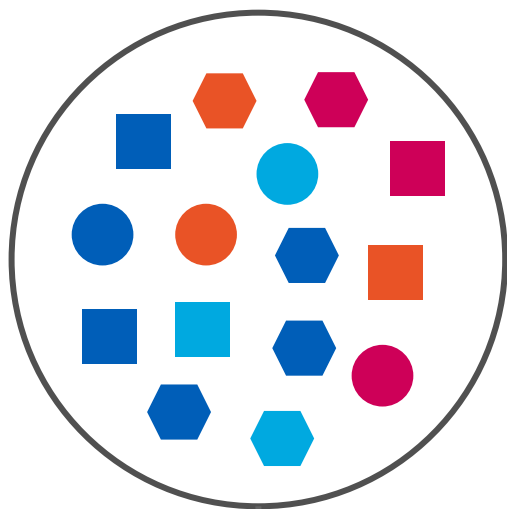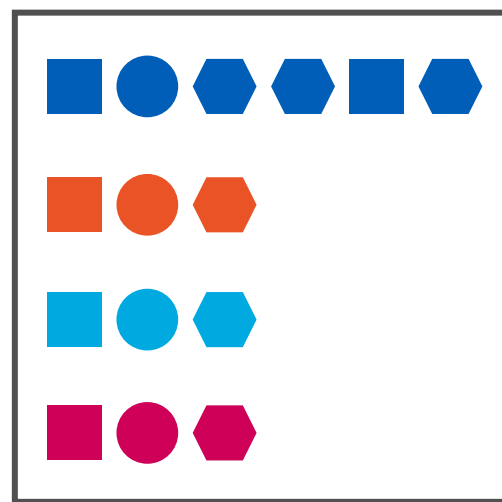
hindsight   insight   foresight

Toward Amadeus Open API

Third-party developments
  _ e.g. airline websites

Custom developments
  _ R&D bespoke
  _ Partners
  _ Other external

Core
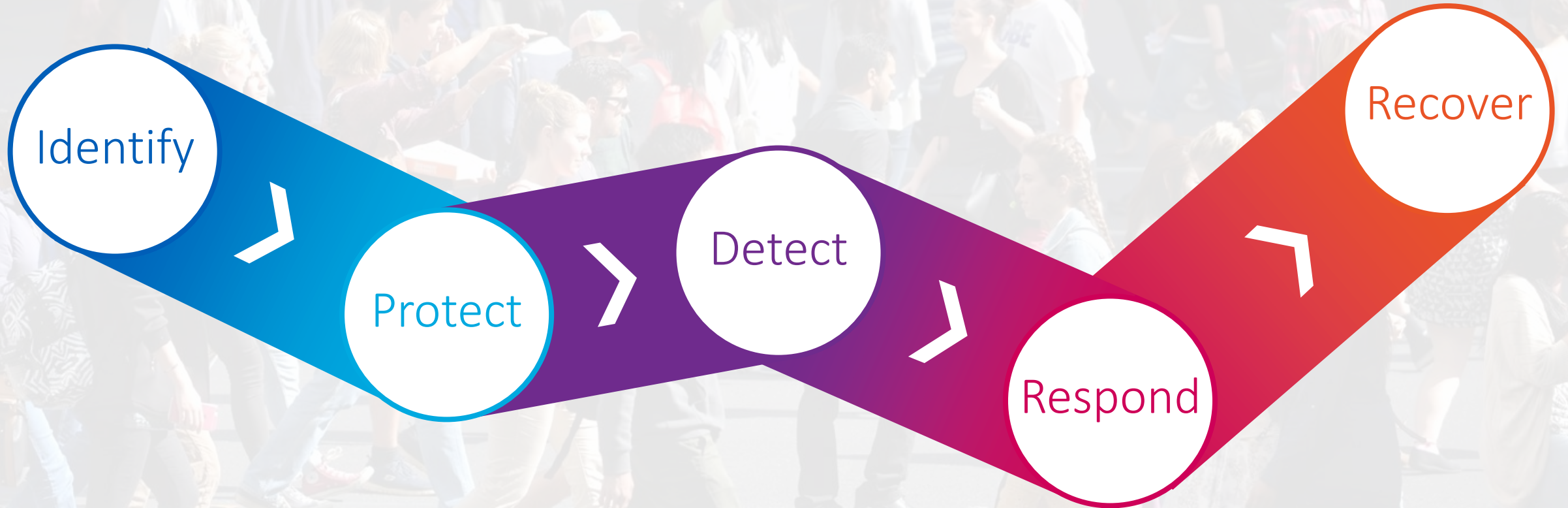(e.g. PNR, Ticketing, Search…)

Next generation products
  _ e.g. Travel Intelligence, Mobile, eCommerce…

APIs

APIs

Security at Amadeus:
We follow best practice in the IT industry

Identify > Protect > Detect > Respond > Recover

Resilience is the ability of systems to resist, absorb, and recover from an attack.

Our technology agenda fits new challenges and business opportunities

Travel is becoming more complex
_ New ecosystems and new entrants
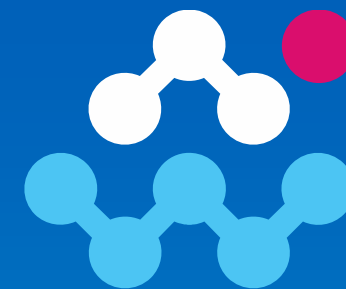_ More intelligence in functionality
_ More technical requirements

Amadeus understands well all these changes
_ We anticipated them with past technical investments
_ Our technology agenda opens new business opportunities

Amadeus is uniquely positioned
_ Largest portfolio of travel applications
_ Capability to embrace complex technology
_ Full control from Development to Operations

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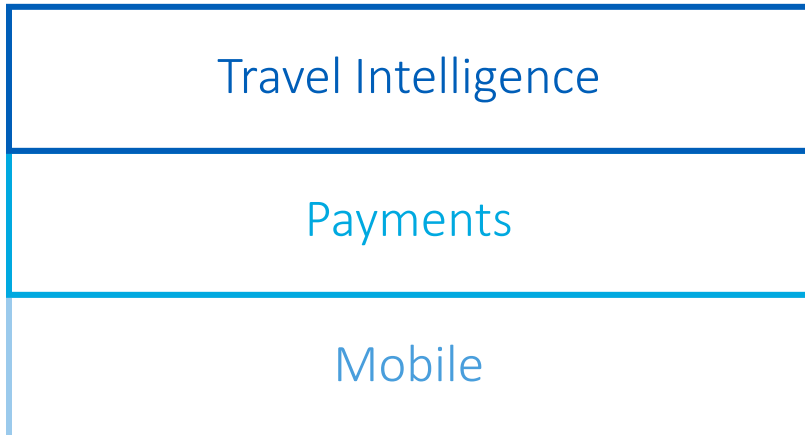
New Businesses Unit (NBU) recap
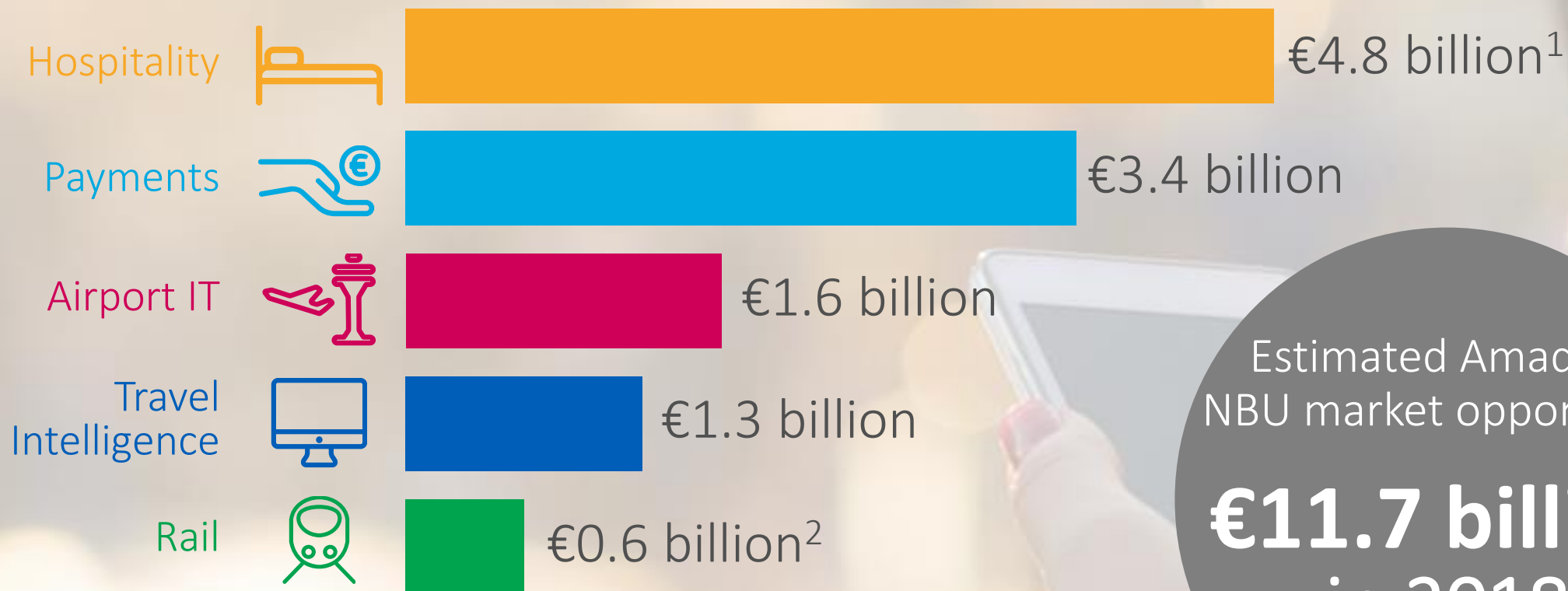
Vertical Businesses

Distribution	Airline IT	Hospitality	Airport IT	Rail

Transversal Businesses

Travel Intelligence
Payments
Mobile

_ Progressing positively on our business diversification initiated in 2012

_ Combination of organic growth and M&A

_ c. 1,950 fully dedicated professionals

_ Significant sector expertise brought on-board

_ Business expansion beyond Europe, into Asia and United States

_ Customer base expanded significantly since creation

_ Flagship customers with us

_ Relevant business partners

NBU addressable market

Hospitality €4.8 billion[1]

Payments €3.4 billion

Airport IT €1.6 billion

Travel Intelligence €1.3 billion

Rail €0.6 billion[2]

Estimated Amadeus NBU market opportunity

€11.7 billion in 2018

Source: Amadeus internal estimates
[1] Includes Hospitality IT and Distribution
[2] Includes Rail IT and Distribution

Hospitality IT and Distribution

- All major chains as customers

- Roughly 25,000 properties as IT customers in 150 countries

- Over 1.3 million hotel shopping options in Distribution

- More than 1,000 professionals worldwide

- Three acquisitions to accelerate business: Newmarket, Itesso and Hotel SystemsPro

- Relevant landmark agreements: IHG signed as launch customer for a next-gen Guest Reservation System

- Next-gen Property Management System under construction with Itesso

Payments

_ Over 500 customers (mostly airlines and travel agencies)
_ 250 million payment transactions processed in 2015
_ Broad range of product offering both to the merchant and the payer side
_ Team of over 130 experts

Airport IT

- Close to 100 airport operators, 100 ground handlers and 30 airlines as customers
- Over 400 professionals worldwide
- Comprehensive product portfolio
- Acquisitions: UFIS and AirIT
- Relevant landmark agreements: Copenhagen Airports, Avinor

Rail IT and Distribution

OTAs

Offline TAs

Corporates

Fly by rail

Amadeus Rail Platform

Distribution

AccesRail — Air-Rail made easy

THALYS

TRENITALIA — GRUPPO FERROVIE DELLO STATO ITALIANE

Hahn Air

renfe

SNCF

SJ

DB

IT

BeNe Rail International

NSW GOVERNMENT | Transport for NSW
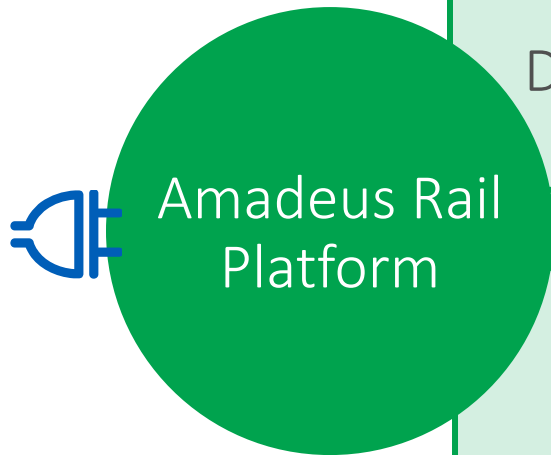
_ 90 railway companies distributed in 170 countries

_ A team of 180 rail experts

_ Relevant landmark agreements: BeNe RI signed as launch customer for a rail community, cloud-based IT platform

Travel Intelligence

DATA
Enriched analytics
Continuous data enrichment to bring unique insights

TECHNOLOGY
Flexibility and speed of big data technologies

EXPERTISE
Dedicated team of data scientists
with deep travel expertise

_ More than 140 customers
_ Close to 140 professionals
_ Relevant landmark agreements: Qantas signed as launch customer for schedule recovery

We leverage on a unique combination of **big data assets, cutting-edge technologies and expert data scientists**, to bring our customers actionable insights with which to shape the future of their business

Market Insight
To better understand market dynamics

Performance Insight
To better monitor own performance

Traveller Insight
To better analyse traveller behaviour

Mobile has reshaped the travel industry

+50% ecommerce comes through a mobile device

New **computing platforms** will handle **40% of mobile interactions** in 2020
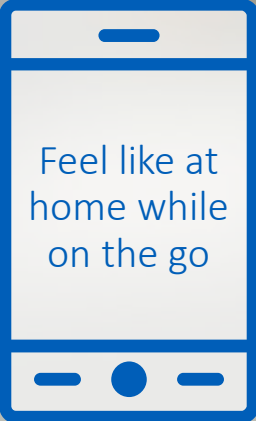
Mobile internet usage has **overtaken desktop**

Mobile footprint growing: **1.4BN** smartphones shipped in 2015

Source: industry sources

Amadeus' focus on mobile

Corporations

Feel like at home while on the go

Travel agencies

Relevance and 3T's

Airlines

From desktop to mobile

End-consumer

Integrated content
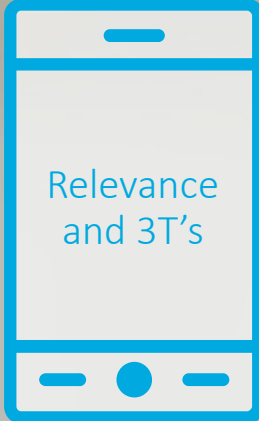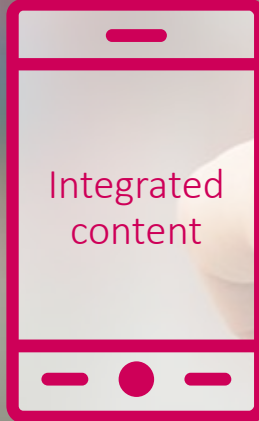
Connecting the dots

Expanding and penetrating in different spaces

Creating cross-area synergies and efficiencies

Enriching our core businesses

To develop the most integrated travel experience possible

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Amadeus Hospitality IT

Lee Horgan
Head of Hospitality IT

June 2016

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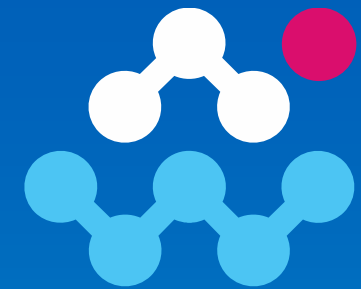# Disclaimer

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1.

What is happening in the marketplace?

Macro trends - Disruption in the hospitality space

Trends driving disruption

Changing demographics and consumer behaviors

_ Desire for information, transparency, personalisation and trust.

Technology enablers

_ Big data, mobility, social.

_ Decreasing cost of transactions.

New entrants and consolidation/ M&A

_ Customer obsession and innovation.

_ New entrants disrupting the market with no physical control of assets.

Travel providers' response

_ Major investment in infrastructure to connect to venues where customers interact.

New players entering the space to address customer needs

1. Search and other technology companies

_ Access to information

_ Scalability

_ Resources

Google   ALITRIP

2. New business models

_ New ways for customers to engage, purchase and experience, harnessing technology in innovative ways

airbnb   UBER

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Hospitality industry focus
What's keeping hospitality executives awake at night?

How can I streamline with so many legacy systems from so many vendors?

Can I influence guests to generate positive reviews?

How do I create guest loyalty?

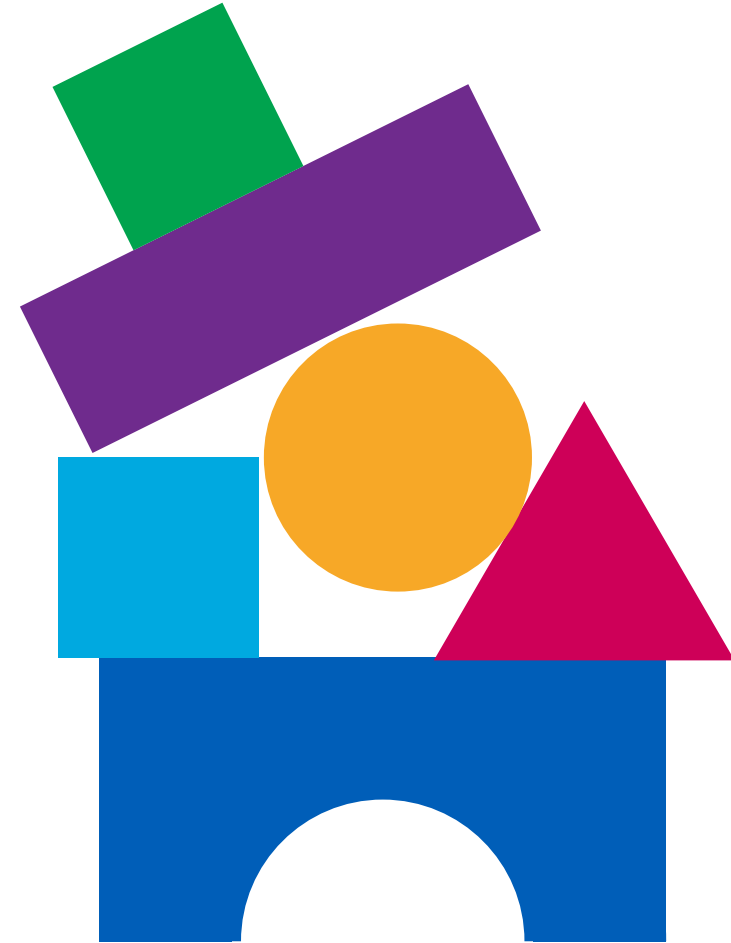How can I regain control of my distribution?

How do I increase revenue and drive value for my franchisees?

What can I do to improve employee productivity and efficiency?

The IT solution challenge in the hospitality industry

Dated and **fragmented technology** is holding back sales, efficiency and the brands' ability to create a *unique* customer experience
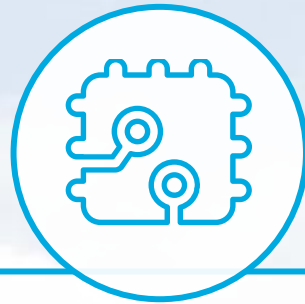
No supplier with an end-to-end solution
Hospitality IT competitive landscape

Global Technology Players

Microsoft
salesforce
IBM
hp
ORACLE
Oracle acquired Micros
jda
SAP

Outsourcing Services

CSC
Business & Decision
Capgemini
accenture
Deloitte.
Atos Origin
BearingPoint.

CRM and Loyalty Specialists

ICLP Leaders in Loyalty
ibs
ITC INFOTECH
Mercator
Unica
INFOR SoftBrands
SiTEL
UNISYS

Internal Hotel Chain IT

Hilton
IHG
WYNDHAM HOTEL GROUP
starwood Hotels and Resorts
Marriott
ACCOR Hospitality
Best Western
HYATT

GDSs & Distribution Specialists

TravelClick — Thoma Bravo (PE) acquired **Travelclick**
Sabre Hospitality Solutions — **Sabre** acquired TRUST and GENARES
TravelSky
Travelport
PriceMatch
priceline — **Priceline** acquired Buuteeq, Hotel Ninjas and Price Match
AMADEUS

IT Hospitality Specialists

Maestro
Pegasus SOLUTIONS
ITESSO
NEWMARKET INTERNATIONAL
micros
trust INTERNATIONAL
par
GENARES
Passkey
INFOR SoftBrands
Agilysys
Shiji Network
.hetras

Amadeus acquired Newmarket, HSP and Itesso

Alibaba acquired stake in **Shiji**

Global IT hospitality market

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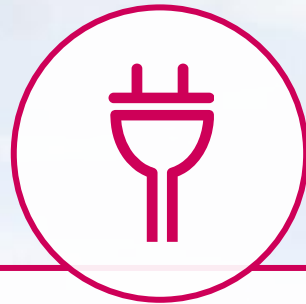
Amadeus unique value proposition

Next generation on-the-cloud solutions

Component-based and seamlessly integrated IT portfolio offering

Community model

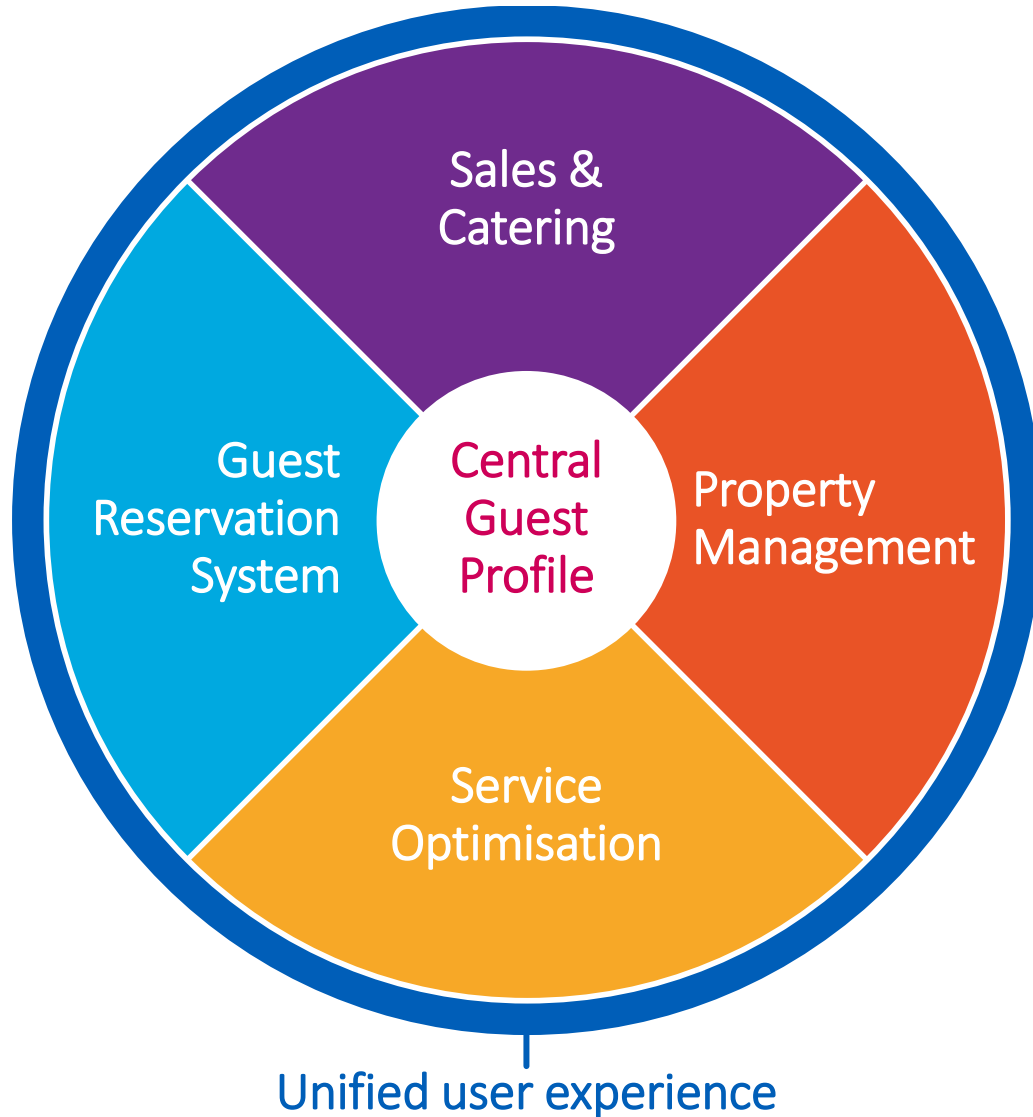Low risk migration

Financial effectiveness: from CAPEX to OPEX

2.

How are we addressing the opportunity in Hospitality?

Amadeus Guest Reservation System (GRS)

Built on open technology and as a cloud-based system

Centred around the possibility for hotels to personalise the end-to-end guest experience

Built to be agile in adapting to the always connected guest

Highly available and reliable platform, with unlimited capacity for volume and transactions

Built to accommodate emerging technologies (beyond social and mobile) and evolving guest behaviours and preferences

Cost effectiveness, pay per use model

Amadeus Guest Reservation System
IHG as our launch customer

Why IHG is the ideal launch partner:

- Brand and consumer driven company: guest engagement is a priority

- Long track record of technology investment and a leader in innovation

- >5,000 properties in c.100 countries, hotels of all profiles – from Holiday Inn Express to InterContinental

- Clear vision as to what a next-generation GRS needs to look like

> The IHG/Amadeus community model GRS:
> *A foundation to deliver on our vision for the hospitality industry*

Keith Barr
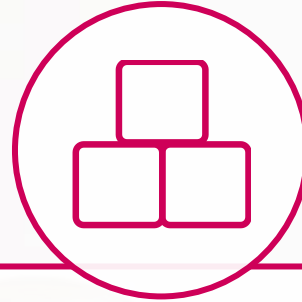## Chief Commercial Officer, InterContinental Hotels Group

Amadeus Property Management System (PMS)

New gen-PMS (ELS): scalable, dynamic and highly available based on Microsoft Azure

Component-based system

Effective use of data, single source of truth design

Tightly integrated to the GRS: inventory, rates, customer profiles…

Cost effectiveness, pay per use model

ITESSO

1,800 customers to Itesso's heritage solutions

Amadeus Sales & Catering for MICE*

Newmarket "Delphi" and HSP leading market position and expertise

"Surround the PMS", with numerous interfaces; complementary to the Amadeus portfolio with high-value applications for hoteliers

Credibility in the market with a very strong customer base (23,000 catering venues)

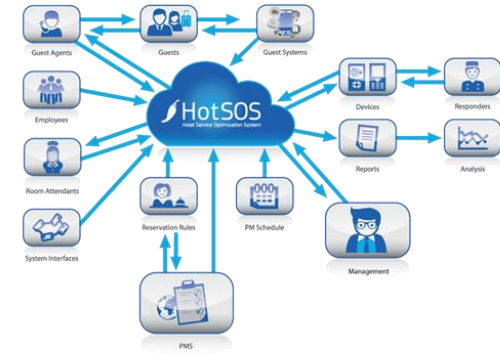Go forward solutions built on cloud technology

High market penetration across all customer segments: top-chains, casinos, mid-chains and independent hotels

Award winning Customer support

*MICE: Meetings, Incentives, Conventions and Exhibitions

Confirmit
ACE AWARDS 2015
Achievement in Customer Excellence

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Amadeus Service Optimisation

HotSOS, a multi award winning Service Optimisation solution from Newmarket, an Amadeus Company

Originally developed for luxury hotels our solution is now being implemented by hotels across all segments

Room readiness and cleanliness are the two most common complaints cited by hotel brand surveys

Guest are willing to pay a premium rate for best-in-class service (20% Leisure / 11% Business)

An open platform that integrates with over 80 different API partners; powering the workflow for all leading hotel technology companies and supporting all leading mobile platforms

To become the reference end-to-end IT provider for the hospitality industry

Strong focus on key hotel systems

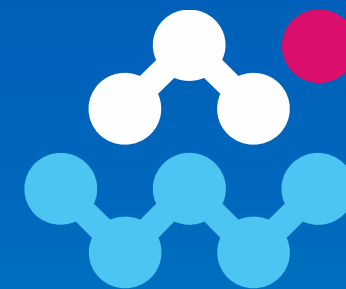Seamless integration, modularity, reliability, scalability, optimal use of data

Cost-effective, pay-per-use model

Community model to reduce spend

Global reach

Uniquely positioned to partner with hoteliers to help them achieve their business goals

Thank you!

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