

AMADEUS IT HOLDING, SA (Amadeus), in accordance with the provisions of Article 82 of the Securities Exchange Act (*Ley del Mercado de Valores*) by this letter communicates the following

RELEVANT INFORMATION

Investor's Day

Presentations made within the course of the Investor's Day meeting held today at our premises in Nice (Sophia Antipolis).

Madrid, June 28, 2013.

Amadeus IT Holding, S.A.



What's next

New Businesses: Framing the opportunity



**Francisco
Pérez-Lozao**
**SVP New
Businesses**
June 2013



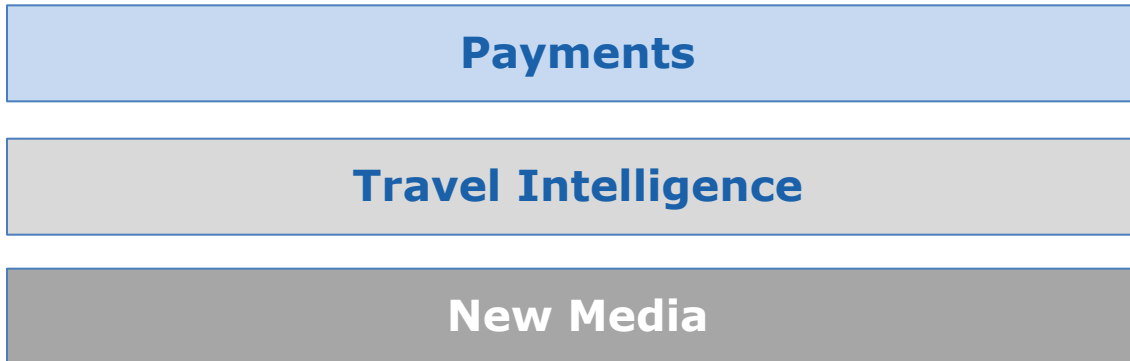
New Businesses Unit: scope and criteria for selection

Diversification Areas

“Self-contained” BUS



Transversal BUS



Relevant size of addressable business opportunity &...

- Transformational
- Innovative
- Community model
- Transactional business
- Attractive margins
- Synergies with existing businesses
- Already emerging businesses
- Close to core
- Travel Ecosystem

New Businesses Unit



Market potential by business unit



Airport IT €1.6 billion



Rail €0.6 billion



Hotel €4.7 billion

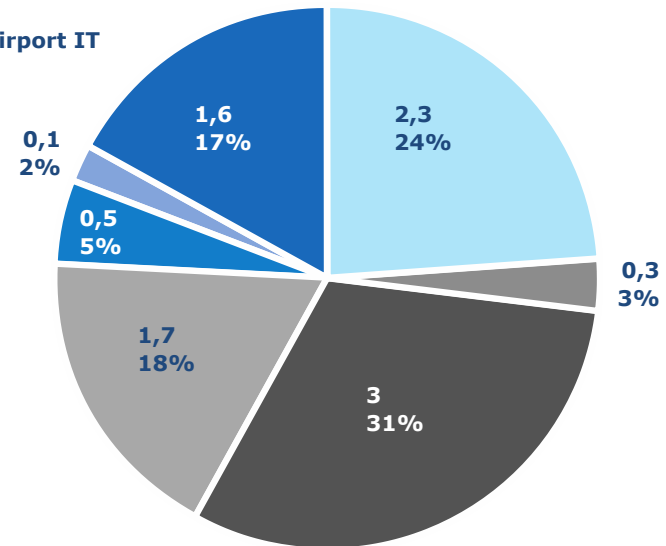


Payments €0.3 billion



Travel Intelligence €2.3 billion

- BI
- Payments
- Hotel IT
- Hotel Dist.
- Rail IT
- Rail Dist.
- Airport IT



Total NBU addressable market of ~ €9.6 billion



Relevant figures

- **Average market penetration <10%, within a expected timeframe of ~10 years (2022)⁽¹⁾**
 - Different market penetration is expected in different business areas
- **Transaction based business model**
- **Contribution margins between 40-60%**
 - Margins will depend on final scope for the different business areas
- **NBU targeted IRR between 15-20%**

1. P&L contribution margin and market penetration expected to build up gradually



The team

The new businesses unit team (Francisco Pérez-Lozao)

Airport IT

John Jarrell



Hotel

Jeff Edwards



Rail

Thomas Drexler



Travel Intelligence

Pascal Clement



Business Ventures

Javier Laforgue



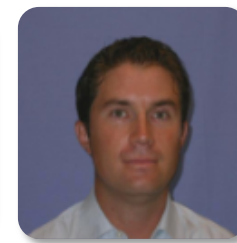
Payments

Celia Pereiro



New Media

Tony Jalinier



New Businesses Unit



What's next

New Businesses: Framing the opportunity



John Jarrell
Head of Airport IT
June 2013





Agenda

- Why Airport IT?
- Industry context and business opportunity
- Competitive environment
- Our strategy
- Our proposition and competitive advantage



Why Airport IT?

- **Airport IT is a diversification opportunity for Amadeus**
 - Adjacent to the airline IT business where Amadeus is a predominant player
 - The synergies and integration capabilities with Altéa can position Amadeus as a unique provider of efficient and innovative solutions
- **Significant needs for investment in operational IT by the airports driven by**
 - Technology changes
 - Privatisation and consolidation trends
 - Push by the authorities for efficiency improvements and collaboration between operators (EU-Eurocontrol, FAA⁽¹⁾-NextGen, etc.)
- **Competition dispersed among many players**
- **Unique Amadeus proposition**

1. Federal Aviation Administration



Industry context and business opportunity



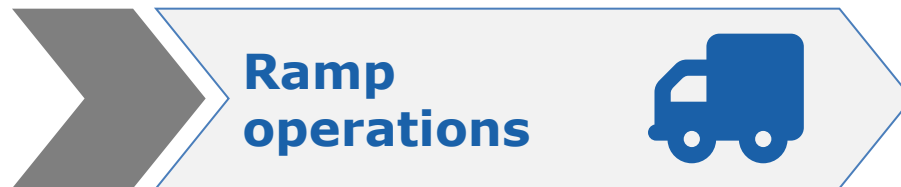
Airport IT business segmentation

Airport offerings target multiple actors and multiple business areas

Airport Actors

- Airport authorities
- Ground handlers
- Airlines
- Other airport operators (Catering, fuel, de-icing, security, shops...)

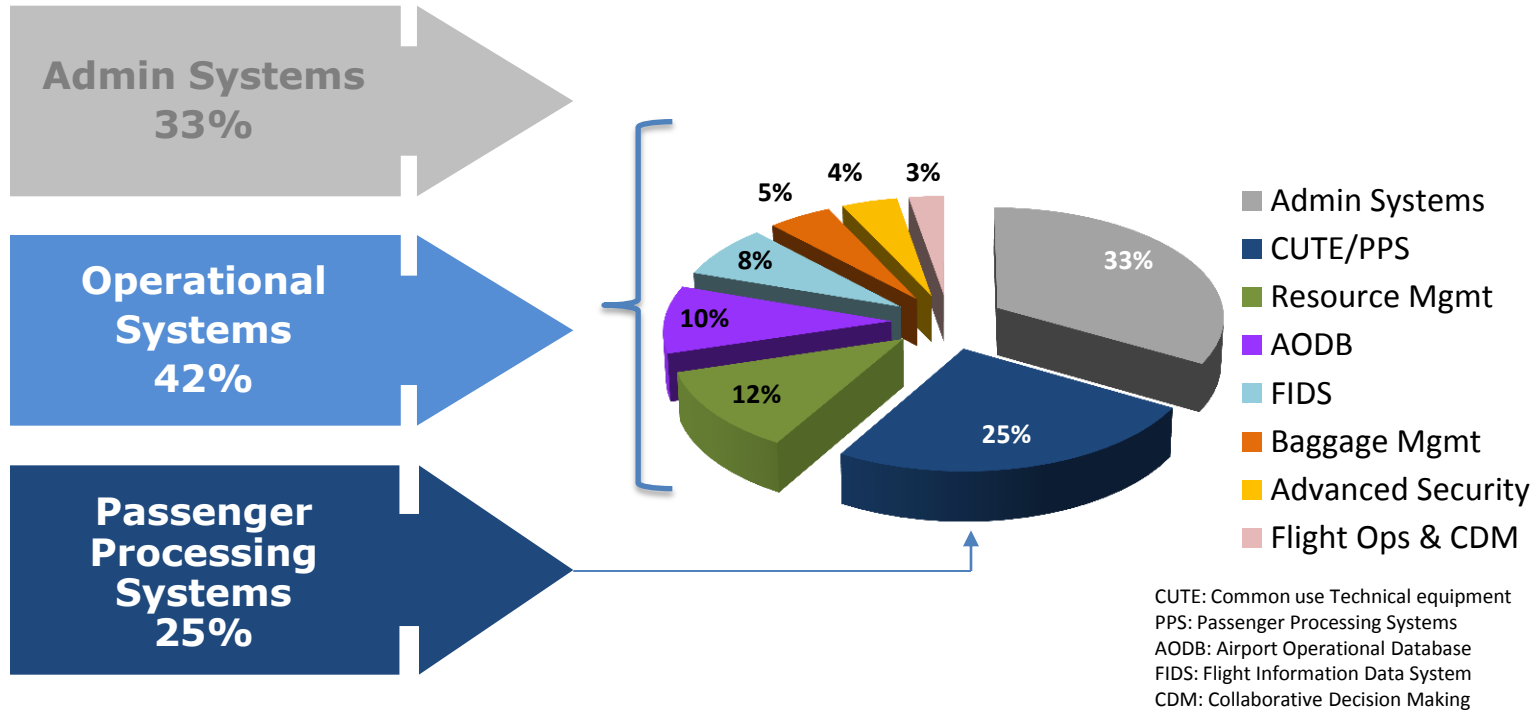
Business areas





Airport IT market size

2012 Total market size⁽¹⁾ = €2,400 million



- Total Airport IT spend is c.4% of revenues, estimated at €2.4 Bn
- Except for a few of the largest airports, the majority of IT spend is external
- 60% planning major IT upgrades⁽²⁾

1. Source: A.T. Kearny / Amadeus

2. SITA Survey



Airport business needs

➤ Systems integration and better and more reliable data

- Airports need to integrate their IT with multiple airlines' systems
- Airports have very limited information on passenger flows and insufficient knowledge of their needs
- Airports usually source their applications from multiple IT software providers and spend considerable effort in trying to integrate all their systems
- Airports rely on operational plans created the day before and then adapt to operational changes through manual processes
- Consolidation in the airport business drives the need for enhanced and centralised technology (e.g. Aéroports de Paris will manage 37 airports)

➤ Collaboration

- Airlines operate in multiple airports and with the exception of their hub, airports have difficulty in accessing airline information
- Seen from the Air Navigation Services Providers, airports are black holes where operators should collaborate to enhance efficiency

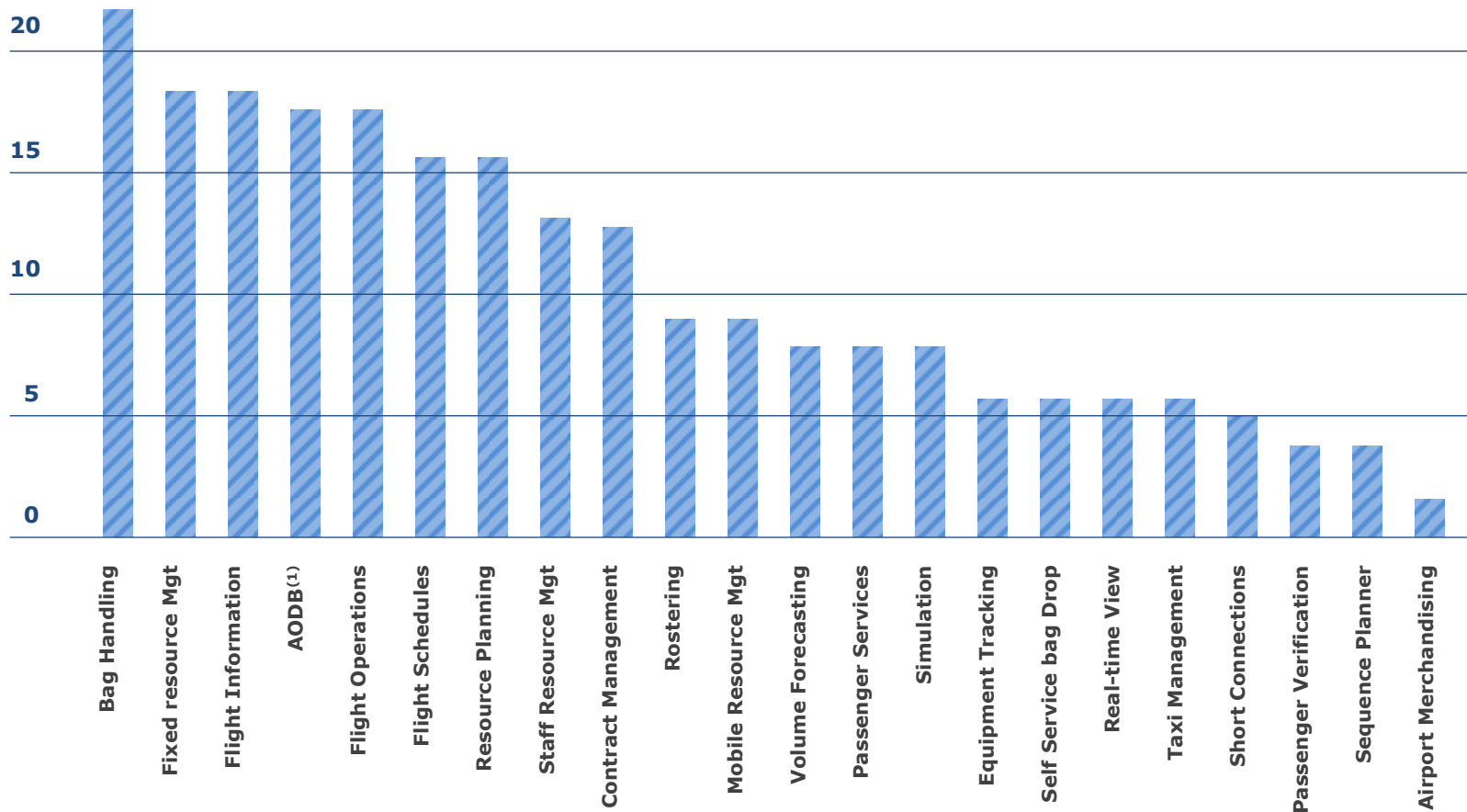


Competitive environment



A fragmented market with many niche providers in all relevant modules

Number of players in selected key airport modules



1. AODB: Airport Operational Database



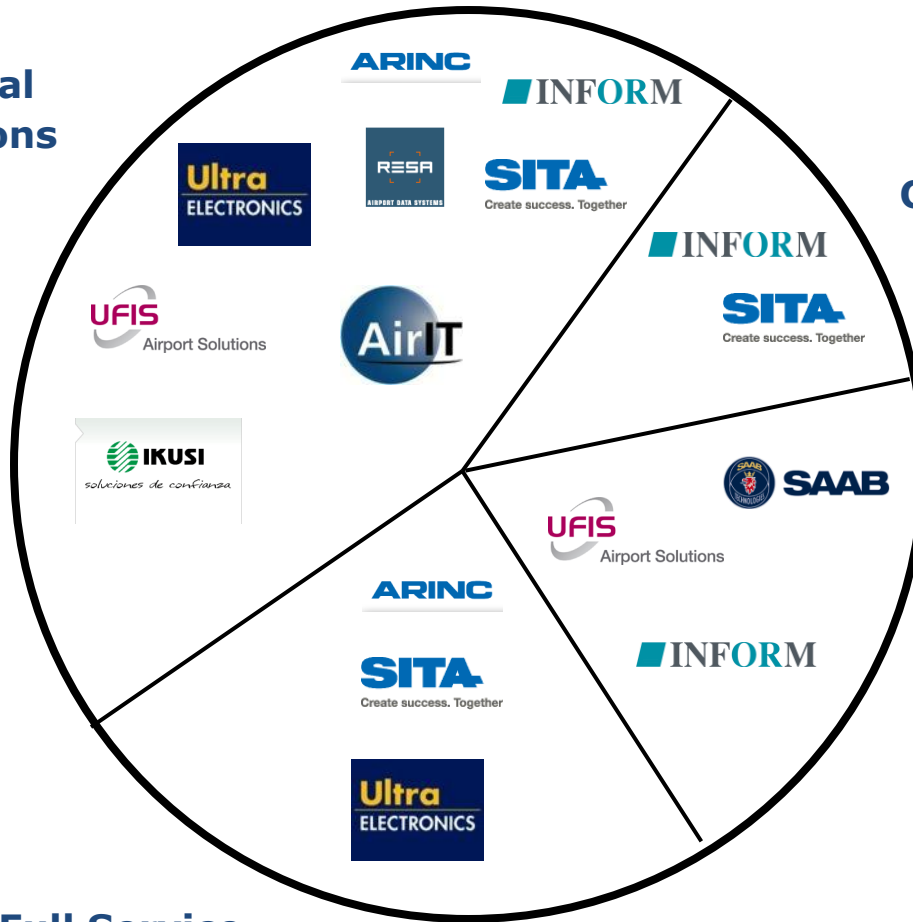
A myriad of Airport IT providers

Terminal
Operations

Ramp
Operations

Movement
Area

Full Service



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Your technology partner

Airport IT

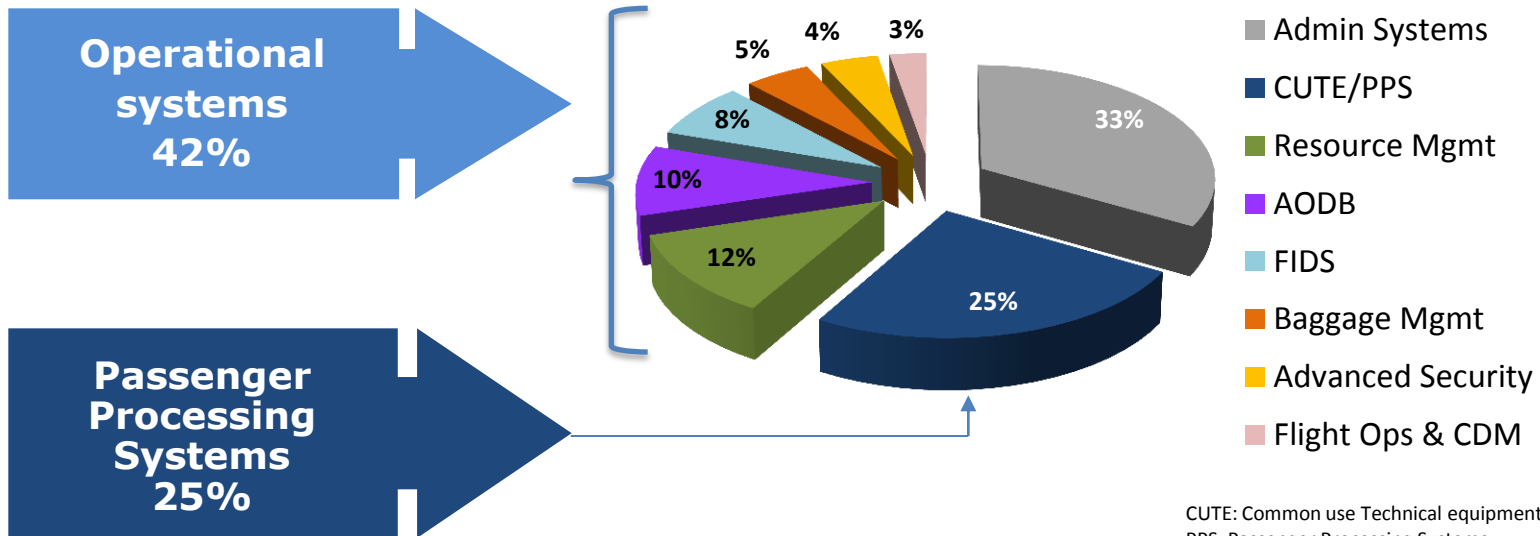


Our strategy



Airport IT Amadeus target markets

2012 Total market size⁽¹⁾ = €2,400 million



CUTE: Common use Technical equipment
 PPS: Passenger Processing Systems
 AODB: Airport Operational Database
 FIDS: Flight Information Data System
 CDM: Collaborative Decision Making

Total addressable market = €1,600 million

1. Source: A.T. Kearny / Amadeus



The Airport IT strategy is based on three key pillars



Achieving a strong position in Departure Control Services to ground handlers and airports



Entering the Passenger Processing Systems market

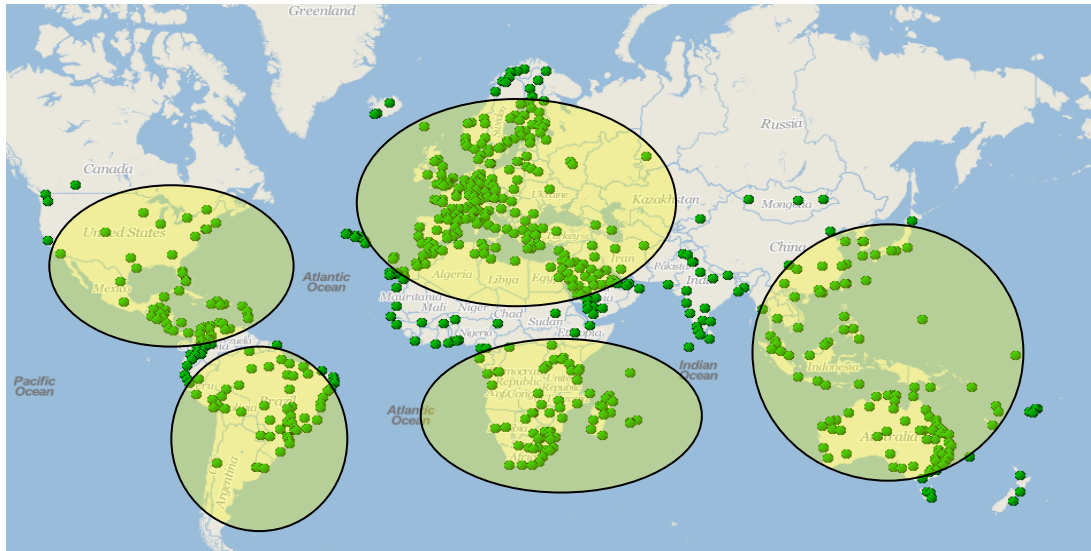


Offering a full suite of Integrated IT solutions and services



Leveraging Altéa's Departure Control footprint

Altéa presence in airports worldwide



- ❑ Altéa DCS is present in 643 airports today
- ❑ By 2015, Altéa DCS will manage
 - Over 50% of passengers in more than 200 airports
 - Over 80% of passengers in 80 airports
- ❑ By 2017, Altéa's presence in European airports will reach an average of 60%

Altéa DCS penetration in airports provides Amadeus with a good opportunity to penetrate this market and provide an end-to-end service to its customers



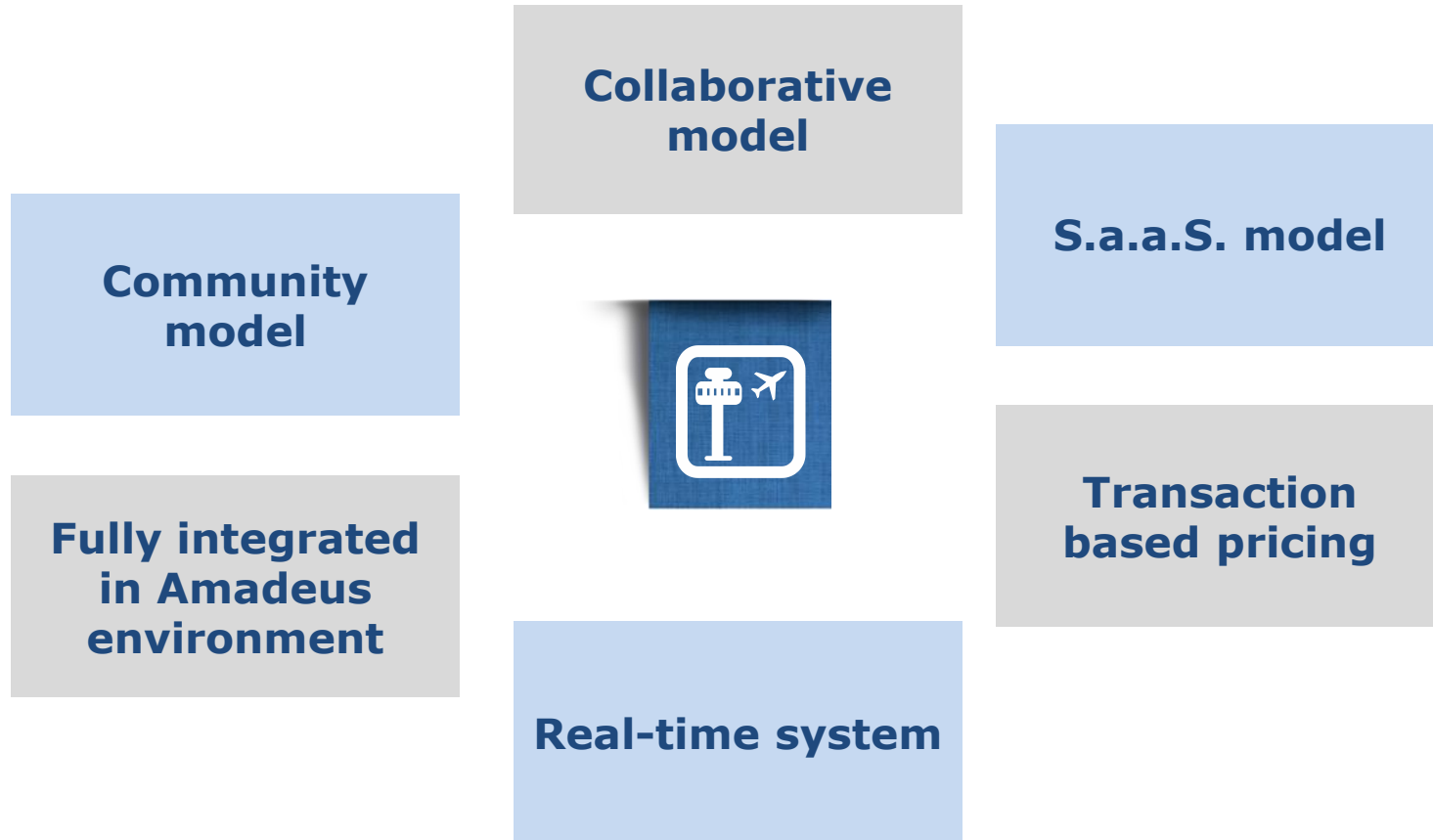
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Airport IT



Our proposition and competitive advantage



A breakthrough proposition



Airport IT



Amadeus is set to bring business opportunities to airport operators

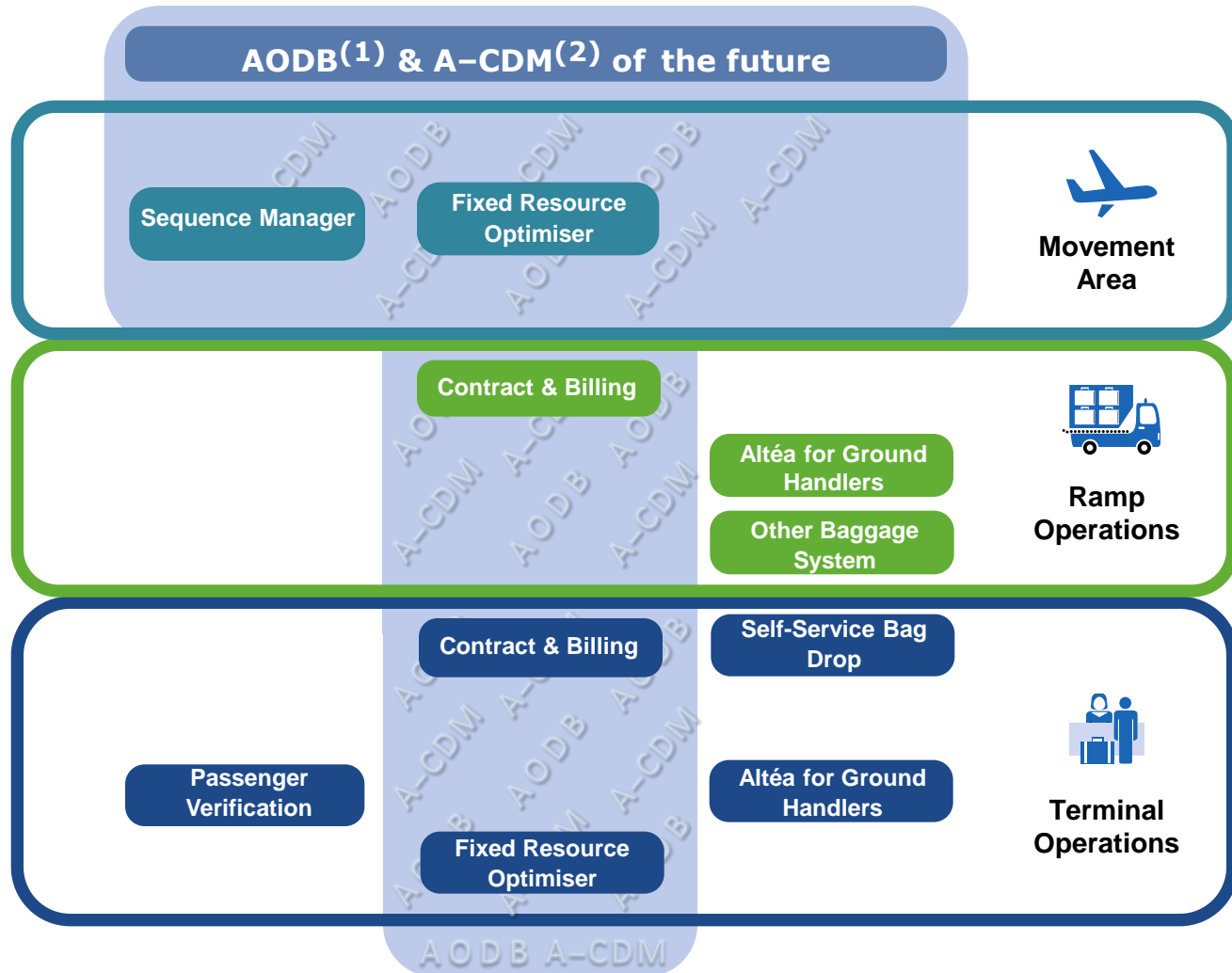
What if an airport...

- ✓ **Knew all their flights up to 365 days before?**
- ✓ **Knew real time updates generated by all airport actors, at any airport?**
- ✓ **Knew what is happening in their feeder airports?**
- ✓ **Knew from the time of reservation which passengers are coming, when, and purchasing patterns?**
- ✓ **Knew exactly which bags are expected, reconciled and tracked?**
- ✓ **Knew exactly flight and passenger readiness status?**
- ✓ **Could deliver services directly to their passengers, informing them throughout their journey?**

All of this can be possible with Amadeus



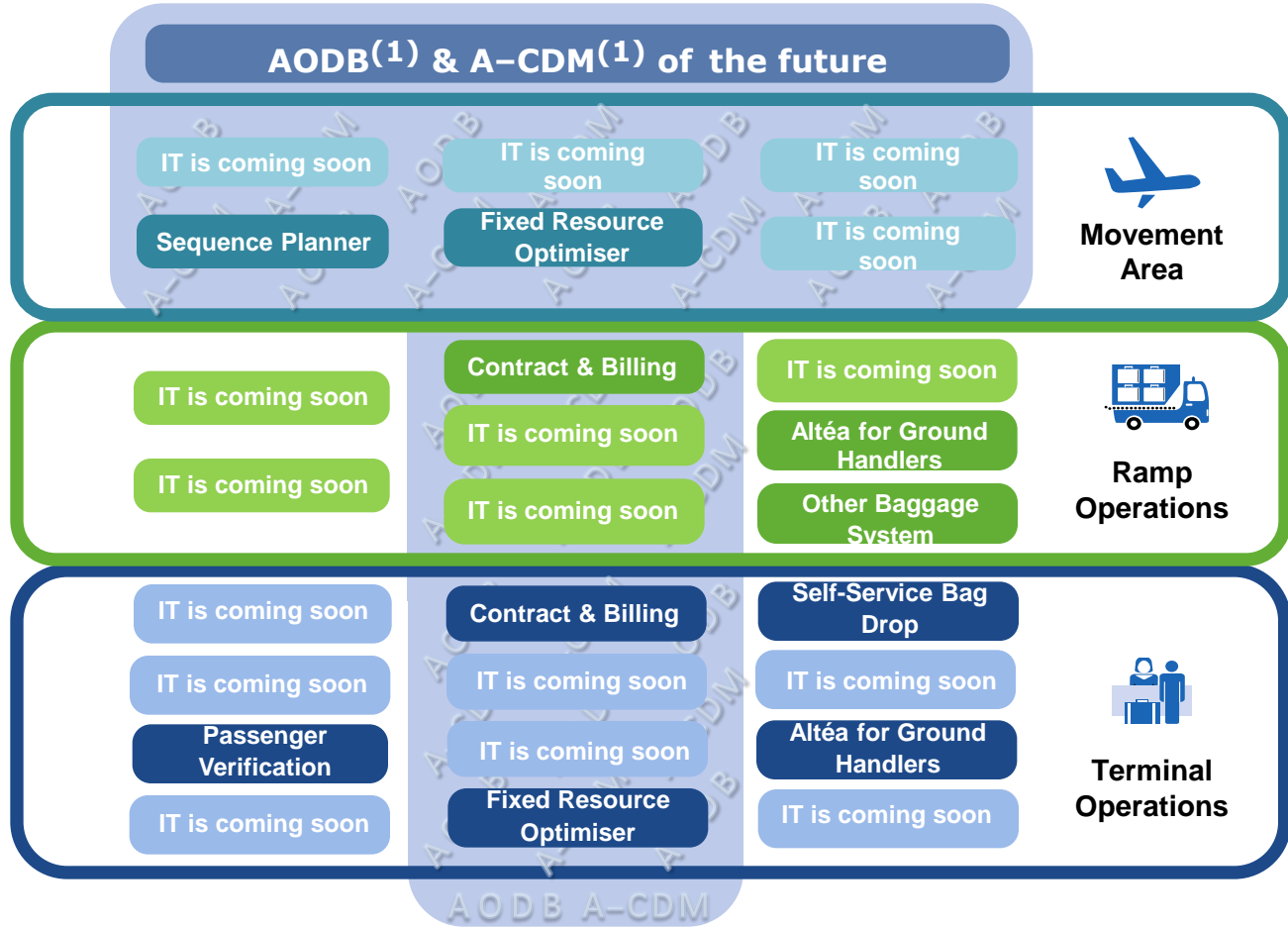
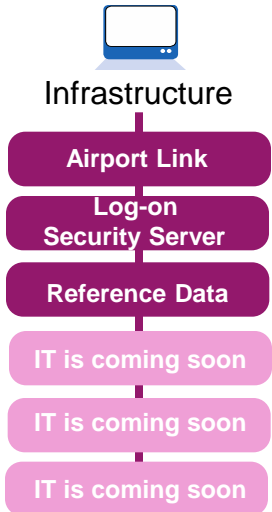
Application landscape: today



1. AODB: Airport Operational Database
 2. Airport Collaborative Decision Making



Application landscape: soon



1. AODB: Airport Operational Database
2. Airport Collaborative Decision Making

Airport IT



We have developed and launched a DCS portfolio for ground handlers

Altéa for ground handlers leverages Altéa for airlines, and:

- Can handle non-Altéa passengers/airlines
- Can use a single log-in to access all of the airlines that they handle, rather than needing to log-in airline by airline
 - This allows them to have a single desk and handle any passenger

- ✓ **As of today, 26 ground handlers had been signed**
- ✓ **Including the number 1 and 2 ground handlers worldwide**



We have signed partnership agreements with selected airports for the development of operational systems

Airport IT

Munich Airport



- Fast growing 35 million passenger airport
- 7th airport in Europe
- Highest ranked EU Skytrax airport
- Consultant to numerous other major airports

Sequence Planner

Copenhagen Airport



- 23 million passenger airport
- 15th airport in Europe
- High proportion of transfer and self service passengers

Fixed Resource Optimiser



Amadeus Airport is already receiving industry recognition



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Amadeus makes inroads with Ground Handling Companies with 20 signed contracts in just over a year

Posted on [December 6, 2012](#) by [Travel PR News Editors](#)

Amadeus makes inroads with Ground Handling Companies with 20 signed contracts in just over a year

- Swissport and Singapore's SATS are two of the latest to sign for Amadeus Altéa Departure Control (DCS) for Ground Handlers
- Amadeus to process 85+ million passengers by 2015 through this solution

Madrid, Spain, 2012-12-06 — /travelprnews.com/ — Amadeus, a leading technology

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And, we are live with our website and commercial operations

The screenshot shows the Amadeus website homepage. At the top left is the Amadeus logo with the tagline "Your technology partner". To the right is a link "Check Amadeus Solutions for Ground Handlers". Below this is a navigation menu with items: Home, Why Amadeus, About Amadeus, Solutions & Services, News & Events, e-Library, and Contact us. The main hero section features a large image of a person's silhouette looking at a cityscape at sunset, with several tablet devices overlaid. The text reads "This is IT" in large bold letters, followed by "The wait is over" and "Discover IT today" with a play button icon. Below the hero section is a horizontal bar with "Lorem Ipsum" and a right-pointing arrow, followed by the text "Lorem ipsum dolor sit amet, consectetur adipiscing elit.". The bottom section contains three blue-tinted cards. The first card shows an airplane on a tarmac with the text "Developing airports of the future. Together." and a "Discover why" button with a right arrow. The second card shows a person sitting on an airport bench reading a newspaper with the text "Integrated. Collaborative. Innovative. Now." and a "Discover what" button with a right arrow. The third card shows three people in an office setting looking at a document with the text "Combining years of airport industry experience" and a "Discover who" button with a right arrow.

Airport IT



What's next

New Businesses: Framing the opportunity



Thomas Drexler
Director, Rail
Business
June 2013





Agenda

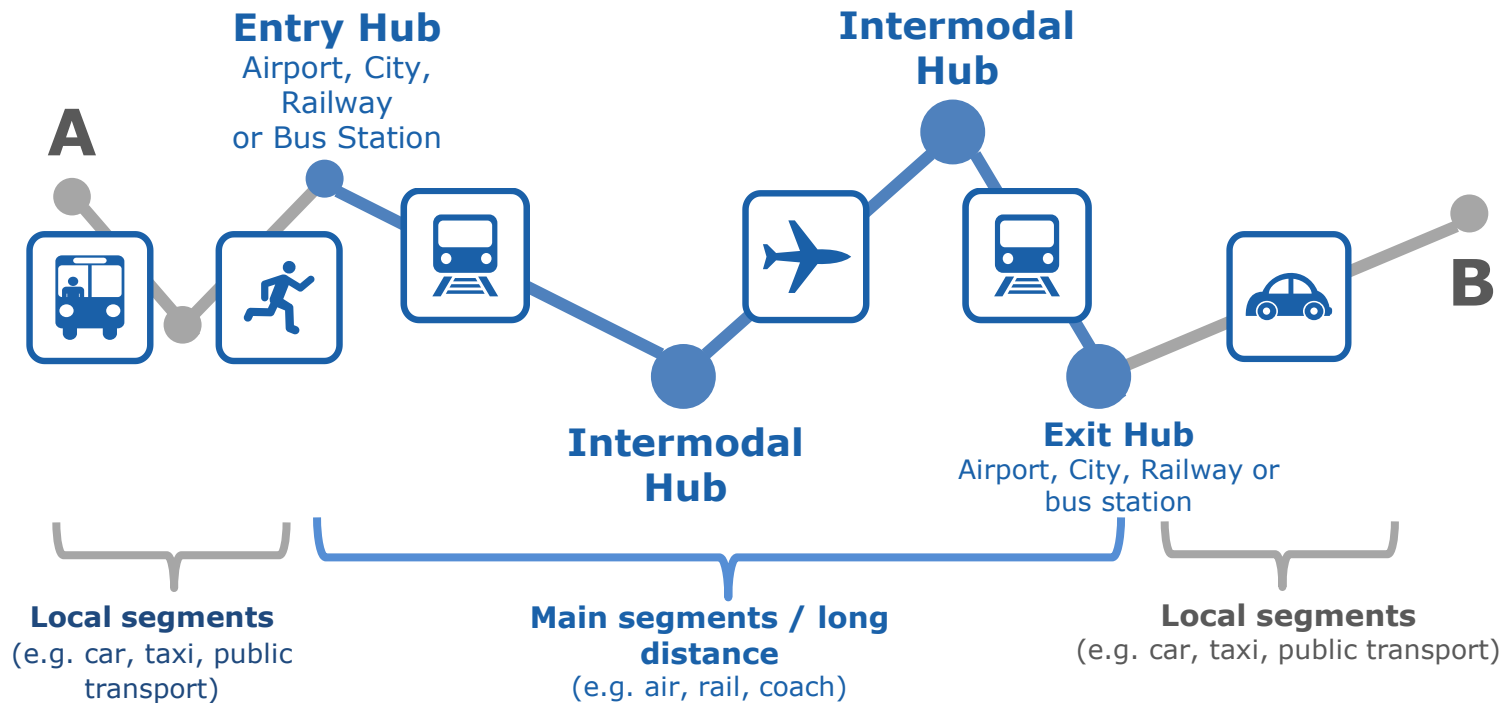
- Why Rail?
- The passenger rail industry context
- Business opportunity
- Our strategy
- Our proposition
- Competitive environment
- Conclusion



Why Rail?

Europe presents major opportunities

- Passenger traffic is estimated to grow 34% by 2030
- The need to create an efficient transport infrastructure demands a solution
- There is a **need** therefore **to integrate rail** into the **travel ecosystem**...



- An Amadeus-led consortium has been appointed by the European Community to develop and validate the feasibility of a multi-modal, pan-European passenger transport information and booking system



The passenger rail industry context



Rail market dynamics are unique and need to be approached differently

Air



Rail



Operating system

- Worldwide identical
- Closed systems, all over the same process

- Huge regional differences in products and processes
- "Open" vs. "closed" system approaches

Customers

- Always known customers
- Complete access to customer data

- Majority of customers travel unknown

Competition

- Liberalised market
- High degree of competition

- Early phase of liberalisation in most countries
- Low degree of competition

Role of IT

- Critical
- Major strategic success factor

- IT does not have the same importance as for airlines
- No major standard application package: in-house legacy
- Often in-house sourcing mandatory
- Capex slowly becoming an issue

"Rail 2020"



Rail in Europe 2020

What's the future for European passenger rail?

2020

A look at today's total rail market*

10,159
million passengers

609
billion passenger-km



94%
domestic

6%
cross-border



1,120 million
long distance
passengers

Source: Data from over 100 national railways, pan-European industry and government agencies

* Figures based on 2011. Scope is limited to 20 countries (AT, BE, CH, CZ, DE, ES, FI, FR, GB, HU, IE, IT, NL, NO, PL, RU, SE, SK, TR, UA)



5,000 km
to be added to Europe's
high speed network until 2020

44% projected growth
in high speed rail
passenger volume until 2020

4 countries =
70% of projected growth
in passenger volume until 2020



37

EU to support the
introduction of
multimodal hubs
at 37 key airports
by 2030



- Amadeus has performed an insightful analysis of the European rail market, today and in 2020

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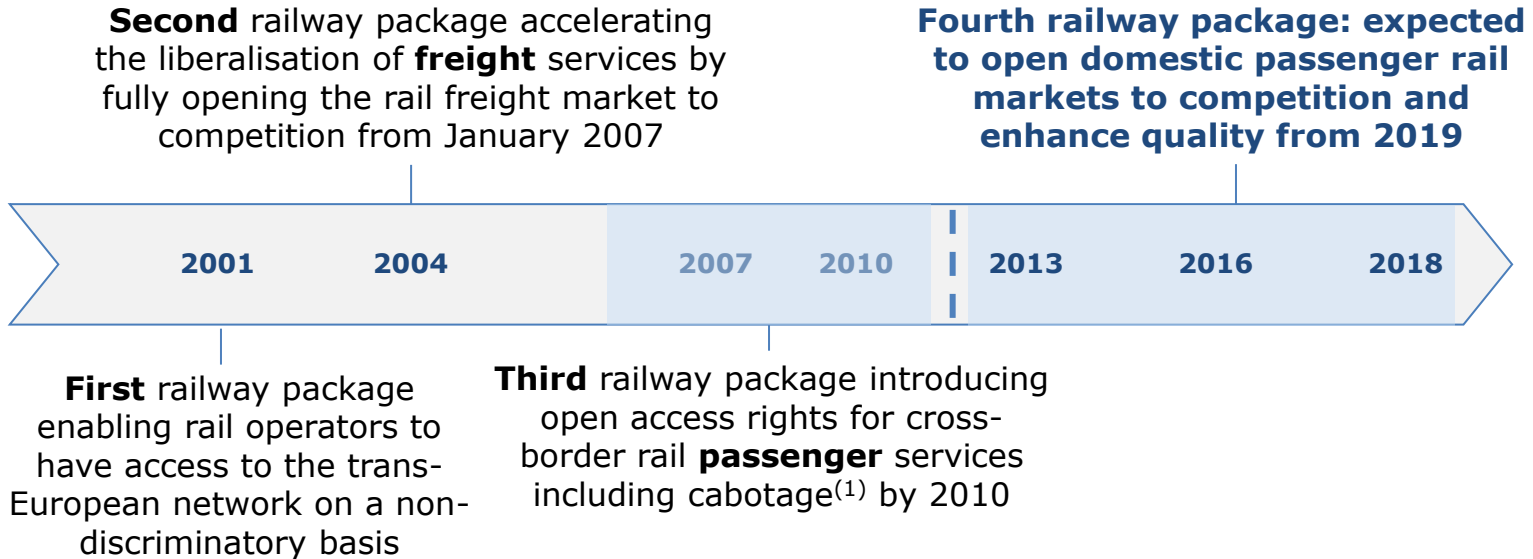
... and has identified six key trends that are shaping the future of rail and which will bring challenges and opportunities

- **Liberalisation** of the market, creating new opportunities for Amadeus
- **New market entrants**
 - Incumbent railways are taking advantage of open access to lucrative lines between large city pairs
- **Completion of new high-speed lines**
 - Operational high-speed tracks length should rise from ~11,000km in 2011 to ~16,000km in 2020
- **Multimodal hubs**
 - Only 14 airports are connected to long distance or high-speed rail services
- **Air-rail and rail-rail cooperation**
 - Greater levels of Air/Rail and Rail/Rail cooperation needed to deliver the seamless passenger experience
- **Railways' economics are under pressure**
 - Economic crisis
 - Need to generate new revenue from existing or new customers/routes
 - Need to bring down operating costs and capex



Liberalisation taking shape and new market entrants arriving

Toward an open passenger rail market:



Source: European Commission, Russian and Ukrainian Ministry of Transport

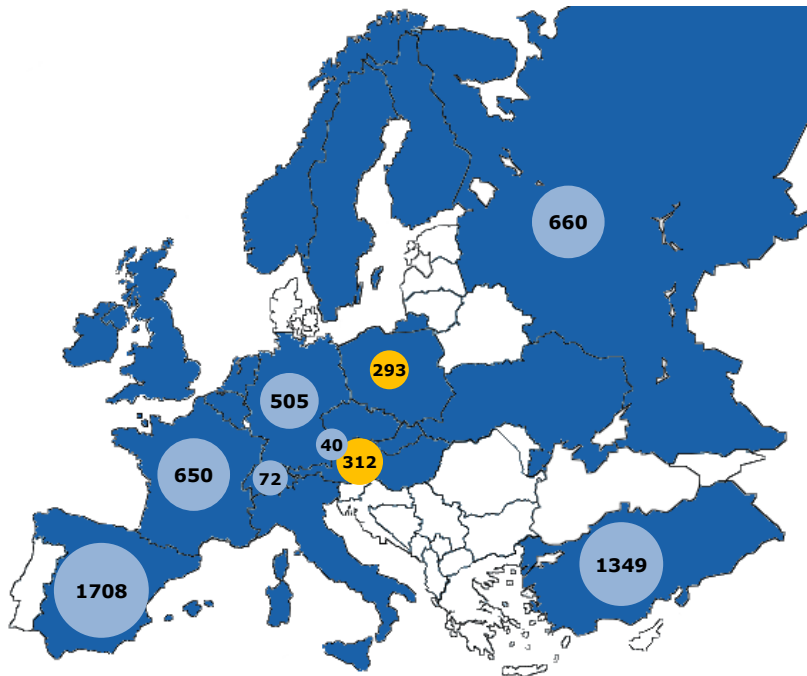
- Competition creating new opportunities for Amadeus
- Railways changing their relationships (e.g. DB and Trenitalia + Thalys)
- Incumbent railways are taking advantage of open access to lucrative lines between large city pairs

1. Cabotage is the transport of passengers between two points in the same country by a railway registered in another country



High speed rail setting the pace

5,000 km of new high-speed tracks will be set up before 2020



Operational high-speed tracks: from ~11,000km in 2011 to ~16,000km in 2020

- Spain, France and Germany still substantially investing
- Turkey is heavily investing and should multiply its network's length by 4 by 2020
- The first Russian native high-speed line will join Moscow and St-Petersburg

XX Length of new High-Speed tracks to be set up, operational in 2020 (km)
XX Length of rail tracks to be upgraded⁽¹⁾ before 2020 (km)

Source: Infrastructure operators, press releases, PPS

1. Upgraded tracks allow operational speed up to 200kmh (to be compared with 300-320kmh on new high-speed tracks)

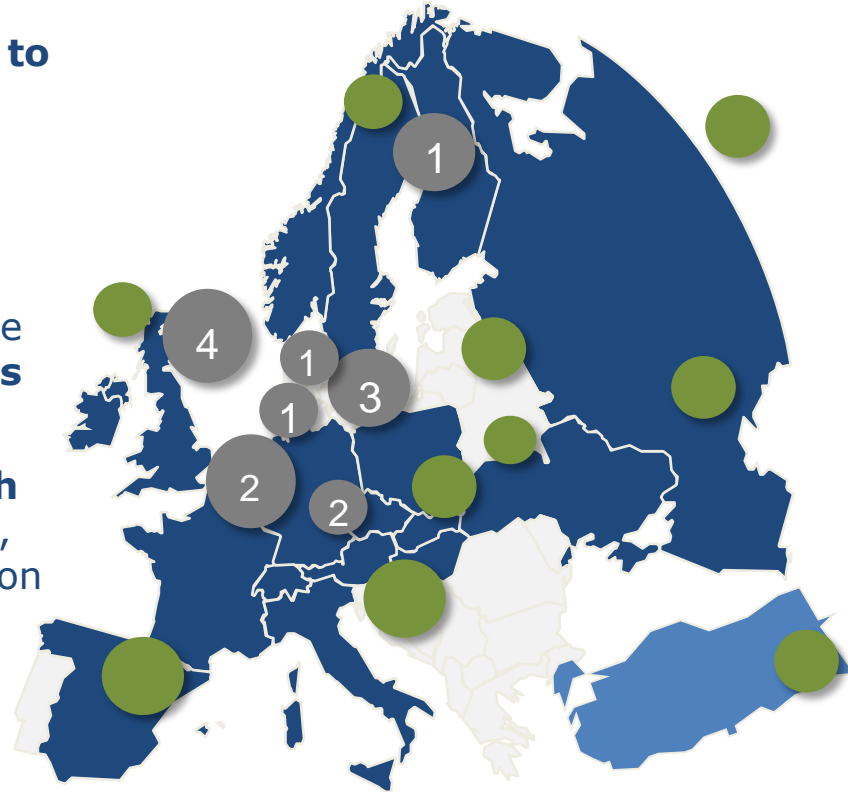


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Rail

Panorama of multimodal hubs

- Only 14 airports are connected to long distance or high-speed rail services
- Demand exceeds capacity at many of Europe's core airports
- Under TEN-T⁽¹⁾, the EU supports the introduction of multimodal hubs at 37 key airports by 2030
- This will provide passenger growth opportunities for rail operators, through competition and cooperation



- Hubs with long-distance (or High-Speed) rail services
- Hubs with local / intercity or coach services only

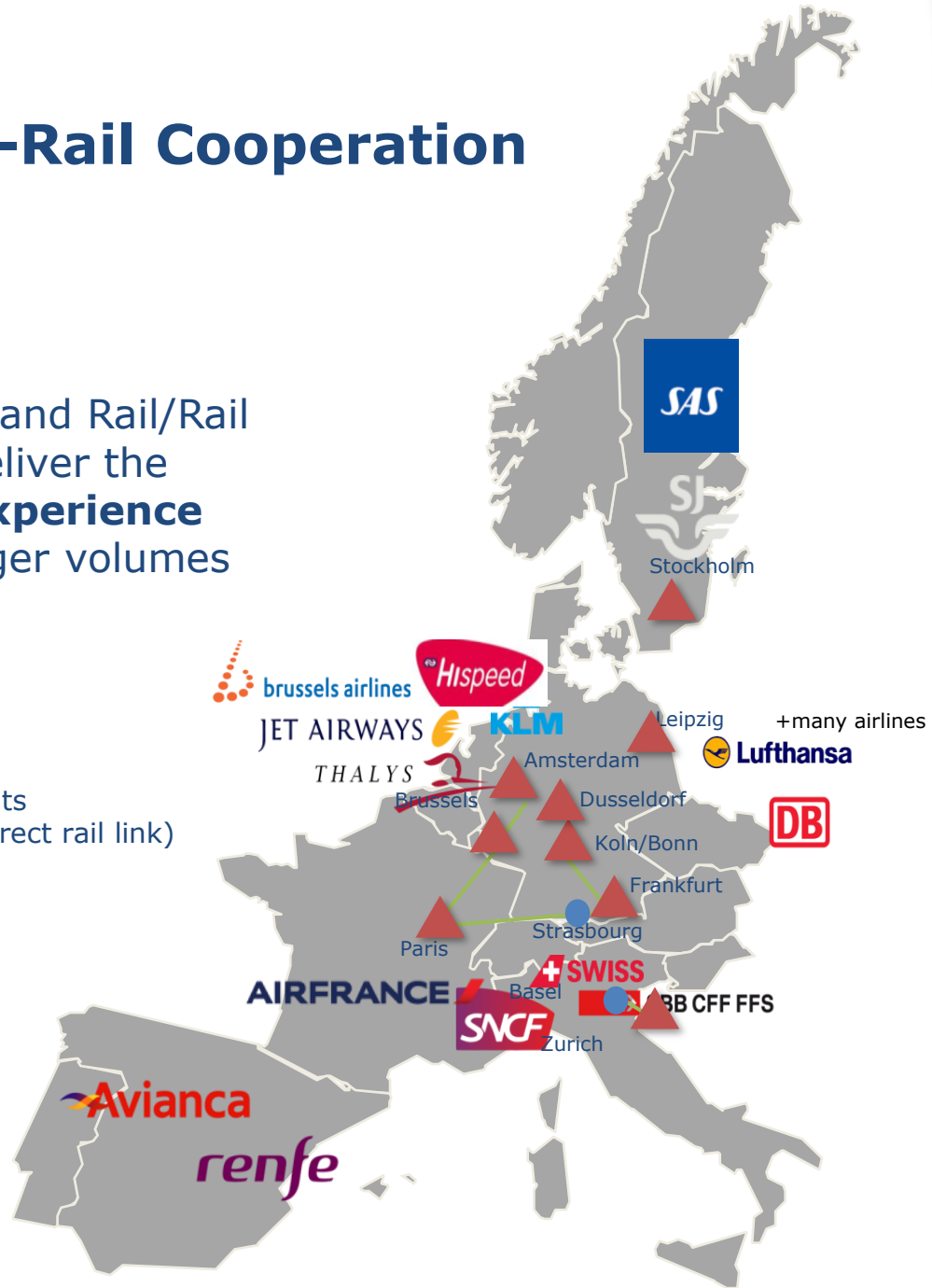
1. Trans-European Transport Network Executive Agency, established by the European Commission



Air-Rail and Rail-Rail Cooperation

- Greater levels of Air/Rail and Rail/Rail cooperation needed to deliver the **seamless passenger experience** that will drive up passenger volumes

- Rail links with special agreements (substitution of air service by direct rail link)
- ▲ Multi-modal hub

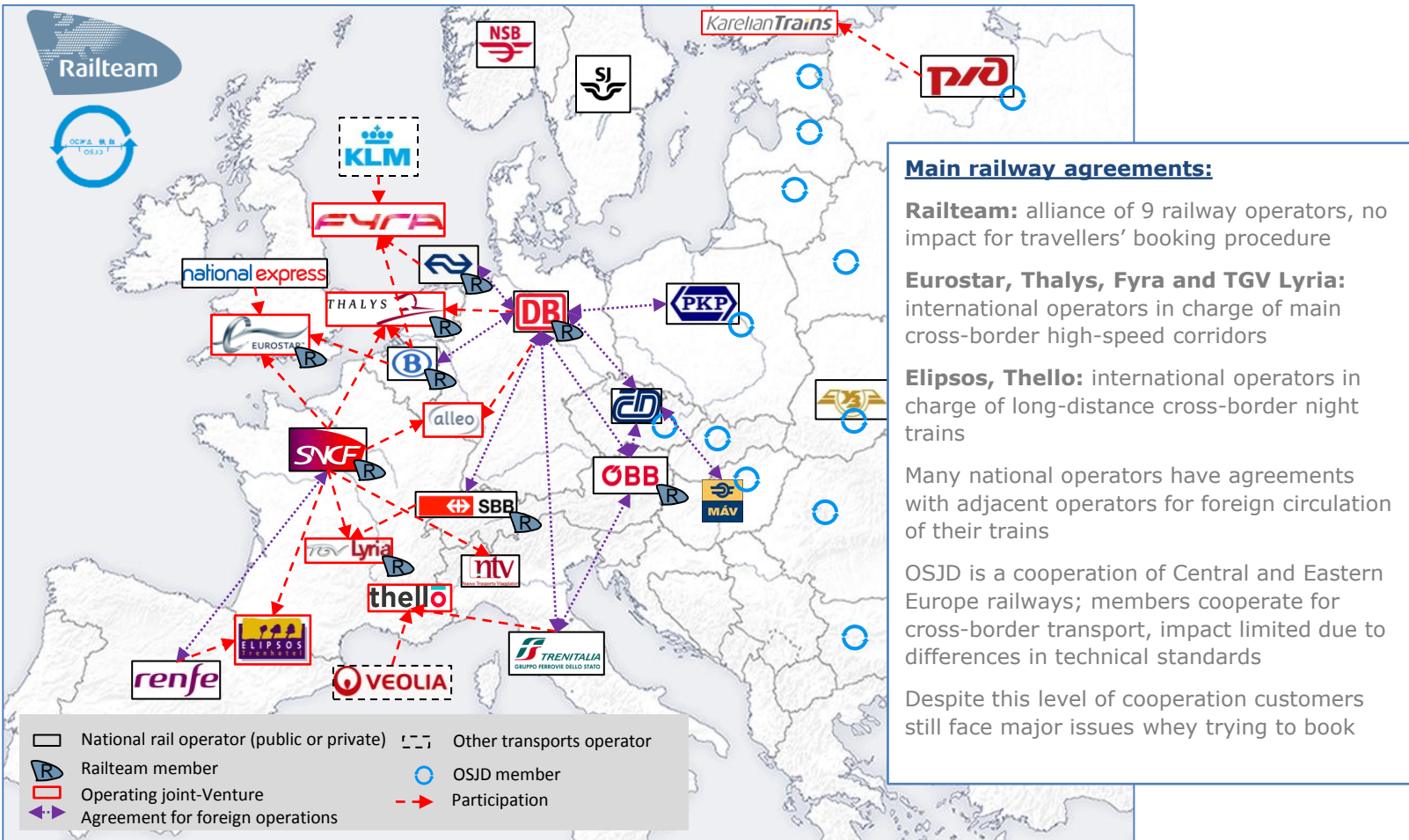


Rail



Railways Cooperation

Cross-border traffic is mainly operated by JVs dedicated to international high-speed



Main railway agreements:

- Railteam:** alliance of 9 railway operators, no impact for travellers' booking procedure
- Eurostar, Thalys, Fyra and TGV Lyria:** international operators in charge of main cross-border high-speed corridors
- Elipso, Thello:** international operators in charge of long-distance cross-border night trains

Many national operators have agreements with adjacent operators for foreign circulation of their trains

OSJD is a cooperation of Central and Eastern Europe railways; members cooperate for cross-border transport, impact limited due to differences in technical standards

Despite this level of cooperation customers still face major issues when trying to book

passeng
Rail
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S



Business opportunity



In the last century, the only major changes in rail technology are train related

1800's

Today

More COMFORT & better SECURITY...



Steam
locomotive



Fuel
locomotive



Electric
locomotive



High Speed
locomotive

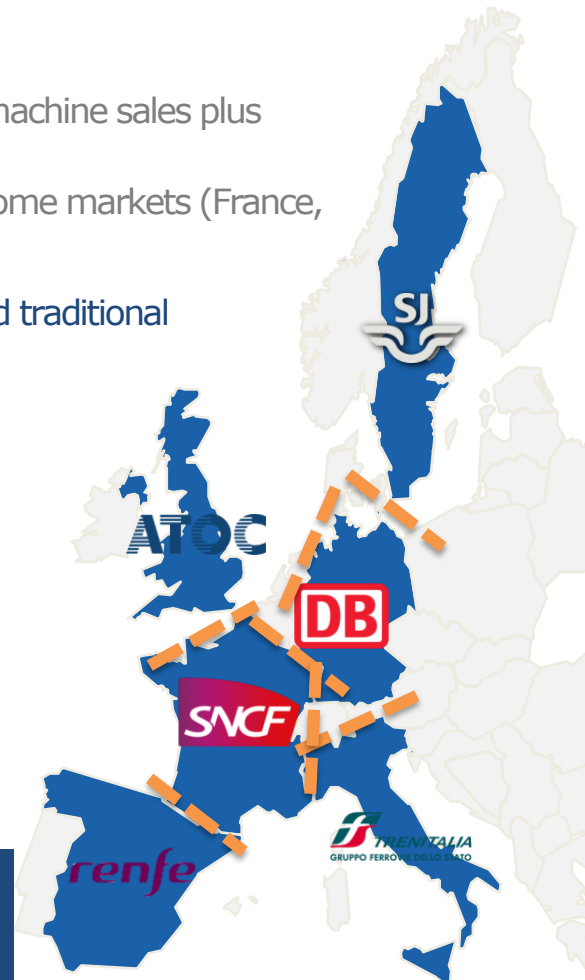
Rail



Rail distribution market dynamics

- **Direct** is run by the railway, 70-90% of their business
 - All have an online booking engine, station, kiosk and ticket machine sales plus outlets such as local shops, etc
 - Mobile rail information, sales and ticketing is established in some markets (France, Germany, UK, Scandinavia)
- **Indirect** is focused on travel management companies, online and traditional travel agencies
 - Contributing to 10 - 30% of their business
- Ongoing and strong push by railways to direct online distribution
- Several **silos solutions** per railway **with no standardisation** between their applications /solutions
 - Solutions not adapted to international deployment
 - Solutions not adapted to business evolution

There is a market opportunity for international sales and cross border traffic



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Rail



Current rail technology systems

- Technology systems scattered between different approaches:
 - In-house development, e.g. their own subsidiary IT shop or proprietary systems built by Accenture, IBM, etc.
 - Modularised systems with some modules built by specialists (e.g. revenue management, CRM, financial reporting, etc.)
- Systems are generally outdated, not fit for new business requirements and customer demands
 - Huge capex is starting to be questioned, and there is a need to replace existing legacy systems (hardware expensive)
- **Amadeus can offer a unique solution, with high transaction processing power, capitalising on our strengths and existing technology**



But the rail industry is facing significant business challenges...

■ Railways are being required to create profit

- Pressure from governments during economic crises
- Pressure on new railways to speed up break even
- Pressure to meet passenger needs to sell rail effectively through all channels

■ They have identified a number of strategic pillars specific to the delivery of future revenue growth:

- Better understand the needs of the 21st century traveller
- Develop effective yield & revenue management capability
- Provide quality customer relationship management
- Drive Ancillary Revenues
- Prepare for deregulation and competition



... and need new systems and functionality to support this business driver, but are facing technology challenges

■ Railways' current systems...

- In-house legacy systems
 - Technology is outdated, system has limitations
 - Expensive to manage / maintain
- Typically not developed from scratch (e.g. may have been an airline system customised for rail)
- Bespoke; no industry standards and harmonisation of processes

■ ... are facing numerous challenges and...

- New channels emerging all of the time
 - Important to have technology based in open systems
- Complex systems with many interfaces to backend and 3rd party systems

■ ... they are budget constrained

- It is expensive to manage / maintain their in-house systems and to change systems
- Most railways' IT budget goes to infrastructure
 - Limited budget to keep hardware, staff skills, software and network up to date; which is expensive as they don't benefit from a community development



Our strategy



Our goal



To remove the complexity from rail reservations and facilitate international rail travel



To provide a multi-railway and multi-channel global sales platform (the first rail distribution platform)



Through data management and inventory systems allowing seamless integration into distribution components





Our strategy

Distribution (short-mid term)

- Create the **Amadeus Rail distribution platform**, focusing on integrating the major European railway operators
- Generate **incremental revenues** from
- Increase **efficiency and adoption**
- **Content is key**

IT (long-term)

- **Expand our presence** in the Rail IT market, keeping up-front investment under control
- **Complete our offering** to meet expectations of European rail carriers: we need a launch partner
- Short-mid term, focus on technology that supports the distribution needs of the railways



Rail Amadeus target market

Addressable market to Amadeus:

Rail Distribution

- Indirect distribution for long-distance & high-speed bookings of the main European railways (20 countries)
 - Assumes no penetration outside of Europe

Rail IT

- Passenger systems for railways operating in Europe (70%) and elsewhere (30%)
- Takes into account IT spending for direct and indirect distribution
- Excludes other IT systems such as operations, ERP⁽¹⁾ and HR software, as well as local infrastructure

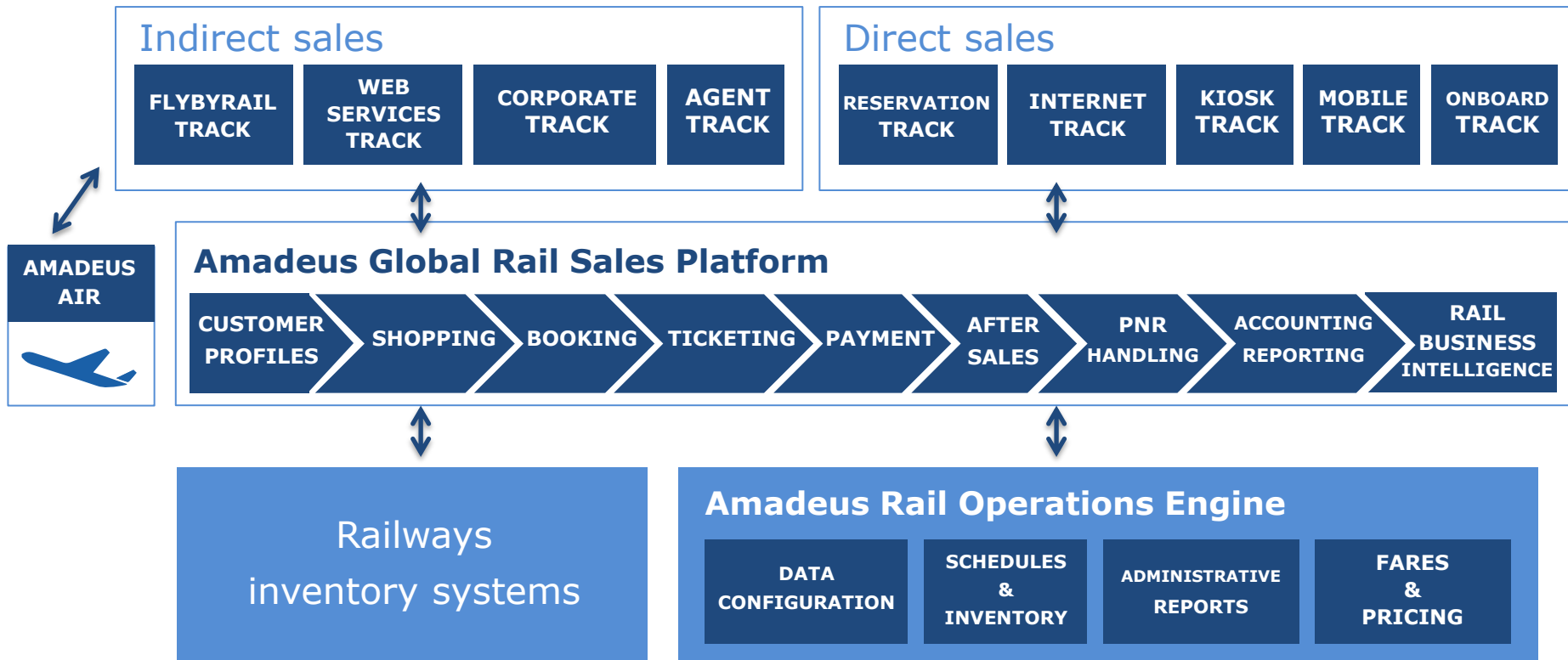
**Total addressable market (by 2022) =
€640 million**

1. ERP = Enterprise Resource Planning



Our proposition

The offer: Amadeus Total Rail



Our focus is on the **rail sales business** and how we can provide the means to make this:

- More cost effectively
- Creating new business for the railways, while
- Integrating rail into the travel ecosystem



Indirect distribution: Rail Sales products in production today



■ With some of the major European railways either using it already or in production phase

1. SBT: Self Booking Tool
2. PNR: Passenger Name Record



Agent Track product screenshot

Legend: E-ticket candidate D-ticket candidate Semi-Flexible Flexible

outbound PARIS GARE DE LYON to LYON - 05/01

Showing 0 of 0 results

Matrix guide More info View all details

				1st Flexible EUR 105+	2nd Flexible EUR 79+	1st Other EUR 74+	2nd Other EUR 65+
09:57 11:56	PARIS GARE DE LYON LYON PART DEJU	SN 6607	0 1h:59	105 D	79 D	74 D	65 D
10:57 12:56	PARIS GARE DE LYON LYON PART DEJU	SN 6609	0 1h:59	105 D	79 D	74 D	65 D
11:57 13:56	PARIS GARE DE LYON LYON PART DEJU	SN 6611	0 1h:59	105 D	79 D	74 D	65 D
08:53 10:56	PARIS GARE DE LYON LYON PART DEJU	SN 6605	0 2h:00	105 D	79 D	74 D	65 D
09:57 12:09	PARIS GARE DE LYON LYON PERRACHE	SN 6607	0 2h:12	105 D	79 D	74 D	65 D
10:57 13:09	PARIS GARE DE LYON LYON PERRACHE	SN 6609	0 2h:12	105 D	79 D	74 D	65 D

Hide non selected results

inbound LYON to PARIS GARE DE LYON - 10/01

Showing 0 of 0 results

Matrix guide More info View all details

				1st Flexible EUR 103+	2nd Flexible EUR 70+	1st Other EUR 97+	2nd Other EUR 65+
17:06 19:36	LYON PART DEJU PARIS GARE DE LYON	SN 6604	0 2h:00	103 D	70 D	97 D	65 D
18:04 20:06	LYON PART DEJU PARIS GARE DE LYON	SN 6626	0 2h:02	103 D	70 D	97 D	65 D
17:04 19:10	LYON PART DEJU PARIS GARE DE LYON	SN 6624	0 2h:06	103 D	70 D	97 D	65 D
17:02 19:06	LYON PERRACHE PARIS GARE DE LYON	SN 6604	0 2h:13	103 D	70 D	97 D	65 D
17:51 20:06	LYON PERRACHE PARIS GARE DE LYON	SN 6626	0 2h:15	103 D	70 D	97 D	65 D

Your selections Details

08/01/2012 Direct (1h59)

09:57 PARIS GARE DE LYON
11:56 LYON PART DEJU
TGV Duplex (SN) 6607
Reservation Mandatory

Second class 2nd Other
Fare Details 43.00 EUR

10/01/2012 Direct (2h06)

17:04 LYON PART DEJU
19:10 PARIS GARE DE LYON
TGV Duplex (SN) 6624
Reservation Mandatory

Second class 2nd Other
Fare Details 65.40 EUR

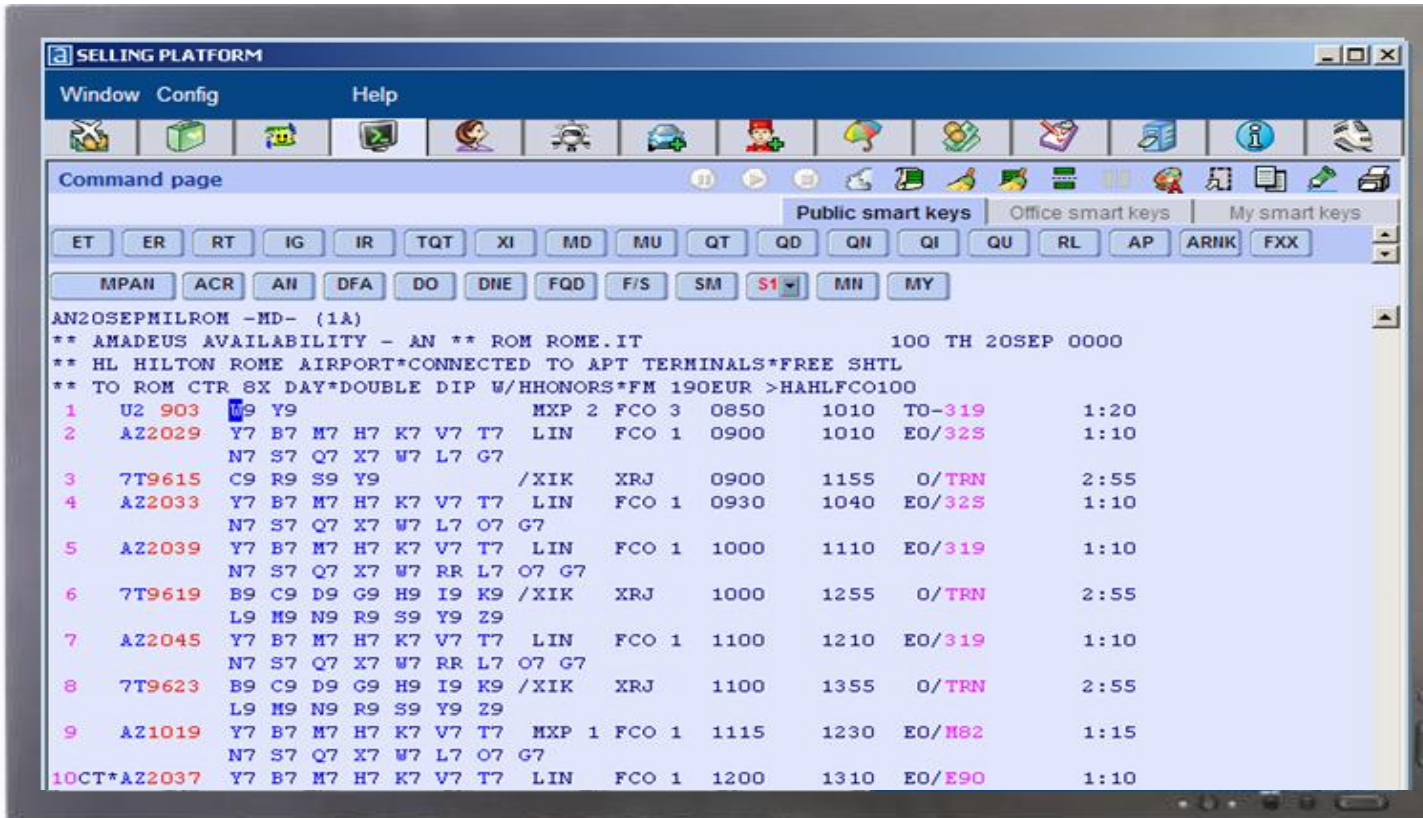
Total price : 129.40 EUR
See other fares Continue

Agent Track

Rail



FlybyRail product screenshot



FlybyRail

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Rail



Web Services product screenshot



MODIFIER LA RECHERCHE

1 PASSAGER(S)
 Aller - Retour Aller simple

Au départ de :
Paris (PAR)

A destination de :
Lyon (LYS)

Départ le :

Retour le :

[Retour à la recherche](#)

RECHERCHER >

FILTRE LES RÉSULTATS

Prix

Horaires Aller
 Départ Arrivée

AVION ou TRAIN

Web Services

*Trajet avec correspondances

Compagnie	Aller	Retour	Prix total	Visualiser
	Wednesday 24 April Paris (PAR)	Sunday 02 June Lyon (LYS)	92.30 €	Visualiser
	Wednesday 24 April Paris (PAR)	Sunday 02 June Lyon (LYS)	97.16 €	Visualiser
	Wednesday 24 April Paris (PAR)	Sunday 02 June Lyon (LYS)	107.00 €	Visualiser
	Wednesday 24 April Paris (PAR)	Sunday 02 June Lyon (LYS)	108.16 €	Visualiser
	Wednesday 24 April Paris (PAR)	Sunday 02 June Lyon (LYS)	109.00 €	Visualiser
	Wednesday 24 April Paris (PAR)	Sunday 02 June Lyon (LYS)	117.16 €	Visualiser
	Wednesday 24 April Paris (PAR)	Sunday 02 June Lyon (LYS)	117.30 €	Visualiser
	Wednesday 24 April Paris (PAR)	Sunday 02 June Lyon (LYS)	118.32 €	Visualiser

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F
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Corporate self booking tool product screenshot

home book review arranger profile admin Help Service Tools

air rail air/rail hotel car more services trip summary

Mini Itinerary

Trip Summary

- Air in progress

Modify Search

From * DUS

To * PAR

Outbound

Fri, May 24, 2013

06:00

Direct and/or non-stop only

Time window (hours) 4

Search

Search > Availability > Summary > Finish > Confirm

Back Choose your flights, then select Continue. All times are local times. Prices in the matrix are calculations. The actual price is shown in the shopping basket, after selection.

View all details / Hide all details

Outbound Duesseldorf (DUS - All airports) / Paris (PAR - All airports) Friday, May 24, 2013

Too many results? Apply filters + Showing 5 out of 5 results

Departure Time	Arrival Time	Provider	Duration	Lowest	Eco Flex	Lowest Biz	Biz Flex
Duesseldorf (QDU) Hbf Railway Station 06:12	Paris (XPG) Gare Du Nord Rail... 09:59	THALYS Thalys International 9412	3h47m Direct	Lowest 111.00 EUR	Lowest 111.00 EUR	Lowest 136.00 EUR	652.00 EUR
Duesseldorf (DUS) International Air... 06:03	Paris (XPG) Gare Du Nord Rail... 09:59	THALYS Thalys International 9412	3h56m Direct	Lowest 111.00 EUR	Lowest 111.00 EUR	Lowest 136.00 EUR	652.00 EUR
Duesseldorf (DUS) International Air... 07:20	Paris (CDG) Charles De Gaulle 08:25	Lufthansa 3218	1h05m Direct	171.66 EUR	171.66 EUR	525.66 EUR	645.66 EUR
Duesseldorf (DUS) International Air... 07:25	Paris (CDG) Charles De Gaulle 08:40	AIRFRANCE Air France 1107	1h15m Direct	490.66 EUR	490.66 EUR	624.66 EUR	Lowest 624.66 EUR

Corporate Self booking tool air/rail

Rail



Competitive environment



Complex competitive environment

Main competitors are still railways' in-house IT departments

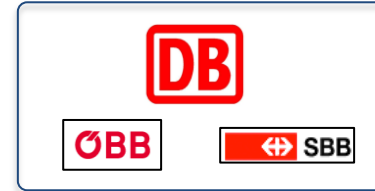
Outside Europe



System Integrators



Open World Railways



SNCF Family



Content Aggregator



Benelux



GDS



New Entrants



Europe: Independent decision making



UK TOC World



24 train operating companies

amADEUS
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Rail



Amadeus competitive advantage



Distribution

- ✓ Amadeus has a very comprehensive reach, an on-going investment and key technical components
- ✓ Our strategy to develop the multi-channel, multi-railway distribution platform is the right one



IT

- ✓ A community solution
- ✓ IT system built specifically for rail, partnering with industry leaders
- ✓ Experienced in rail reservation systems
- ✓ Our air/rail and airline experience
- ✓ Extend the sales channels reach as well as offer cross selling
- ✓ We offer latest technology, hardware, software and network (buying hardware is expensive for railways)





Conclusions



Conclusions

- Rail is a **predictable** and **stable business**
- **What is done in the rail industry is done for the long term:**
business system stable more or less for > 170 years
- Real market potential: **still growing and in demand**
- Focus on distribution time to market: **delivering the first rail distribution platform**
 - Focus on Europe and distribution of a multi-rail, multi-channel solution
- Significant inroads with key railways and travel sellers... **We are at the tipping point!**

We have a unique offer



What's next

New Businesses: Framing the opportunity



Jeff Edwards
Head of Global
Hotels Group
June 2013





Agenda

- Why Hotel?
- Industry context and business opportunity
- Distribution strategy and business proposition
- Hotel IT
 - Competitive environment
 - Our strategy
 - Our product offering and competitive positioning
- Conclusions



Why Hotel?

- Hotels are embedded within Amadeus' travel services marketplace
- Large market opportunity
- Significant upside opportunities for hotel distribution
- Pronounced interest in 'alternative' IT solutions: CRS⁽¹⁾, PMS⁽²⁾, e-Commerce
- Amadeus well positioned – both in distribution and IT - to take advantage of the opportunity
 - Proven successful models, technology expertise and R&D investment in other areas (airlines) can be leveraged for the hotel IT industry
 - Strong potential for hotel cross selling based on Amadeus penetration in air and travel agency space
 - Amadeus data analytics and search capabilities can play a key role in a fragmented industry

1. CRS: Central Reservations System
2. PMS: Property Management System

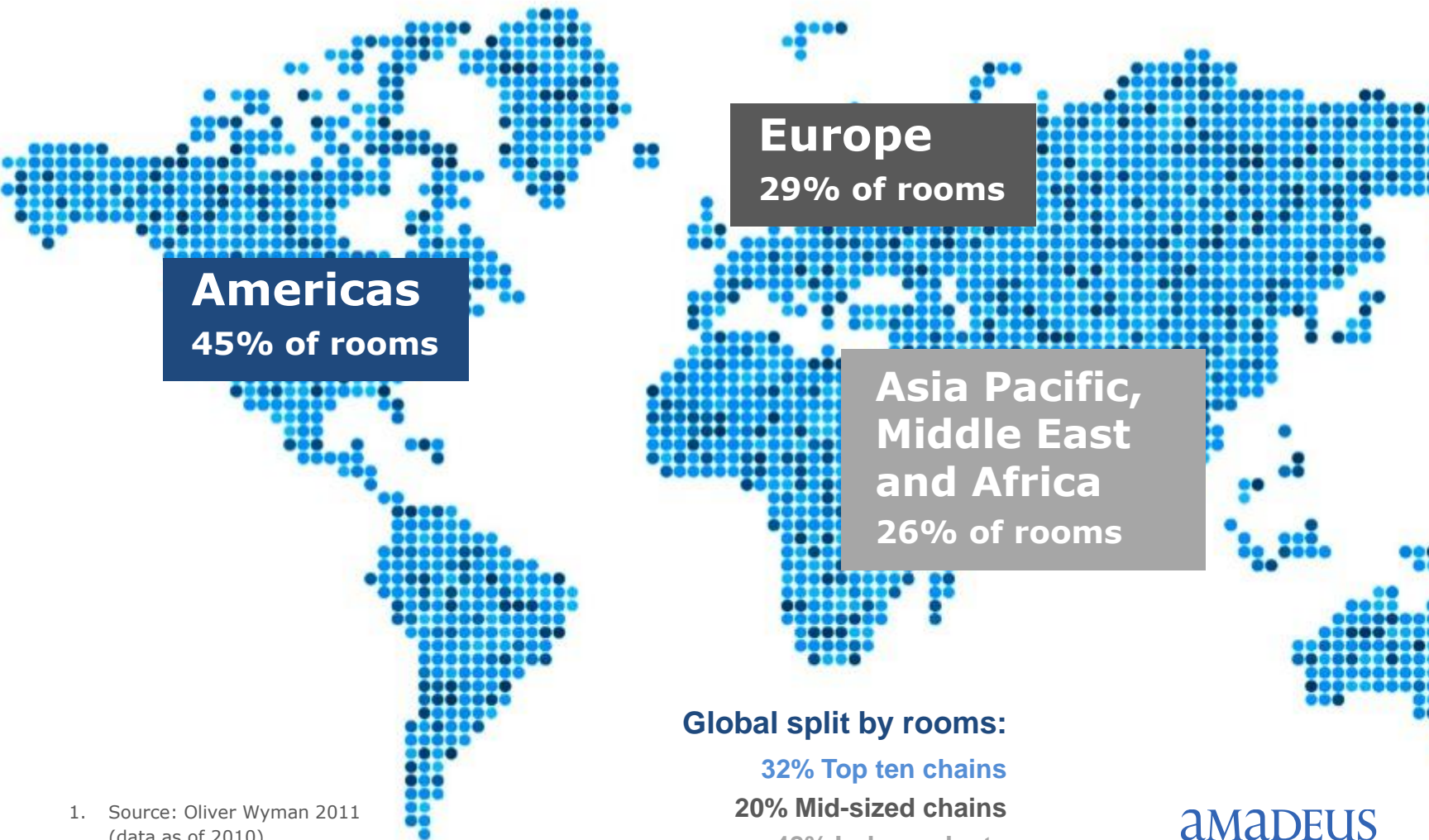


Industry context and business opportunity



The hotel market⁽¹⁾

13.5 million rooms globally



Americas
45% of rooms

Europe
29% of rooms

**Asia Pacific,
Middle East
and Africa**
26% of rooms

Global split by rooms:

32% Top ten chains

20% Mid-sized chains

48% Independents

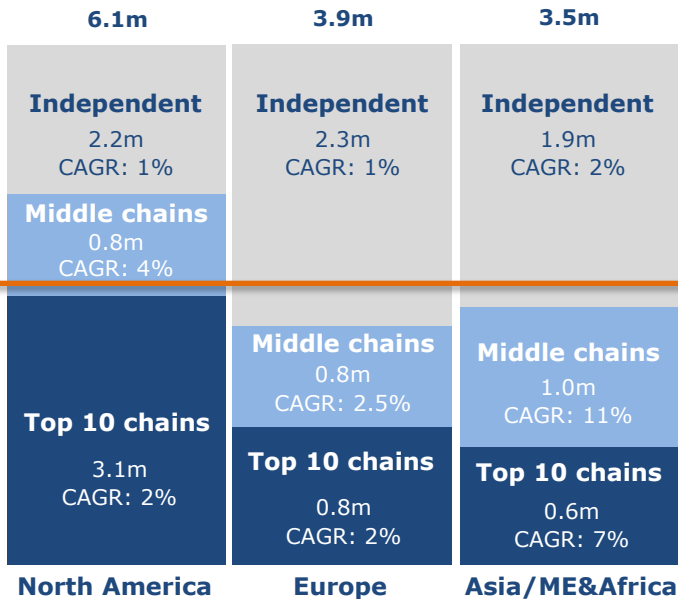
1. Source: Oliver Wyman 2011 (data as of 2010)



Market Projection for 2020

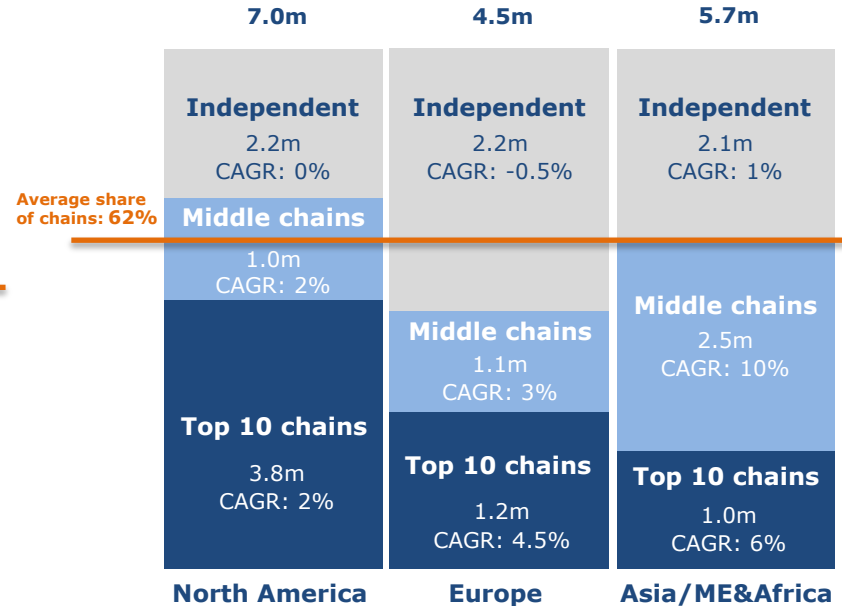
2010 Hotel market

In number of rooms = total 13.5 m



2020 Hotel market

In number of rooms = total 17.2 m



- The total hotel market should grow by 30% by 2020, with a value shift toward Europe and Asia and with a greater expansion of chains versus independents (+5% vs. 1%)
- Almost 40% of the market will be concentrated in Asia, Middle East and Africa by 2020 and mid-size chains will play a key role.

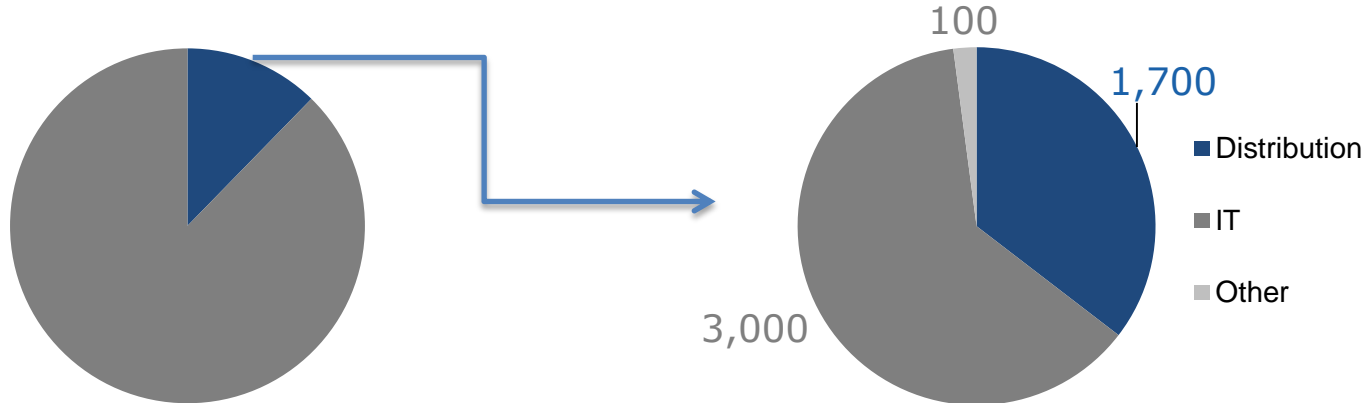


An interdependent €39 billion market

Total Hotel IT & Distribution market ⁽¹⁾ = €39 billion

Amadeus addressable market = €4.7 billion

Breakdown (€ million)



■ **Penetrating the core IT space is key to capturing hotelier-direct distribution and to controlling indirect distribution**

1. Estimates based on research conducted by Oliver Wyman in 2011



Different market dynamics in the hotel business driven by its complexity

Air

700 airlines

Top 20 = 50% global traffic

Strong control + Standards

Airline pays via global payment and settlement

KLM Air France is KLM Air France

Hotel

450,000+ hotels

Top 10 = 32% (4.4m rooms)
Top 200 chains = 37%

Weak control + no standards

30-100% of top chain properties are franchised "entrepreneurs" negotiating prices and (not) paying commission

Frequent switches of "Representation"
e.g. Hilton Paris decides to move to Accor Sofitel

Imagine

- Full content meant signing one airplane at a time
- The pilot sells the seat in the plane and pays commission to the travel agency
- And could "sign up" with multiple airlines



A typical top 10 hotel chain manages a myriad of brands and targets different segments



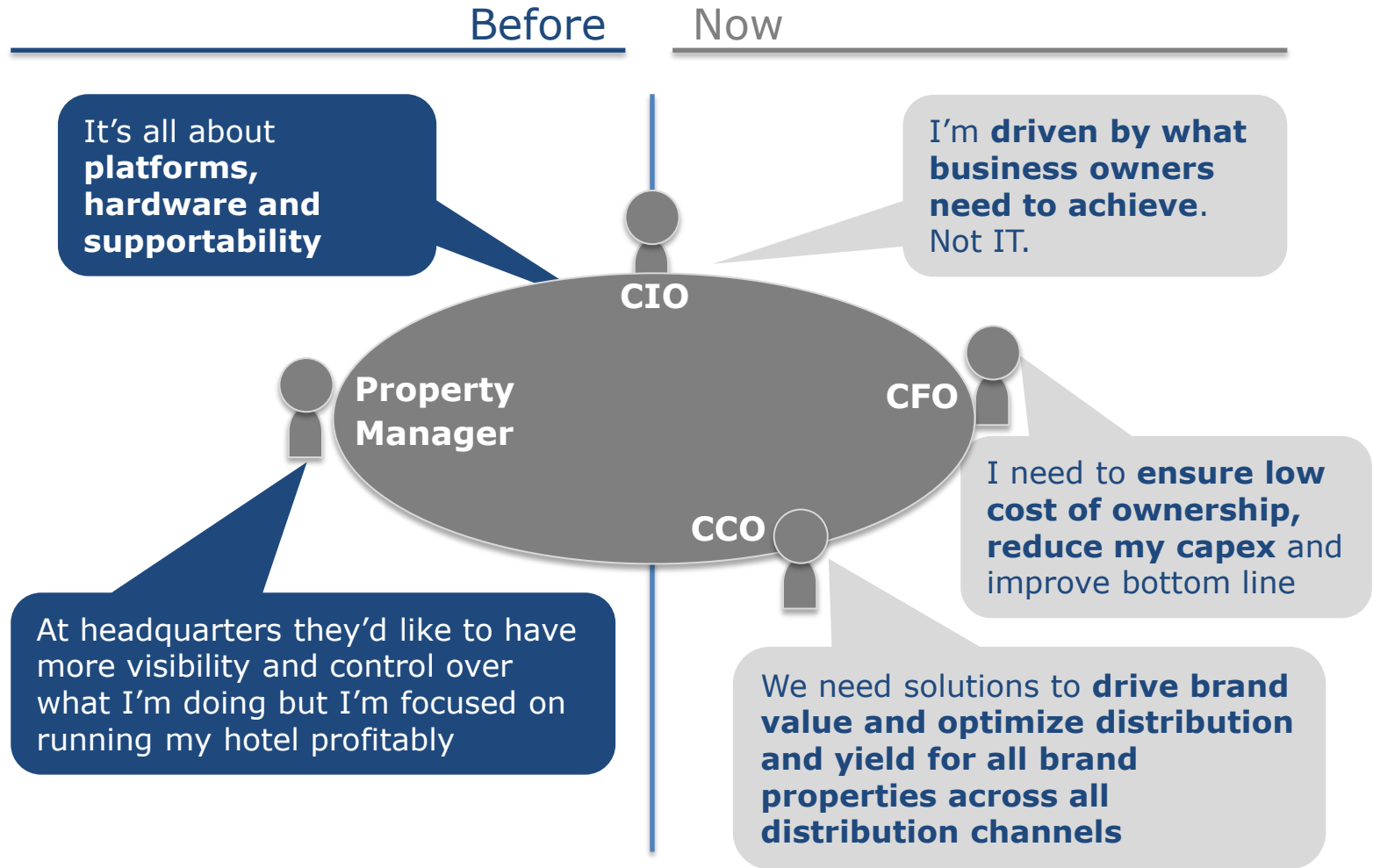
- Lodging franchising, vacation ownership, vacation rentals, vacation exchange
- Approx. 6,500 hotels and 600,000 hotel rooms

- Owned, managed, leased or franchised properties
- 4,600 hotels and 645,000 rooms across 100 countries



Main buyers and their concerns

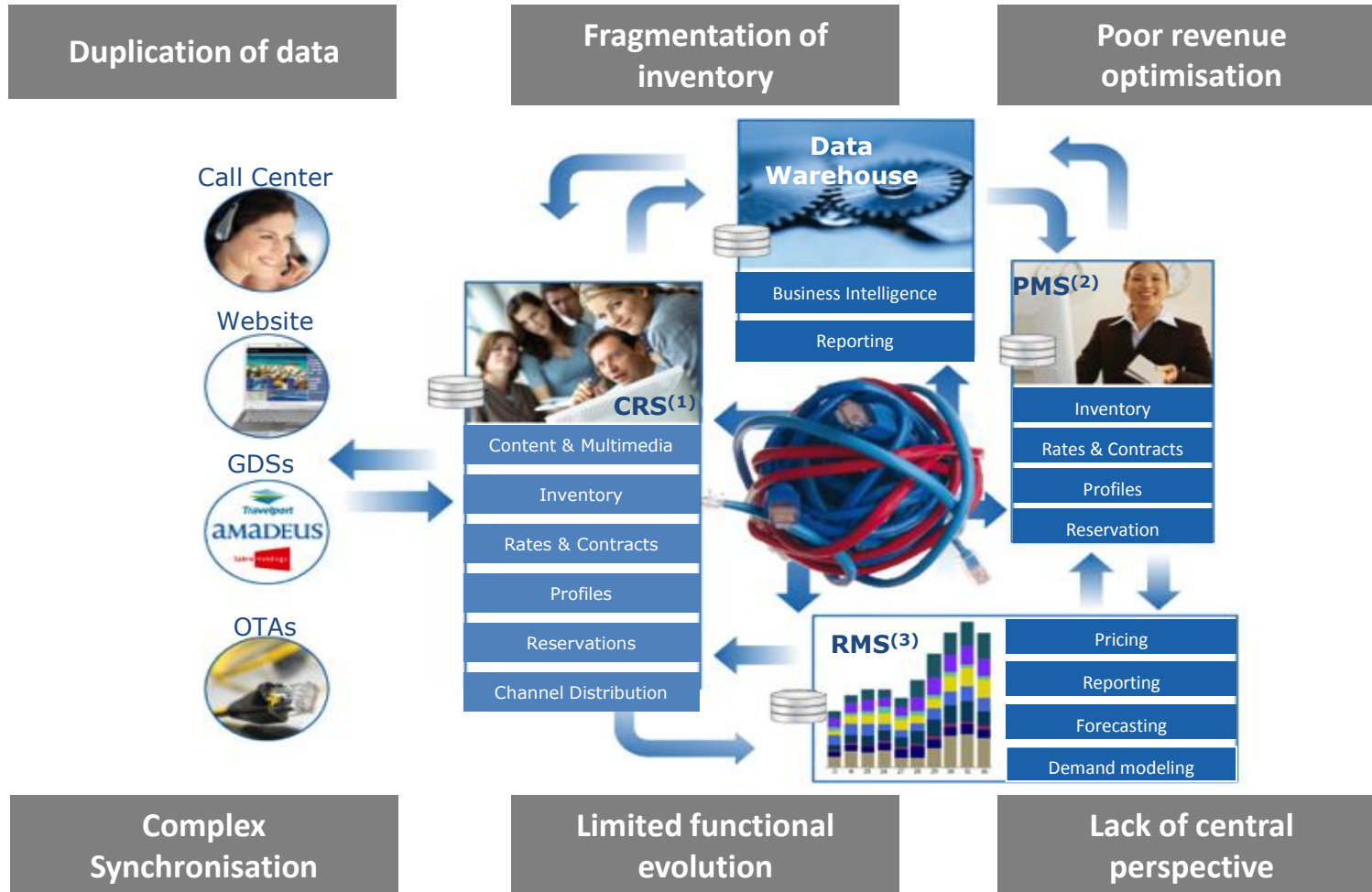
Shift of power from IT to commercial decision makers





Why is this so difficult?

Inability to integrate independent systems into a single platform

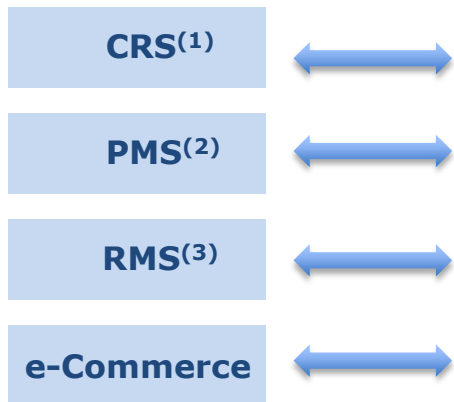


- 1. CRS: Central Reservations System
- 2. PMS: Property Management System
- 3. RMS: Revenue Management System

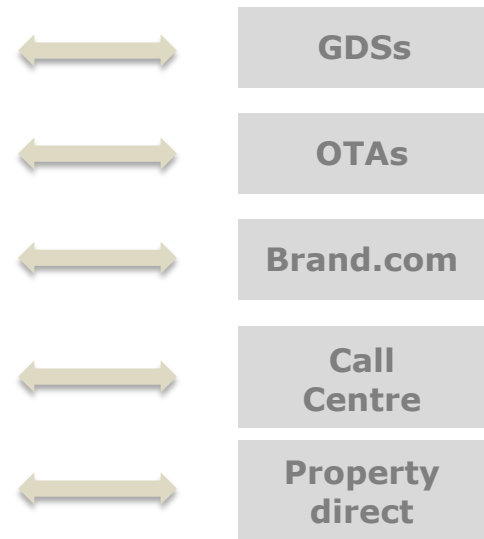


IT and Distribution systems are interdependent

Hotel IT Systems



Distribution Channels



Amadeus partnership value enhanced by our distribution expertise



1. CRS: Central Reservations System
2. PMS: Property Management System
3. RMS: Revenue Management System



Challenges: hotels struggling to “do more with less”

■ **Less investment > More franchising**

- Growth of the franchising model requires a strong IT value proposition from chain to property owners
- Revenue & occupancy are down
- Driving cost reduction and outsourcing / offshore focus to consolidate their operations and focus on their core business
- Need to move costs out of hotels through above-property or cloud computing

■ **Distribution getting more complicated > More robust capabilities needed**

- Multichannel distribution
- Groups, meetings and events management not automated

■ **Multiple legacy systems to synchronise > Need for new technology**

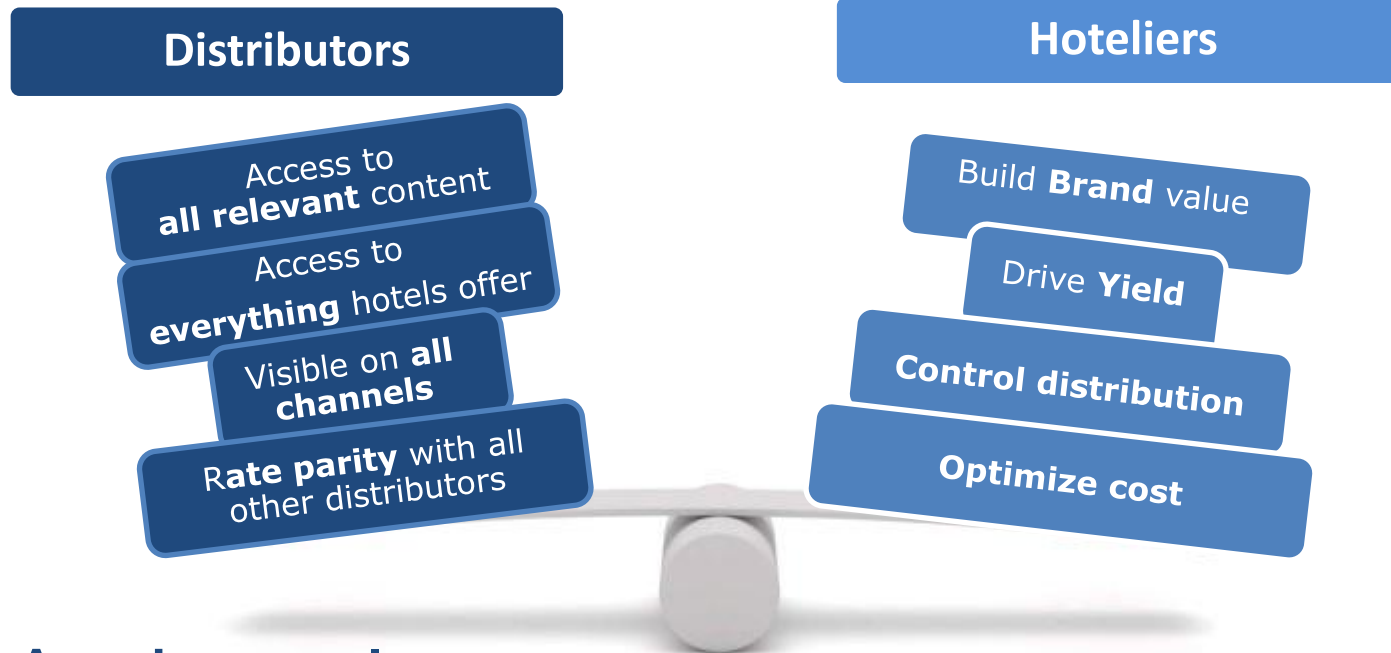
- Several hotel companies are evaluating the potential for collaboration on the development of future business technologies and solutions
- Broad marketplace need for new technology



Hotel Distribution strategy and business proposition



Work with hotel booking partners and hoteliers to build effective strategies that match different requirements



Amadeus goal

- ✓ Help bookers find what they want where they want, fast



- ✓ Optimise hotelier business: right content, right channel, right time, right rate

Improve market share and hotel bookings through adoption



Strategy: maximise revenues from hotel distribution

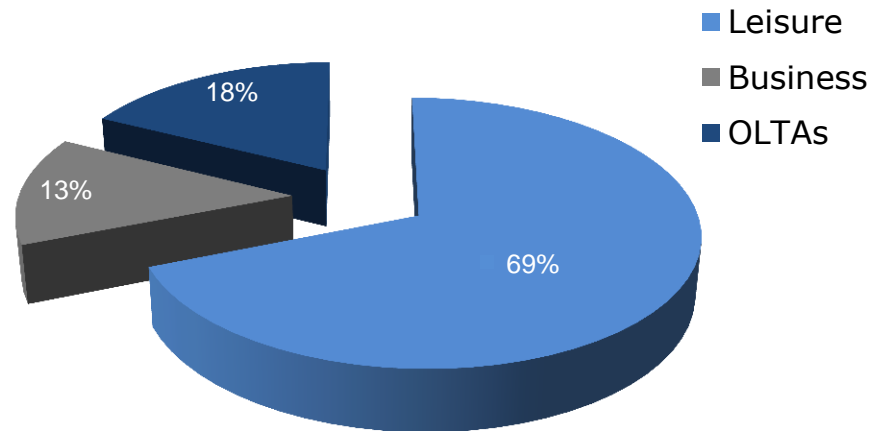
Business Travel Agencies
Increase adoption

Leisure / Mixed Travel Agencies
Launch new solutions to penetrate this segment

Online Travel Agencies
Launch new solutions to penetrate this segment

GDS marketing & merchandising solutions for hotels
Ramp up sales of solutions to trigger cross selling

Travel agency hotel distribution
(% of bookings)





Amadeus offering

Hotel desktop access for business travel agencies



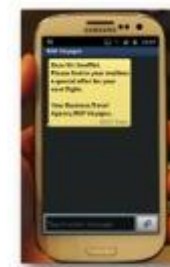
Hotel desktop access for leisure / mixed travel agencies



Web Services access for customised front-ends



Media/advertising solutions for hotels to promote their offers to bookers



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Hotel



Hotel IT



The Marketplace: challenges and opportunities make a perfect storm

Distribution complexity and perceived lack of control

- Complexity of market dynamics
- Distribution channels sophistication is increasing
- “We are losing control of our brand and business strategy to third parties and are challenged to adapt our technology rapidly enough to market effectively” (recent hotel executive comment)
- Strong desire to utilize systems that are built for marketing and merchandising in a much more dynamic and flexible way to take full advantage of the myriad of distribution channels and social networking opportunities

Technology Investment

- Due to the macro economic climate over the past several years, hotels have not invested in their technology platforms and systems resulting in many challenges to their distribution strategies
- Continuing investments required to stay competitive are significant and financially challenging (personal information security, mobile platforms, social media/networks, etc.)
- Hotels need new technology solutions that can be provided without capital outlay: convert capex to opex

Many chains at a technology crossroads

- Largest chains are at a decision point to either significantly enhance or replace their existing CRS/PMS technology; the core of which has become a commodity and is not strategic to the performance of their properties
- Beyond hotels’ internal developments or outsourcing options, competition is extremely limited



The opportunity is real: large hotel chains recognize need for change

What hotel chains in the market are telling us:

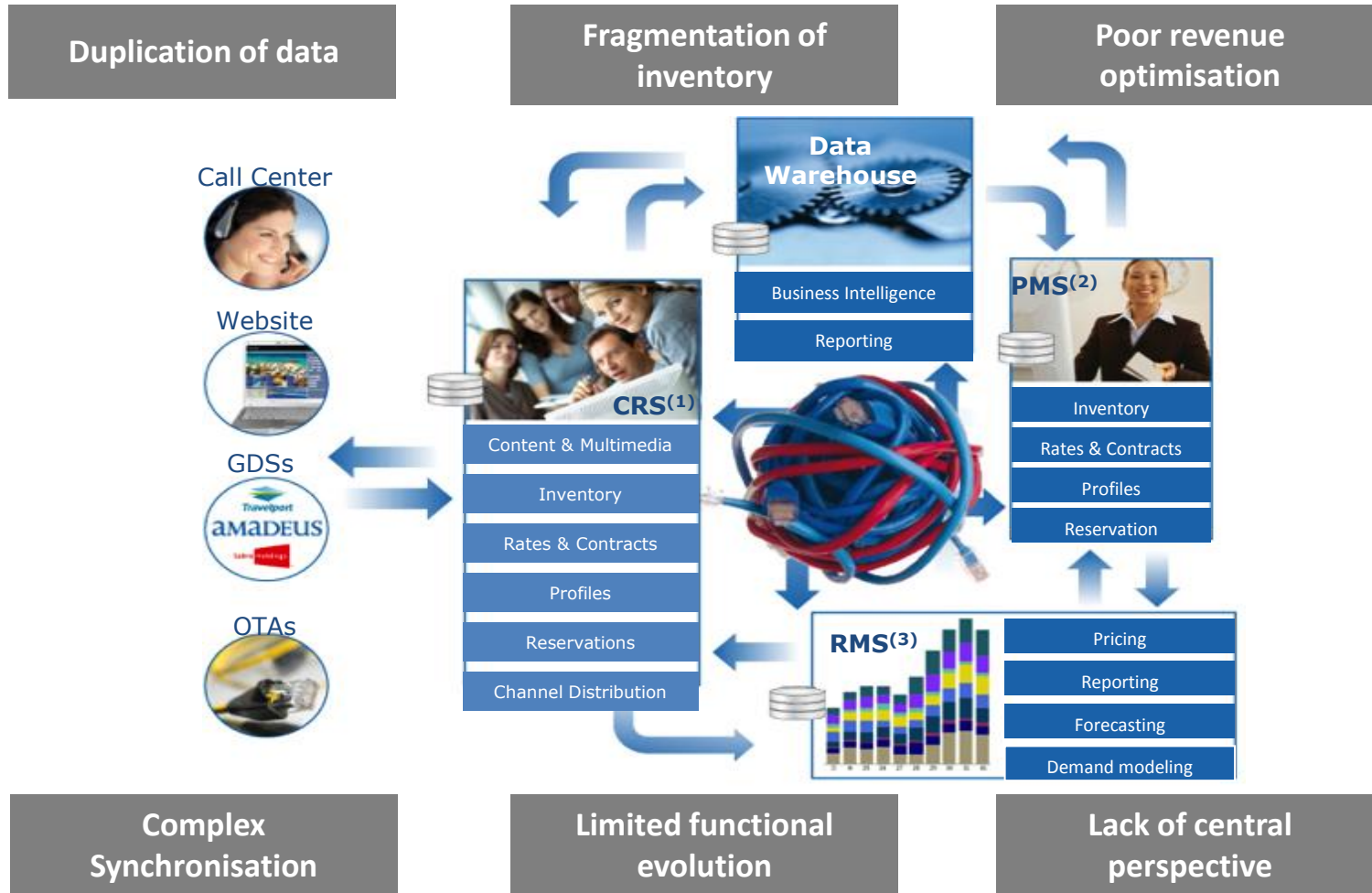
Selected top 15 Chains	CRS ⁽¹⁾	PMS ⁽²⁾
A	Considering options	Replacing proprietary system
B	Replacing	Probably replacing
C	Outsource and replace	Outsource and replace
D	Outsource and replace	Replace in phase 2
E	Outsource and replace	-
F	Reviewing options	Outsourced proprietary system
G (top 20)	Outsourced current system	Retiring proprietary system

Technology replacement is an industry-wide challenge

1. CRS: Central Reservations System
2. PMS: Property Management System



... but the technology challenge is difficult



1. CRS: Central Reservations System
2. PMS: Property Management System
3. RMS: Revenue Management System



Hotel IT competitive environment



Competitive landscape

There is no one player offering it all

Internal Hotel Chain IT teams

Both clients and potential competitors for IT hospitality providers as some chains may be willing to commercialize their internal product or set B2B partnerships with their peers

Global technology providers

As leading technology and software providers and traditional IT providers for hotels, they develop certain individual components PMS, RMS, ...)

Outsourcing services

Not specifically present in the IT hospitality market, could enter the market



GDS and travel distribution specialists

Develop their distribution-based business model on the hospitality market, as an extension of their air activities (Sabre) or as a vertical speciality (Pegasus, Worldres)

IT hospitality specialists and long tail

Traditionally owner of the market (with a focus on CRS and PMS), now expand their offers to customer-related products

CRM & loyalty specialists

World leaders for CRM and loyalty systems, could potentially enter the IT hospitality market



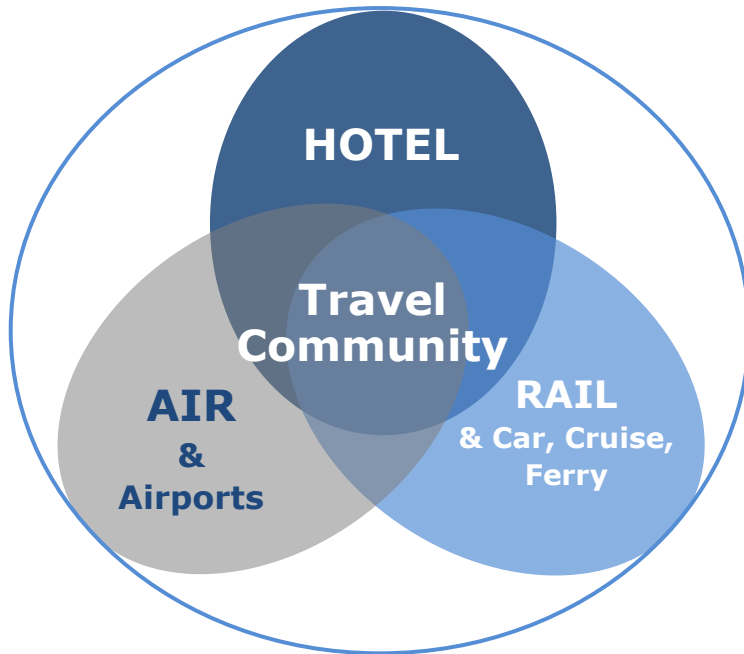
Our hotel IT strategy



Leveraging the Amadeus Travel Community

What is the Amadeus Travel Community Model?

- Brings together a community of major travel suppliers
- The travel community members will bring leading practices to create innovation



Amadeus Hotel Community model

Brings together a community of hotel brands to:

- ❑ Bring **leading practices** and **innovation**
- ❑ Gain **competitive advantage** by delivering new products and services to market
- ❑ Gain **ability to scale** quickly



How are we approaching the market?

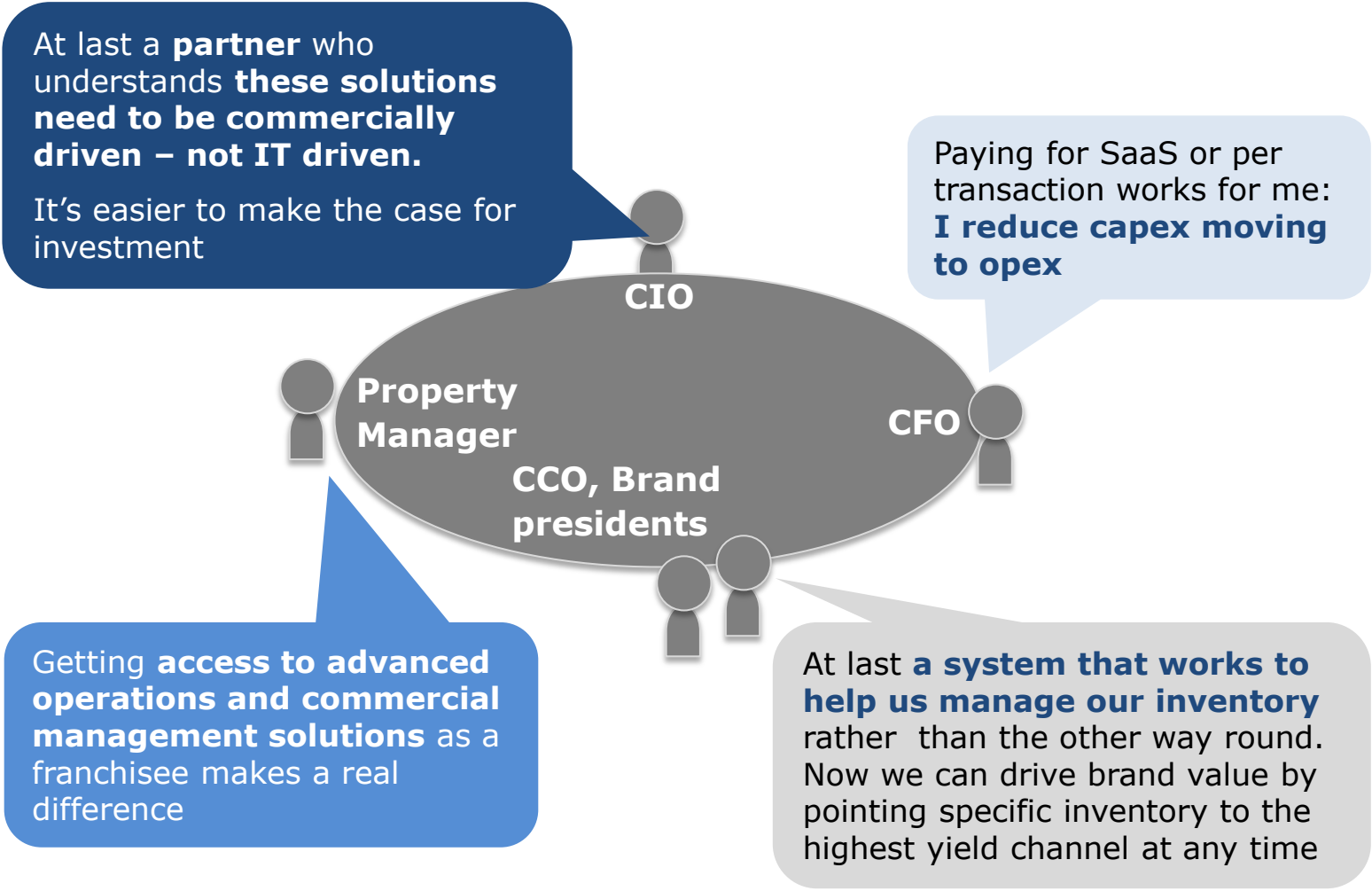
» Establish credibility to attract customers

🎯 Actively target hotel chain marketplace

🛒 M&A activities



What buyers like about our approach





Our hotel IT product offering and competitive positioning



Amadeus Hotel Platform

A centralised hotel management solution that transforms IT and Distribution capabilities





Unique and compelling value proposition for the hotel chains

Next generation solution

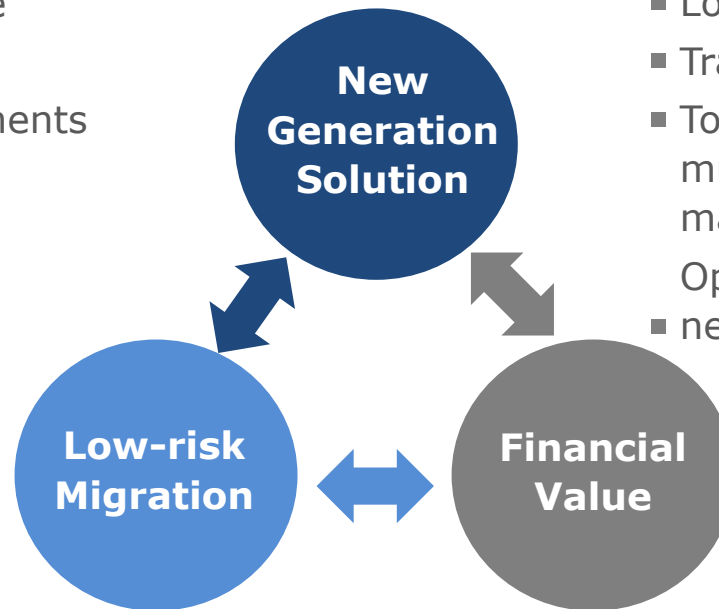
- Technology excellence
- Flexible solution
- Continuous enhancements
- Optimises distribution effectiveness

Financial value

- Low upfront cost
- Transaction based fees
- Total cost of ownership much less than other marketplace alternatives
- Opportunity to generate new revenue

Low risk migration

- Leveraging experience and proven methodology
- Proven operational stability
- Processing capacity





Our competitive advantage

platform independent
above property *device compatibility*
cloud based **Open architecture**
strategic partnership *Revenue*
Community Model *Industry standards* *Management*
modular
influence release management
Content Management *transaction fee basis*
Channel Management *Call Center*
long term commitment *regular enhancements* *standardised across properties*
Central Reservations *Capex savings*
first to market advantage
members' global expansion *Property Management*
long term price lock guarantee
increased value at no additional cost



Conclusions



Summary

 **An addressable interdependent IT & distribution market of €4.8 billion**

 **Our strategy**

- Optimise existing distribution business
- Pursue current IT business opportunities
- Continue development of technology capabilities and offer a suite of hotel IT services to build a community based model – á la Amadeus Altéa



What's next

New Businesses: Framing the opportunity



Celia Pereiro
Head of Payments
June 2013





Agenda

- Why Payments?
- Industry context and business opportunity
- Competitive environment
- Our strategy
- Our product offering
- Progress
- Conclusions



Why payments?

Attractive payments market dynamics

- Area of key focus of Amadeus existing customers: airlines, agencies and others
- Strong growth of payments for online travel (+50% in the 2012-2015 period)
- Fragmentation, complexity and pressure on costs are leading the way for aggregation and outsourcing

Solid relevant assets in Amadeus

- Travel-specific approach to payments required by customers
- Existing travel payments platform developed throughout several years based on input from customers (incremental effort relatively low)
- Unique position to deliver differential value from the integration of payment services with other components of the Amadeus portfolio

**Compatible with
Amadeus key
business model
principles**

Community approach,
transaction based
revenue model



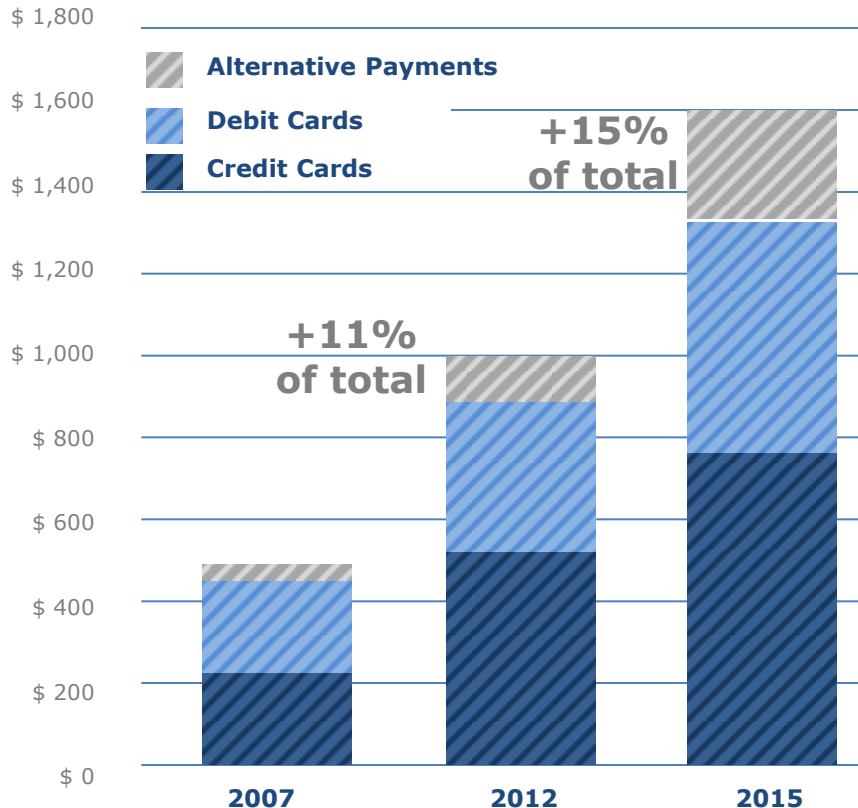
Industry context and business opportunity



Online payments industry: a growing market with complex dynamics

Online sales:

\$1,000 billion market growing by 50% in the 2012-2015 period



Source: Payment Options LTD / in \$ billion

Travel payment industry:

- Today 25% of online sales are travel related (**\$250 billion in 2012**)
- Growing relevance of Alternative Methods of Payment on online sales (from 11% of total in 2012 to 15% in 2015)
- Fraud ~1-2% of gross sales
- Fragmented and complex payments market
- PCI- DSS⁽¹⁾ compliance / standards
- International expansion of travel players



- Payments a must for customer sales
- Pressure on cost for travel players



Opens the door to outsourcing on reliable partners

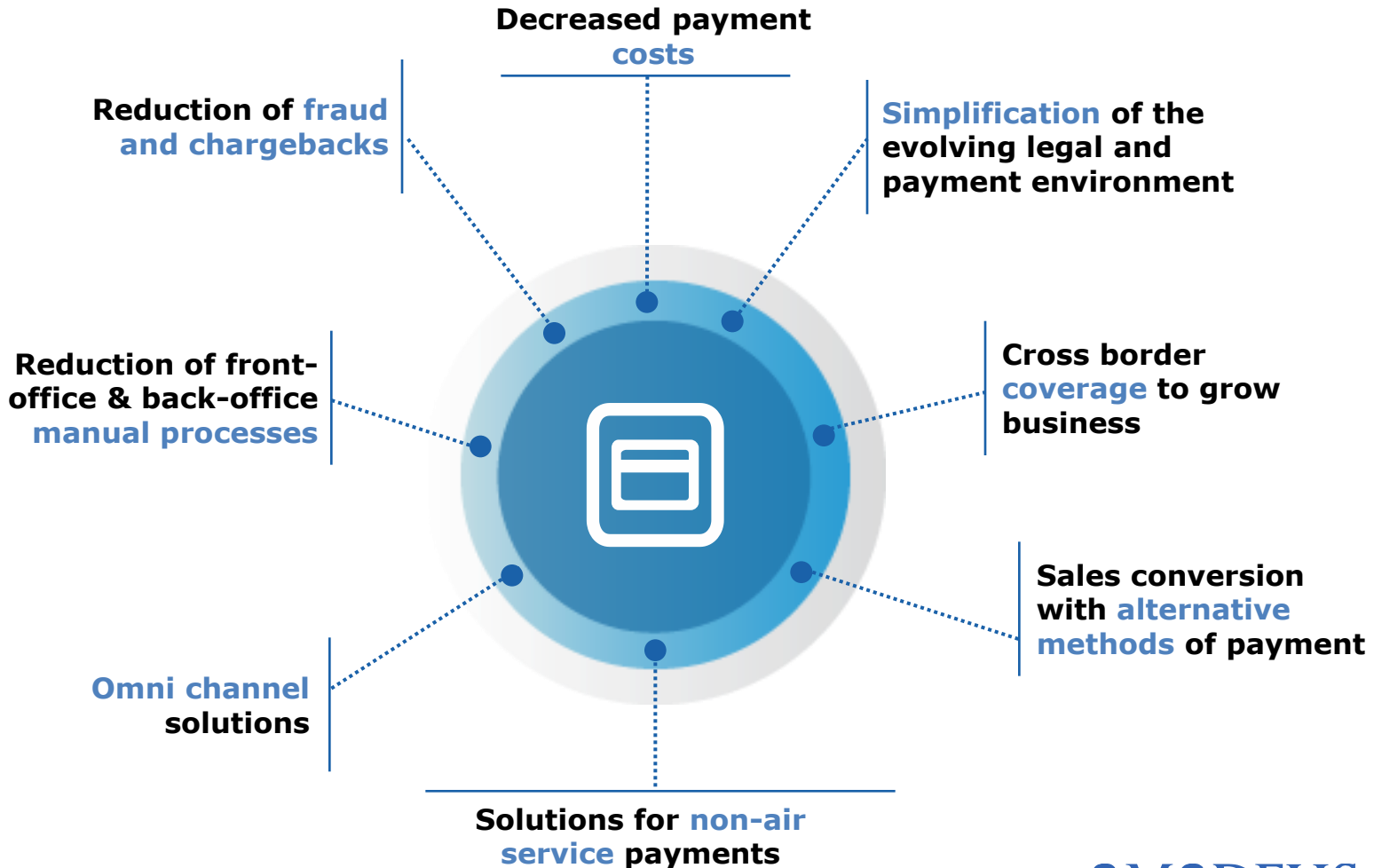
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Your technology partner

Payments

1. PCI-DSS: Payments Card Industry Data Security Standard



What do travel merchants expect from payment solutions?





Competitive environment



Highly fragmented industry with a large variety of solutions

Financial services

All industry

Travel specialists

Processing services

Note: Only a selection of payment players are represented in the graphic, for illustrative purposes

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Payments



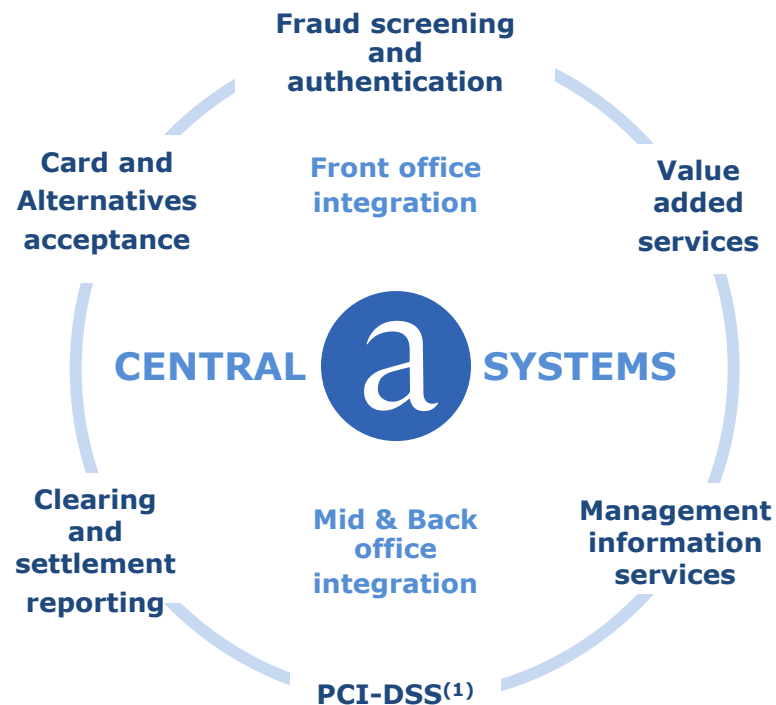
Our strategy



The Payments strategy is to become a leading travel payment provider ...

Expanding our current airline payment processing business with more services and to different customers

- ❑ Extend the portfolio of payment **processing** solutions
- ❑ Provide more complex **financial** transaction services
- ❑ Spread the travel customer base **beyond airlines**
- ❑ Develop and commercialise new **B2B payment** solutions



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1. PCI-DSS: Payments Card Industry Data Security Standard



Payments: Amadeus target market

- ❑ Payment services required by travel providers (airlines, railways, hotels, etc.) in their various channels and travel agencies
- ❑ End-to-end payment service: from processing and B2B payments to financial acquiring

**Total addressable market =
€300 million**

Note:

- 50% of total travel related sales (online and offline) are non-cash payments
- Cost of electronic payments is approx. 3% of total sales (including financial services)

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Payments



... facilitating payment services in the travel industry...

The Amadeus Payment Platform provides services to travel players and to payment providers

Seamless integration



Travel point of sale

Airlines

Railways

Hotels

Cruise

Travel agencies

FRONT & MID-BACK OFFICE

Departure Control System
Call center
Ticket offices
Web
Mobile
Indirect (GDS)

Payment platform



Payment services



Payment providers

PSPs⁽¹⁾

Payment acquirers

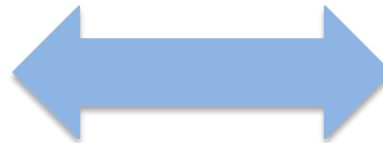
Fraud providers

AMOP⁽²⁾ providers

Card schemes

Other financial providers

AMADEUS



1. PSP: Payment Service Providers
2. AMOP: Alternative Methods of Payment

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Payments



Leveraging Amadeus key business principles and proven success factors

- **Community platform**
- **Transaction based business**
- **Integration capabilities**
 - **With Amadeus systems**
 - **With third parties**
- **Travel expertise**
 - **IT capacity to customise to travel requirements**
 - **Travel customer base**

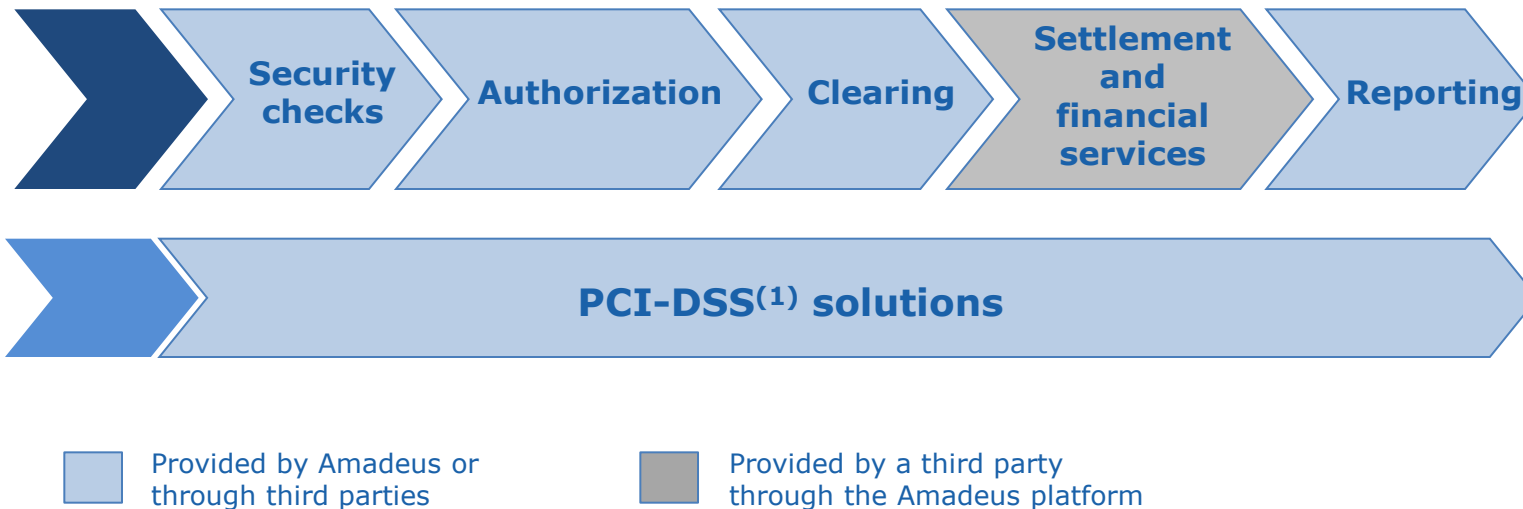
The basis of our key differentiating positioning



Our product offering



Payment platform providing end-to-end payment services, directly by Amadeus or in partnership with third parties



1. PCI-DSS: Payments Card Industry Data Security Standard



The growing network of payment provider partners allows to offer end-to-end services worldwide

- ❑ **All international card schemes**
- ❑ **Most relevant local cards in relevant markets**
- ❑ **+100 local, regional and global acquirers**
- ❑ **+15 alternative methods of payments specific for travel: real bank transfer, e-wallet, deferred payments, direct debit, cash on delivery**
- ❑ **Several fraud management providers**
- ❑ **+10 regional and global Payment Services Providers**

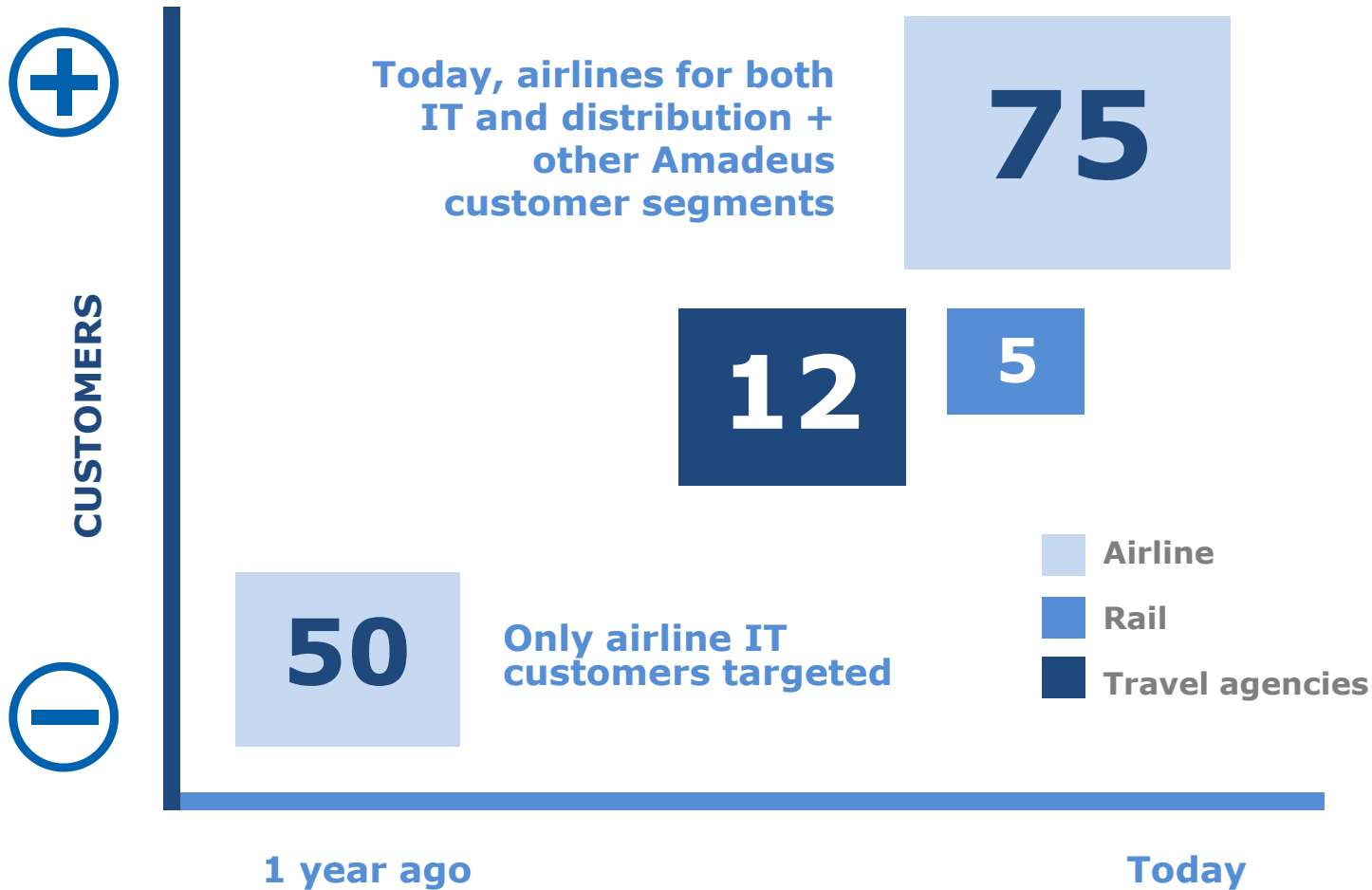




Progress



We have a healthy and growing customer pipeline



Payments



Amadeus on the 'Payments Radar Screen'

- ✓ **Amadeus is considered by travel customers for payment specific opportunities**
 - Major airlines, including low cost carriers, count on Amadeus as a payment provider
- ✓ **Amadeus is pioneering solutions for travel payment industry specific issues through innovation**

Payments



What our stakeholders say

Our customers

" Amadeus has proven the **ability to deliver the right solutions** for TAM to help us manage and process payments through our various sales channels. This is particularly important in emerging and growing markets like most of the Latin American region where **local specific requirements** make it difficult to find a single payment solution to serve our customers' demands"



"Amadeus Payment Platform enabled us to benefit from a **complete set of services** providing the flexibility to accept Saudi Arabia's **specific methods of payment** and also to **reduce our exposure** to fraud thanks to a truly integrated and real-time solution."

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What our stakeholders say

The Payment Industry

*"Our two companies together, the leading global distribution system and IT service provider for the travel industry plus PayPal, with 128 million active accounts in 193 markets and 25 currencies around the world, processing more than 7.6 million payments every day, will achieve a **better experience for our joint customers.**"*



The Airline Payment Industry

*"IATA supports Amadeus latest innovation initiatives in the payments space, particularly those addressed at **resolving critical and specific travel sector issues** such as fraud at the travel agency"*



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Payments



Conclusions



Conclusions

- ✓ **The mission:** leadership of the payment travel business
- ✓ **The must:** positive contribution with sustained margins
- ✓ **The how:** expert team in start-up mode
- ✓ **The base:** profit from existing Amadeus assets
- ✓ **Additional benefits:** payments as catalyst of other Amadeus activities



What's next

New Businesses: Framing the opportunity



Pascal Clement
Head of Travel
Intelligence
June 2013





Agenda

- Why Travel Intelligence?
- Industry context and business opportunity
- Competitive environment
- Our strategy
- Our proposition



Why Travel Intelligence?

Business Intelligence brings analytic capabilities to organisations in order to allow meaningful decisions and competitive differentiators

- Putting in place a BI strategy is costly, complex and takes a long time to implement: most travel suppliers have a very siloed approach to data
- The travel industry has a very large amount of data but is still immature in the process of transforming it into real business value
- The travel industry needs a much faster and more granular understanding of the traveller





Industry context and business opportunity



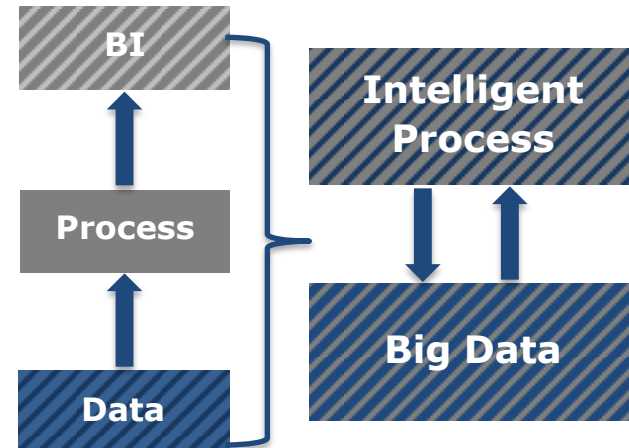
From BI to Big Data: the world is changing

BI as defined since... 1994

- “Business Intelligence is a set of methodologies, processes, architectures, and technologies that **transform raw data into meaningful and useful information** used to enable more effective strategic, tactical, and operational insights and decision-making”
- BI is most of the time dealing with **structured data**, looking at the past with a **big performance challenge** due to technology bottlenecks

Big Data

- High **volume**, high **velocity**, high **variety** of information assets can create substantial economic value and help with operations, decision making, risk management and customer service
- **Big Data** is composed of **85% unstructured data** generated by the internet, social media, mobile users, etc.
- **Big Data** is more about **processing** large volumes of data in almost **real time**, to create on-the-fly value





DISCOVER NEEDS

CREATING TRANSPARENCY

DYNAMIC SEGMENTING OF POPULATIONS TO CUSTOMIZE ACTIONS

**EACH YEAR MORE DATA IS PRODUCED THAN WHAT EXISTS
FROM THE PAST**

**REPLACING HUMAN DECISION MAKING
WITH AUTOMATED ALGORITHMS**

**FOR €500 YOU CAN STORE ALL THE MUSIC OF
THE WORLD**

INNOVATION, NEW BUSINESS MODELS, PRODUCTS, SERVICES



Travel players' BI challenges

Customers' siloed information

- Our customers are dealing with lots of siloed sources of data (internally)

No global BI strategy (time and cost)

- Very few of our customers have been able to have a global strategic BI solution even with their own data

Data processing "eating" all budget

- The complexity of processing and consolidating data is the main hurdle to produce "top notch" BI applications

Real innovations siloed

- So BI applications are very sophisticated but still based on a very limited source of data

Rare Big Data initiatives

- Big Data initiatives (unstructured, large volumes and near real time) are still very rare

Traveller understanding restricted

- Traveller knowledge is most of the time limited to one segment of the traveller's journey

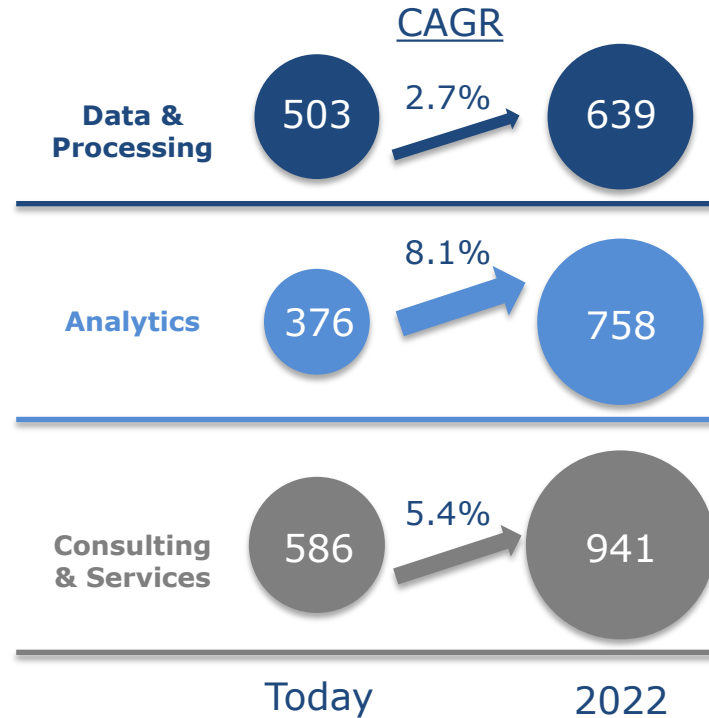


Business Intelligence in travel: market sizing and trends

■ **Market appears to be still immature⁽¹⁾** in terms of adoption and usage of BI applications as compared to other industries

- But travel companies are investing progressively more in BI to remain competitive due to growing operational and business complexity
- More focus expected in coming years around analytical applications

Business Intelligence in travel: market size (€ million)



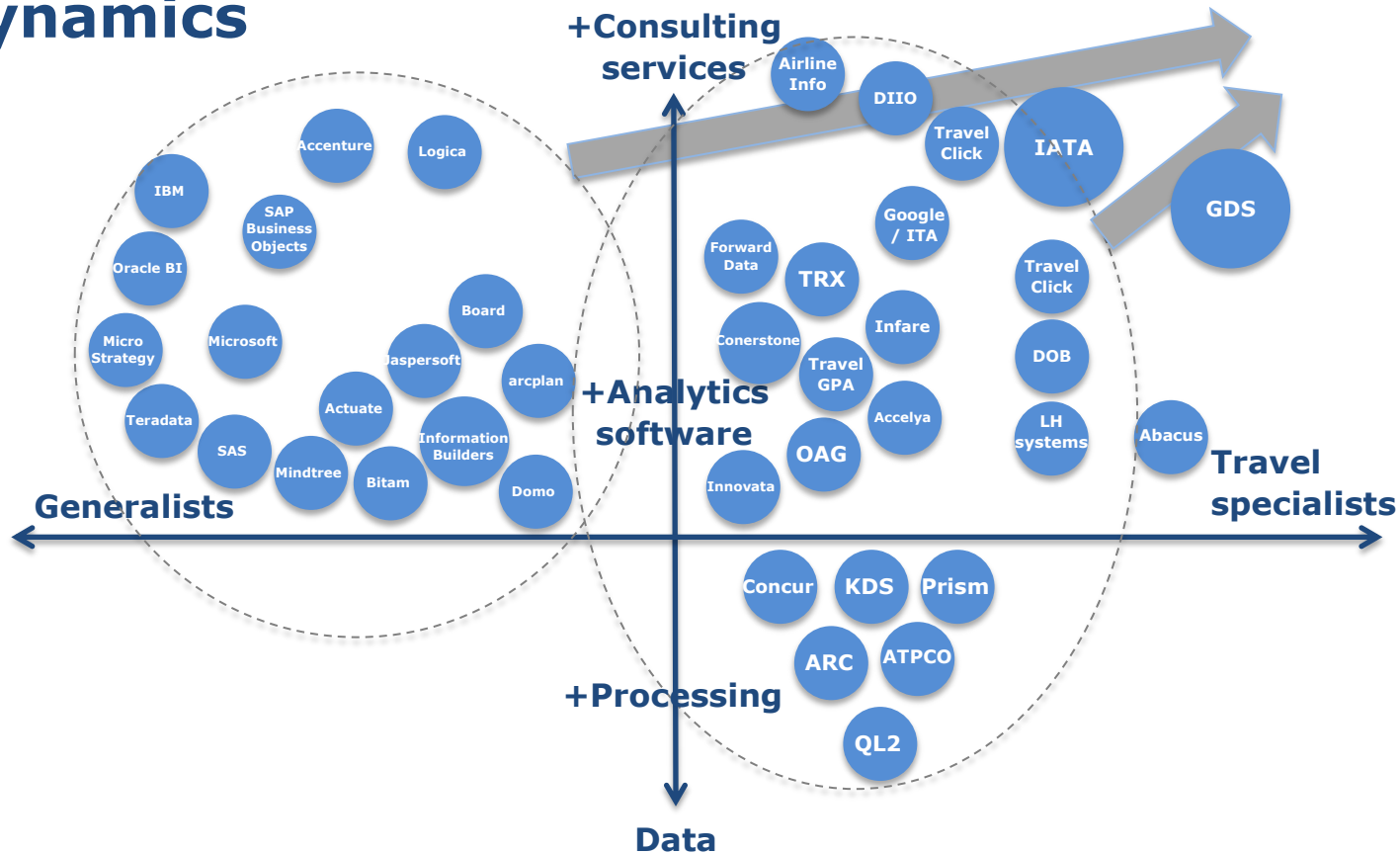
1. Gartner: transportation represents 4% of software spend vs. 2.7% of BI spend



Competitive environment



Market overview: competition overview and dynamics



- Competitive landscape in the provision of data and BI services in travel is **polarised and fragmented**, with **no specialised travel provider** other than GDS
- However, competition is expected to increase from: BI companies entering the travel space, new players and travel companies expanding their offer for BI



Amadeus Positioning

The most advanced integrated platform in the travel market

- Capitalising on the latest technologies (performance and agility)
- Providing the most concrete data content (both internal and external data)
- Centered around the traveler and leveraging the Big Data

Travel data richness combined with unique travel expertise

- Technical and functional expertise
- Capability to enrich data by aggregating / consolidating different data sources
- Travel data scientist

Flexible on-demand BI model (SaaS)

- Open platform: can be accessed by customers, partners, etc., to integrate with their existing tools
- Cheaper and more efficient than in-house systems



Our strategy



Travel Intelligence: Amadeus target market

The addressable market includes:

- The travel intelligence needs of the natural Amadeus customer segments
 - Travel intelligence needs of other bodies (e.g. Governments) not yet considered, although believed to be material
- Three main areas: data & processing, analytics, consulting & services
- Data warehouse / BI expenses have been estimated at 3-4% of the total market size by customer segment

**Total addressable market (by 2022)=
€2,300 million**



Amadeus Travel Intelligence strategy

- Create an **integrated Travel Intelligence Platform** to offer data processing capabilities
- Support our customers to create their **personalised BI** on top of the travel intelligence platform
 - Offering real value, true intelligence as opposed to raw data
 - Strong service offer through qualified travel data scientist, leveraging on Amadeus' Travel expertise
- **Agile and open solution**
 - Allow our customers to enhance their own BI system without disruption, and if they wish, progressively outsource it



Amadeus to address the BI needs of travel players

Today's Challenges

- Customer's siloed information
- No global BI strategy (time and cost)
- Data processing "eating" all budget
- Real innovations siloed
- Rare Big Data initiatives
- Traveler understanding restricted

Tomorrow's solutions

- Access to Amadeus TI Platform gives global access to data
- Cost-efficient common platform
- No time and money spent on data processing by the customer
- Focus on the real differentiators
- Pay for real value
- Broader view of the traveler

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From today's challenges to tomorrow's solutions

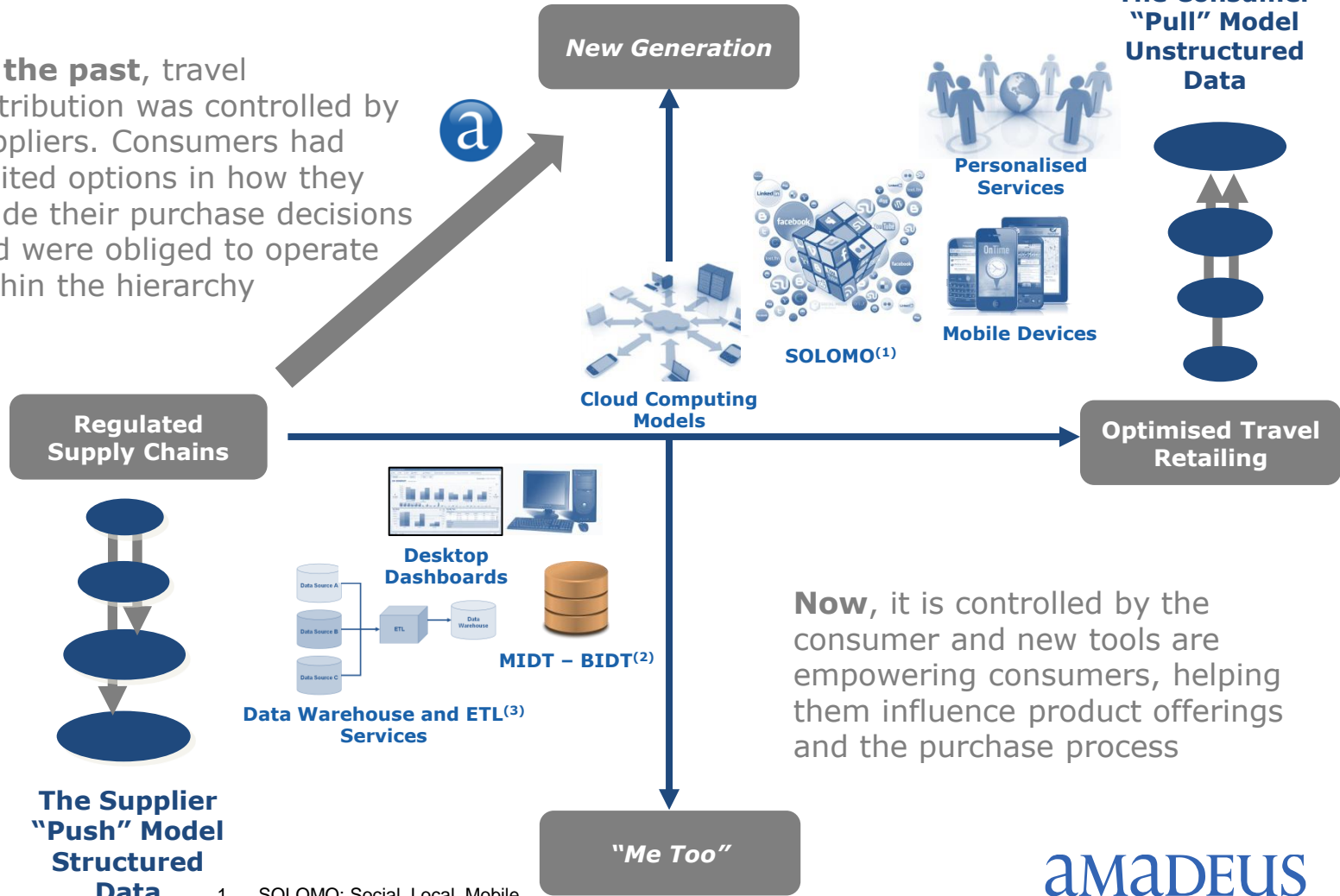
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Travel Intelligence



Supporting travel providers in the new consumer "pull" model, based on Big Data and new technologies

In the past, travel distribution was controlled by suppliers. Consumers had limited options in how they made their purchase decisions and were obliged to operate within the hierarchy



Now, it is controlled by the consumer and new tools are empowering consumers, helping them influence product offerings and the purchase process

1. SOLOMO: Social, Local, Mobile
2. MIDT-BIDT: Marketing/Billing Information Data Tapes
3. ETL: Extract, Transform, Load

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Our proposition



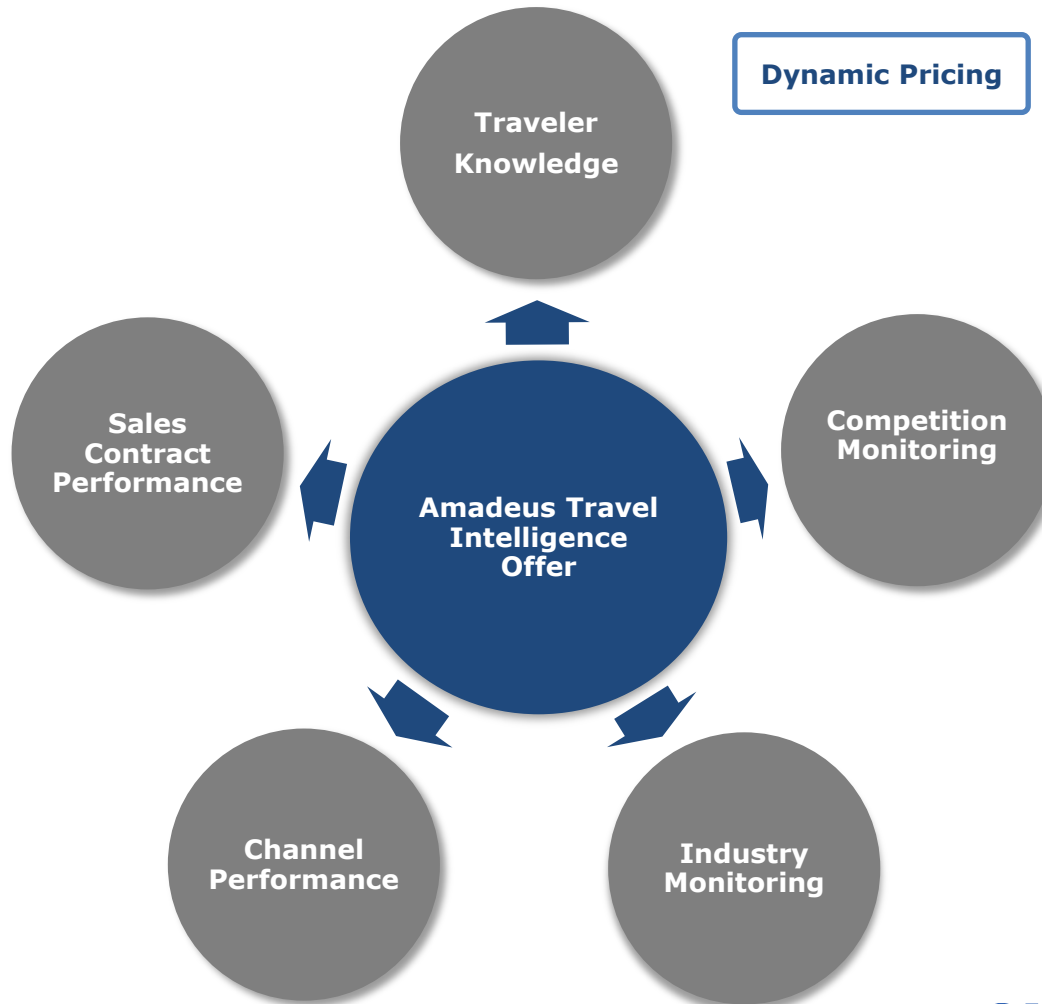
Amadeus travel intelligence offering: methodology

- To determine our customers (airlines, rail, hotel, airports, travel agencies, tour operators, etc.) main BI needs, through direct input from subject matter experts (internal & external)
 1. Which type of information they need
 2. Which data is critical and how they track their concern areas

- Main BI needs common to the majority of our customers:
 - Optimise inventory
 - Increase revenue
 - Control costs
 - Master operations
 - Improve customer experience
 - Anticipate future outlook



Amadeus travel intelligence offering: customer benefits



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