

Amadeus Jan-Jun 2016 Results

July 29, 2016

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- _ This presentation has to be accompanied by a verbal explanation. A simple reading of this presentation without the appropriate verbal explanation could give rise to a partial or incorrect understanding.

Jan-Jun 2016
review

President & CEO,
Mr. Luis Maroto

Continued positive trend throughout H1 2016

_ Revenue +15.1%

- Strong business performance
- Navitaire and 2015 acquisitions

_ EBITDA +16.5%

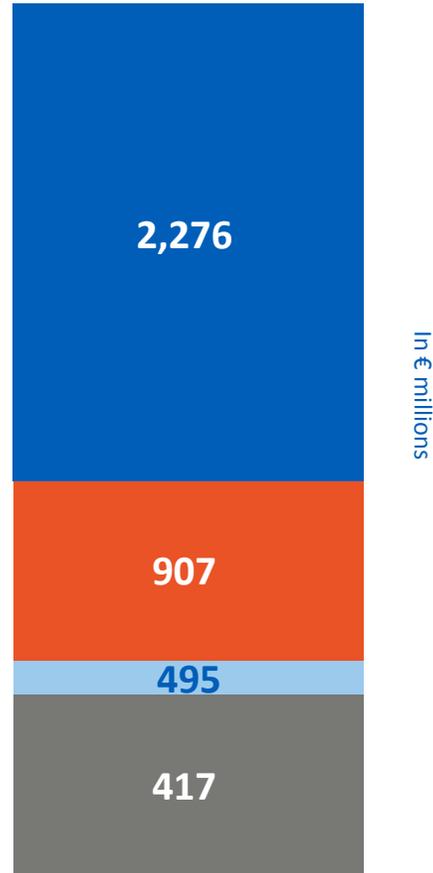
- 0.5 p.p. margin expansion
- Positive FX impact

_ Adjusted profit +17.9%

- Adjusted EPS + 17.9%

_ Free cash-flow +23.2%

_ Leverage 1.31x



Q2 - Advancing steadily on our strategies

Distribution

- Renewed/signed 9 content agreements, including Emirates
- Amadeus Ancillary Services - 110 contracted and 86 implemented airlines for indirect channel
- 63% of bookings through Amadeus can carry ancillary services
- Amadeus' Fare Family Solution - 39 contracted airline customers, 30 implemented for indirect channel
- 30 OTAs have now integrated Amadeus merchandising solutions

Payments

- B2B Wallet enhancement: MasterCard and Ixaris

Travel Intelligence

- Launch of two new solutions: Amadeus Performance Insight⁽¹⁾ and Amadeus Booking Analytics⁽¹⁾

Mobile

- MyBCGTrip⁽¹⁾, a new itinerary management app based on the Amadeus Mobile Platform, made available to the BCG workforce worldwide

Airline IT

- Amadeus to become Malaysia Airlines new PSS provider
- Air Cairo completed migration to Altéa and Nile Air renewed its Airline IT contract expanding its scope of contracted services
- SWISS and Amadeus announced a partnership to develop Amadeus Passenger Recovery⁽¹⁾ which will be integrated with the Altéa Suite
- Avianca renewed its Altéa contract and became launch customer for Amadeus Anytime Merchandising⁽¹⁾ and is also implementing Amadeus Customer Experience Management⁽¹⁾
- Partnership with Plusgrade, to support airlines in allowing passengers to bid for upgrades
- Amadeus became one of the first industry players to receive the highest level of NDC certification from IATA, shortly followed by Navitaire

Hospitality IT

- Working with InterContinental Hotels Group in the development of a new-generation Guest Reservation System for the hospitality industry

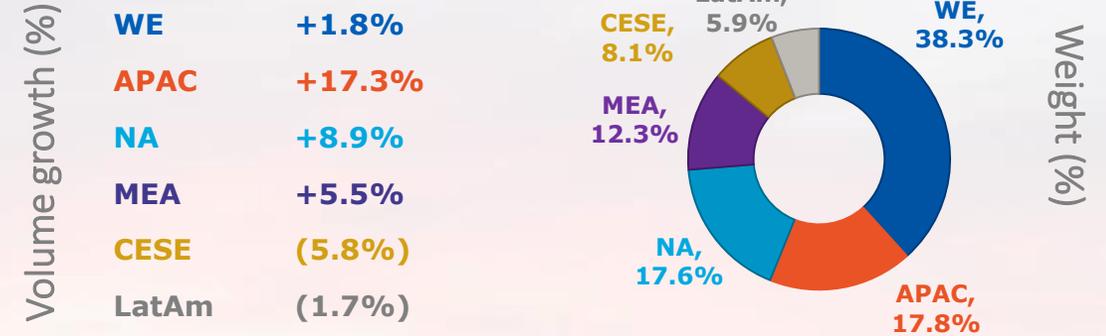
⁽¹⁾ For additional information please go to Appendix on page 18.

Solid execution in Distribution

Amadeus TA Bookings¹ (in millions)



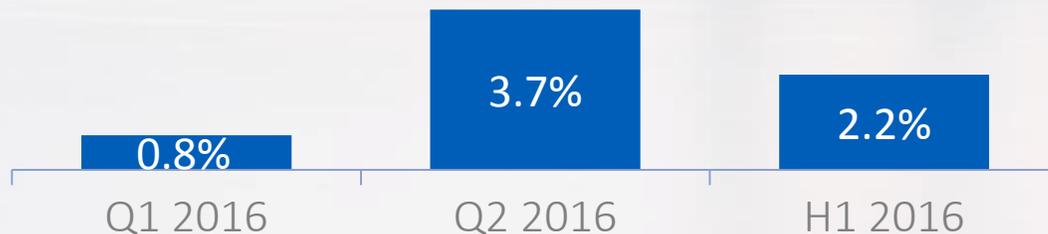
Amadeus Air TA Bookings by region



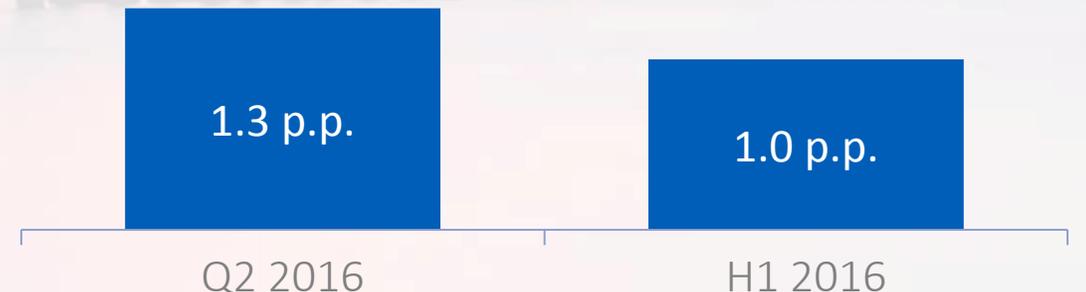
Region	Volume growth (%)
WE	+1.8%
APAC	+17.3%
NA	+8.9%
MEA	+5.5%
CESE	(5.8%)
LatAm	(1.7%)

WE = Western Europe; CESE = Central, Eastern and Southern Europe; MEA = Middle East and Africa; LatAm = Latin America; NA = North America (incl. Mexico)

Air TA Booking Industry Growth^{1,2}



Competitive position improvement^{1,2}



1. Air travel agency bookings were positively affected in the first quarter of 2015 by a one-time seasonality impact linked to the way Topas group bookings were made. This impact reverted in the second quarter of 2015 and the Topas booking dynamics normalised. For comparability purposes, we have made a reclassification between the first quarter and second quarter of 2015 for such air travel agency bookings, slightly impacting industry growth and competitive position. Note first half and full-year 2015 figures are not impacted by this reclassification.

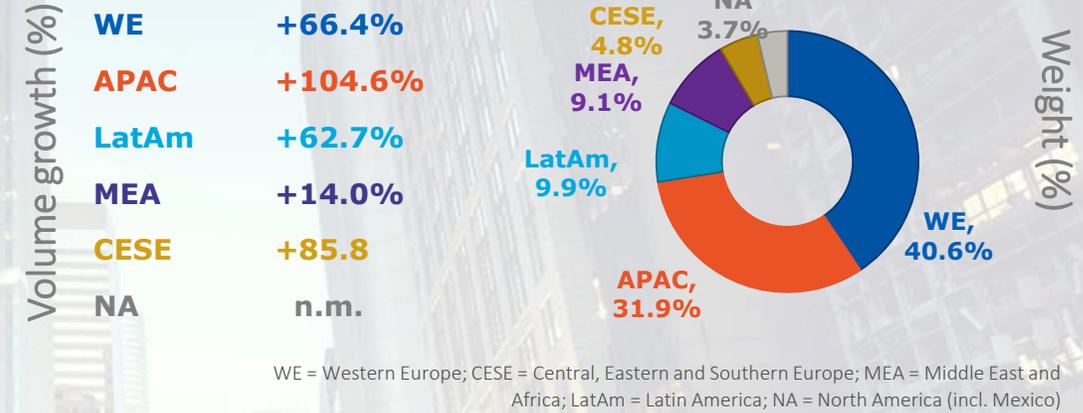
2. When we refer to our competitive position, we consider only our air TA bookings in relation to the air TA booking industry, defined as the total volume of travel agency air bookings processed by the global CRS. It excludes air bookings made directly through in-house airline systems or single country operators, the latter primarily in China, Japan and Russia, which together combined represent an important part of the industry.

Strong growth in IT solutions

Passengers Boarded¹ (in millions)



Amadeus PBs by region



Today, 170²+ airlines have contracted for Altéa or New Skies and more than 160 have been implemented

PB growth driven by:

- 10.9% increase of Altéa PBs resulting from: (i) organic growth (+4.1%)³, and (ii) incremental PBs from the carriers implemented in the last 12 months (Thomas Cook Group Airlines and All Nippon Airways in 2015, as well as Swiss International Air Lines, Brussels Airlines and China Airlines in 2016)
- Navitaire PBs inclusion

With the consolidation of Navitaire and latest migrations our regional PB weight increases for APAC and NA

1. Passengers Boarded ("PB") refers to actual passengers boarded onto flights operated by our Altéa and New Skies migrated airlines.
 2. Airlines that have contracted at least the Altéa Inventory module, in addition to the Reservations module, or Navitaire's New Skies solution
 3. Adjusted to reflect growth for comparable airlines on the platform during both periods.

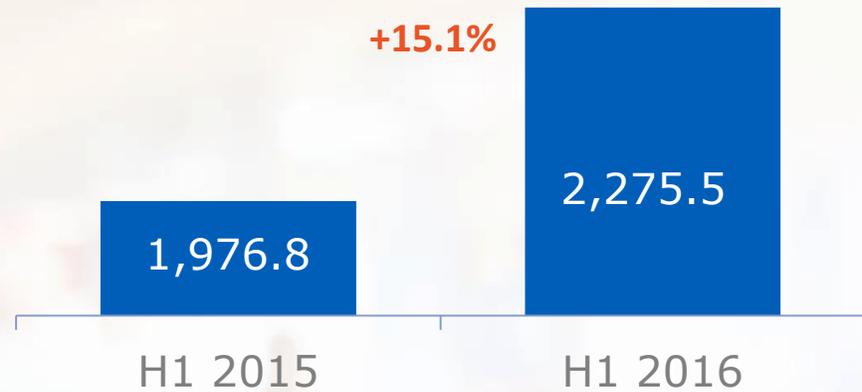
Financial Highlights

CFO, Ms. Ana de Pro



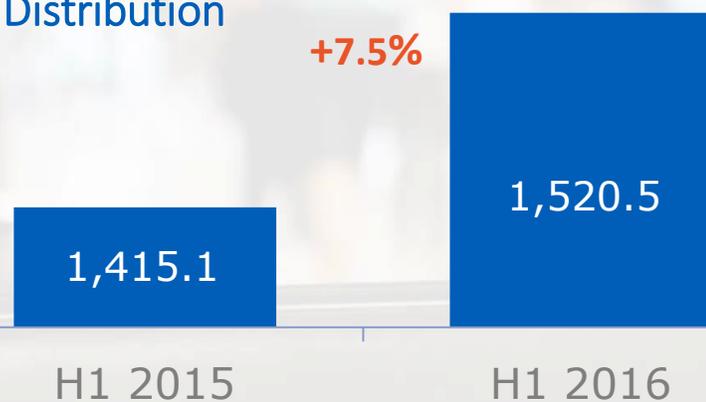
Double-digit group revenue growth

Group Revenue (in € millions)



Segment Revenue (in € millions)

Distribution



IT Solutions



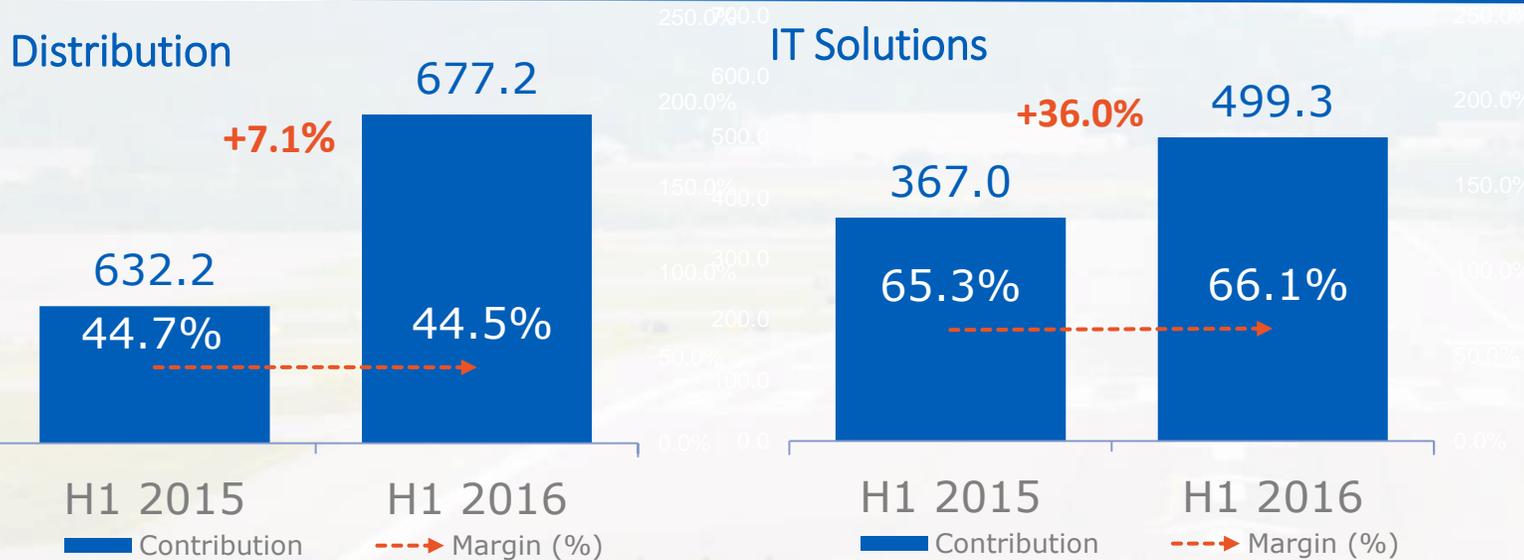
– **Group revenue** expanded by 15.1%, driven by a 7.5% and 34.4% increase in Distribution and IT Solutions revenue, respectively, supported by the positive impact from our 2015 acquisitions and Navitaire. The underlying trend was strong and driven by:

– **Distribution:** volume evolution and unitary pricing expansion due to (i) certain customer renegotiations, and (ii) positive booking mix (higher weight of global bookings and declining weight of non-air bookings).

– **IT Solutions:** (i) higher Altéa volumes and average pricing expansion due to a successful upselling strategy, (ii) growth in services and (iii) a growing contribution from new businesses.

Contribution growth across segments

Segment Contribution (in € millions)



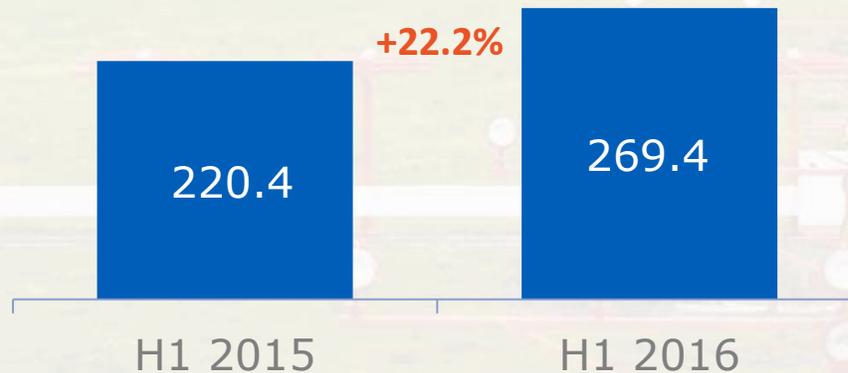
— Solid contribution growth from our segments, supported by a strong underlying performance and a positive FX impact:

— **Distribution**: slight margin dilution driven primarily by (i) growth in incentives and distribution fees from higher booking volumes and higher unitary cost resulting from competitive pressure and region mix.

— **IT Solutions**: margin expansion supported by operating leverage in Airline IT and progression in new businesses. Limited margin dilution from Navitaire as a result of our transversalization of Navitaire's central costs.

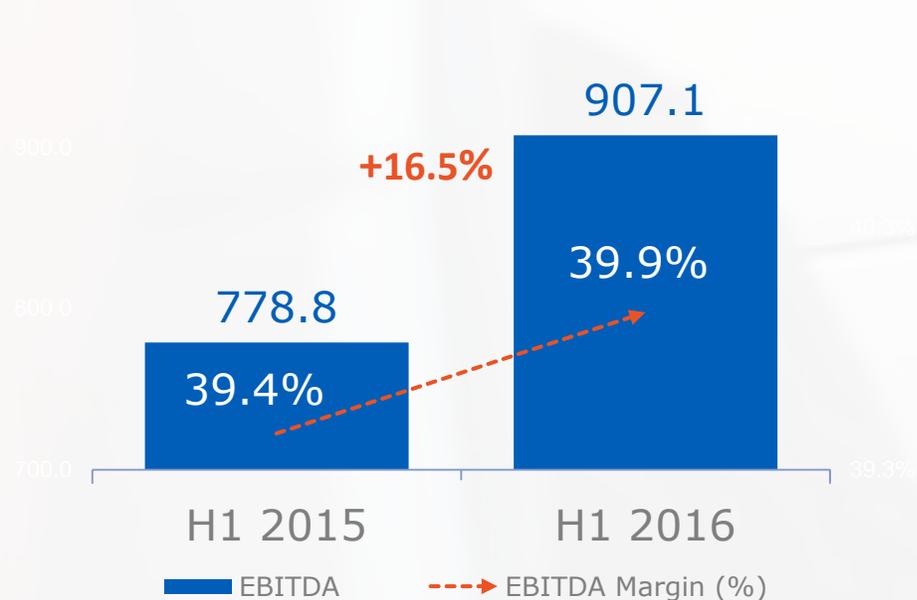
— **Indirect costs** expanded by 22.2%, impacted by the consolidation of Navitaire central costs.

Indirect costs (in € millions)

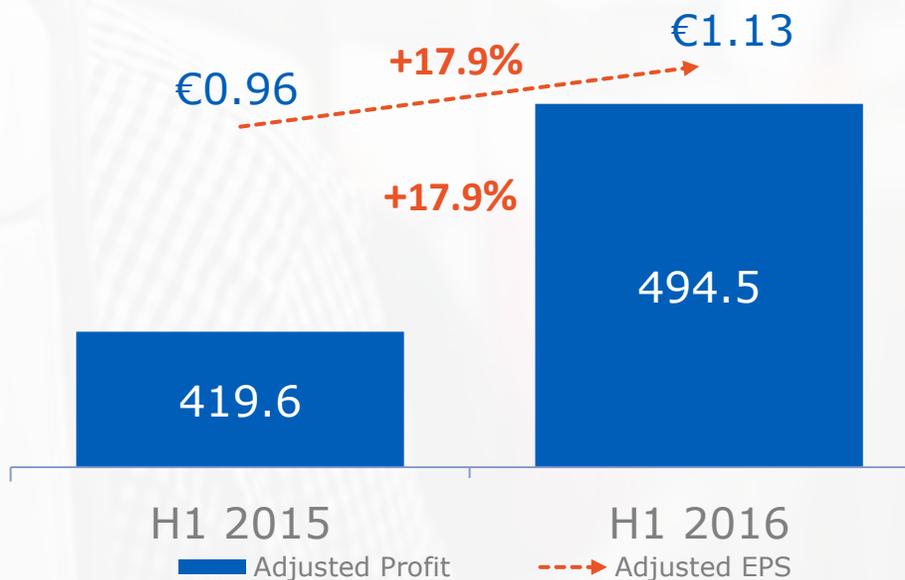


Double-digit EBITDA and Adjusted EPS growth

EBITDA growth (in € millions)



Adj. Profit¹ (in € millions) & Adj. EPS² (€)



Adjusted profit increase as a result of EBITDA growth, partly offset by higher D&A charges, financial expenses and taxes

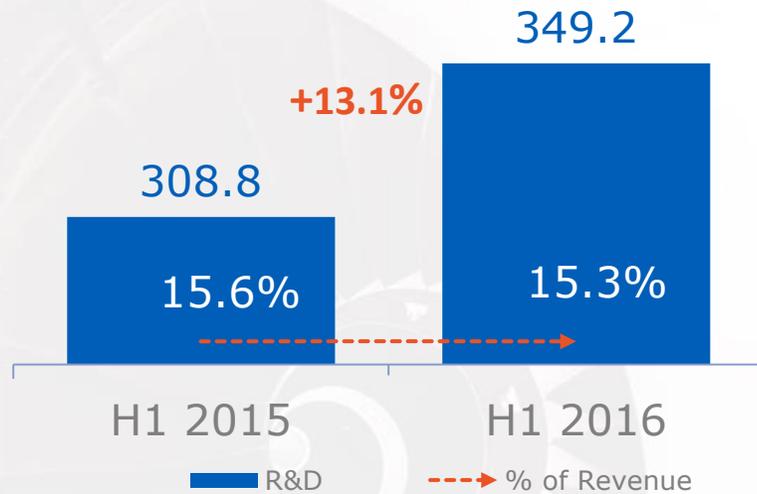
EBITDA growth resulting from positive performances in Distribution and IT Solutions, as well as from Navitaire consolidation and a positive FX impact – excluding which, EBITDA grew double-digit percentage-wise and margins were broadly stable

0.5 p.p. margin expansion

1. Excluding after-tax impact of the following items: (i) accounting effects derived from PPA exercises and impairment losses, (ii) non-operating exchange gains (losses) and (iii) other non-recurring items.
2. EPS corresponding to the Adjusted profit attributable to the parent company. Calculated based on weighted average outstanding shares of the period.

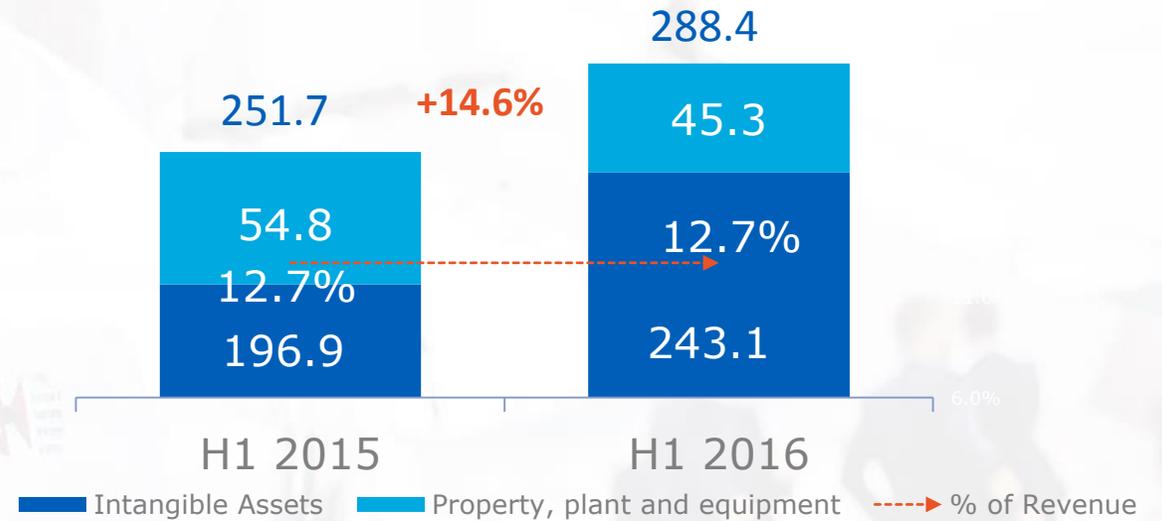
Sustained investment in R&D and Capex

R&D investment¹ (in € millions)



- R&D investment related to: (i) customer implementations, (ii) product portfolio expansion and evolution, including non-air IT diversification, and (iii) internal technological projects
- R&D represented 15.3% of revenue for the first half of the year, broadly in line with the same period of 2015

Capex (in € millions)

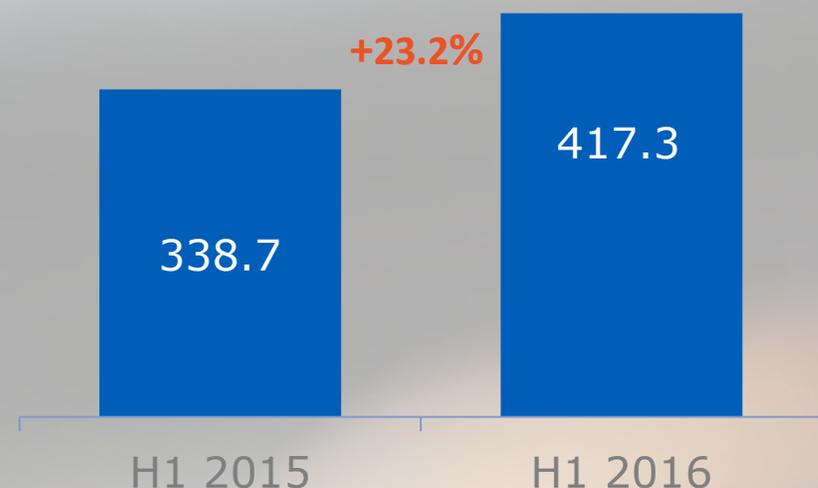


- Capex increase driven by:
 - 23.5% growth in capex in intangible assets, driven by higher capitalised R&D and signing bonuses
 - 17.4% decrease in capex in PP&E, driven by a normalisation in the amount invested in the first half of 2016, compared to an extraordinary high level of investment in 2015, related to purchase of equipment for our new buildings in France and Germany
- Capex represented 12.7% of revenue, in line with prior year

1. Net of Research Tax Credit

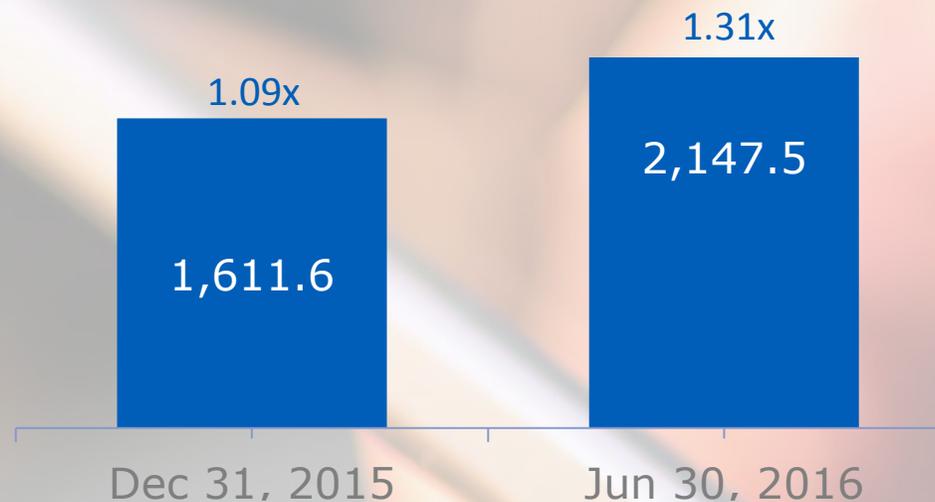
Free cash-flow generation and leverage

Free cash-flow¹ (in € millions)



- Increased free cash-flow generation, as a result of:
- EBITDA growth and lower requirements from working capital, partly offset by
- Higher capex, interest paid and taxes

Net Debt (in € millions) and Leverage (x)²



- Leverage increase driven by the acquisition of Navitaire

1. Free cash-flow defined as EBITDA, less capex, plus changes in our operating working capital, less taxes paid, less interests and financial fees paid.
2. Covenant net financial debt and leverage as defined in the Senior Credit Agreement. Leverage calculated as covenant net financial debt divided by LTM covenant EBITDA.

Key Performance Indicators

	H1 2016	H1 2015	% Change
Air TA Booking Industry Change (%) ^{1,2}	2.2%	4.9%	-
Amadeus Air TA Bookings (in m) ²	279.3	265.9	5.0%
Passengers Boarded (PB) (in m)	622.4	354.2	75.7%
Revenue	2,275.5	1,976.8	15.1%
EBITDA	907.1	778.8	16.5%
Adjusted profit ³	494.5	419.6	17.9%
Adjusted EPS (in €)	1.13	0.96	17.9%
R&D	349.2	308.8	13.1%
CAPEX as % of Revenue	12.7%	12.7%	(0.1 p.p.)

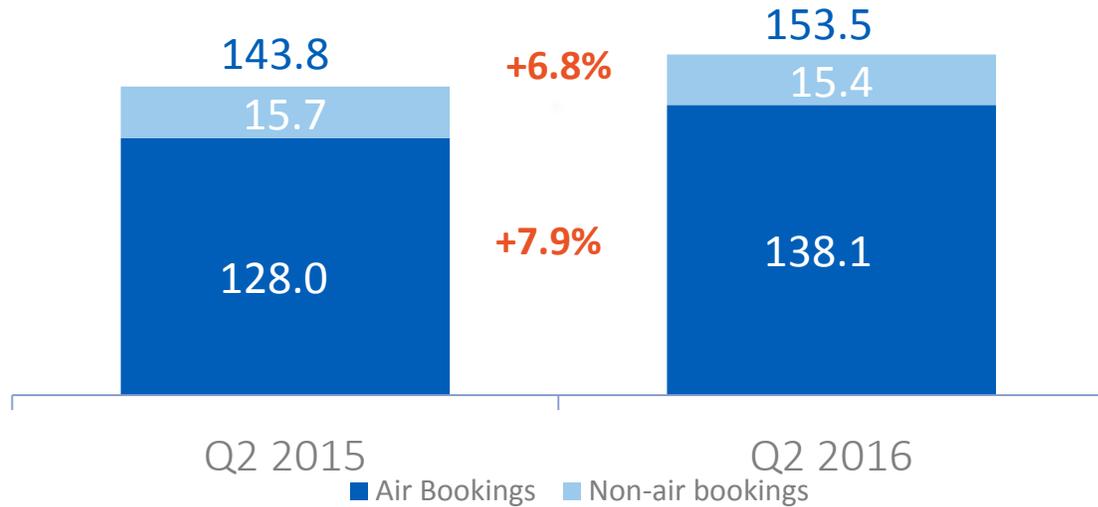
1. The air TA booking industry is defined as the total volume of travel agency air bookings processed by the global CRS. It excludes air bookings made directly through in-house airline systems or single country operators, the latter primarily in China, Japan and Russia, which together combined represent an important part of the industry. Our competitive position is calculated as the air TA bookings processed by Amadeus over the air TA booking industry, as defined in this note.
2. Air travel agency bookings were positively affected in the first quarter of 2015 by a one-time seasonality impact linked to the way Topas group bookings were made. This impact reverted in the second quarter of 2015 and the Topas booking dynamics normalised. For comparability purposes, we have made a reclassification between the first quarter and second quarter of 2015 for such air travel agency bookings, slightly impacting industry growth and competitive position. Please note that first-half and full-year 2015 figures are not impacted by this reclassification.
3. Excluding after-tax impact of the following items: (i) accounting effects derived from PPA exercises and impairment losses, (ii) non-operating exchange gains (losses) and (iii) other non-recurring items.

Q2 2016 Highlights

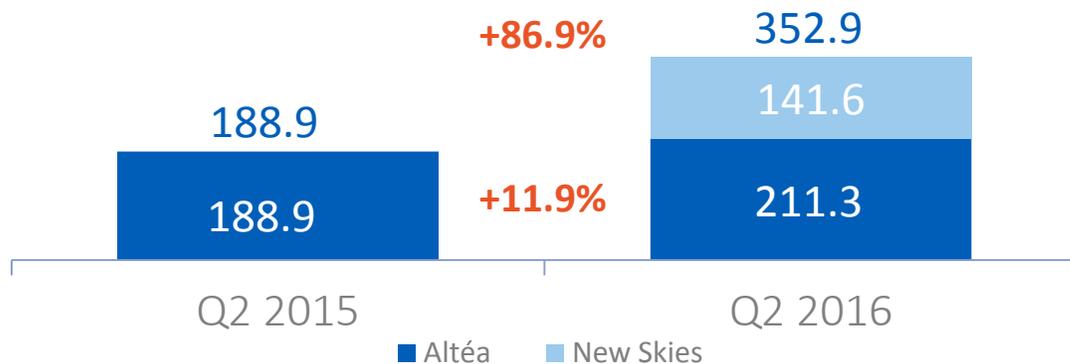


Q2 Volumes

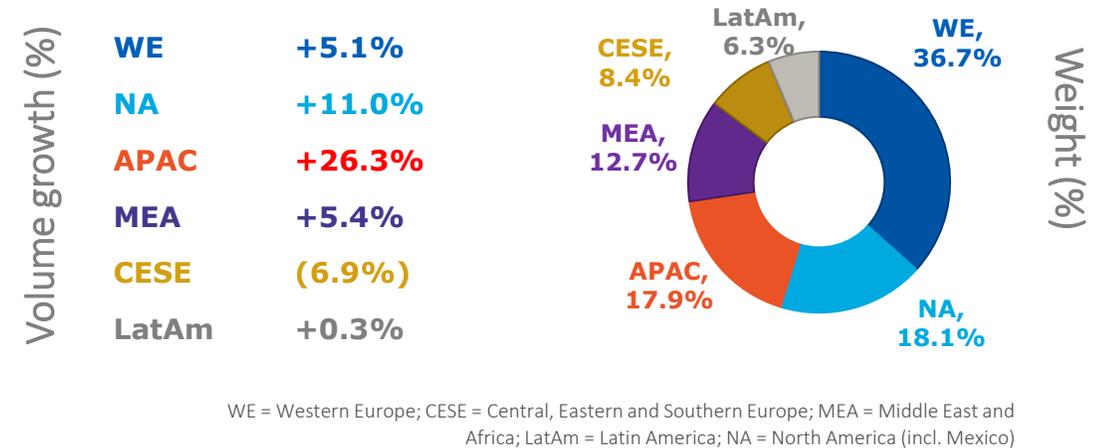
Amadeus TA Bookings¹ (in millions)



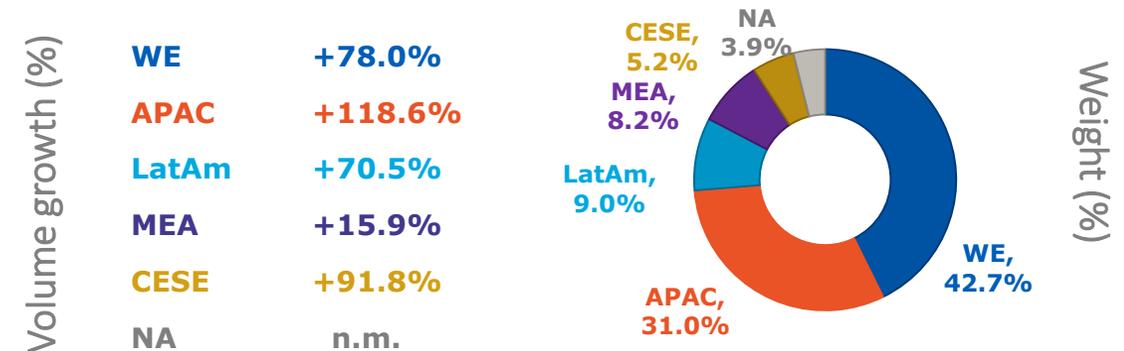
Passengers Boarded² (in millions)



Amadeus Air TA Bookings by region



Amadeus PBs by region

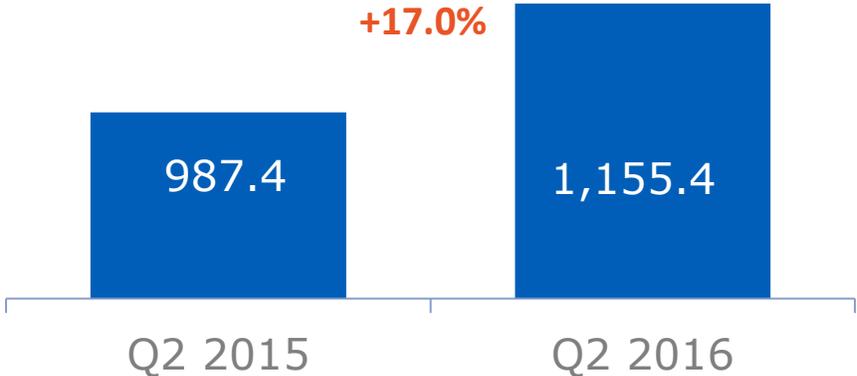


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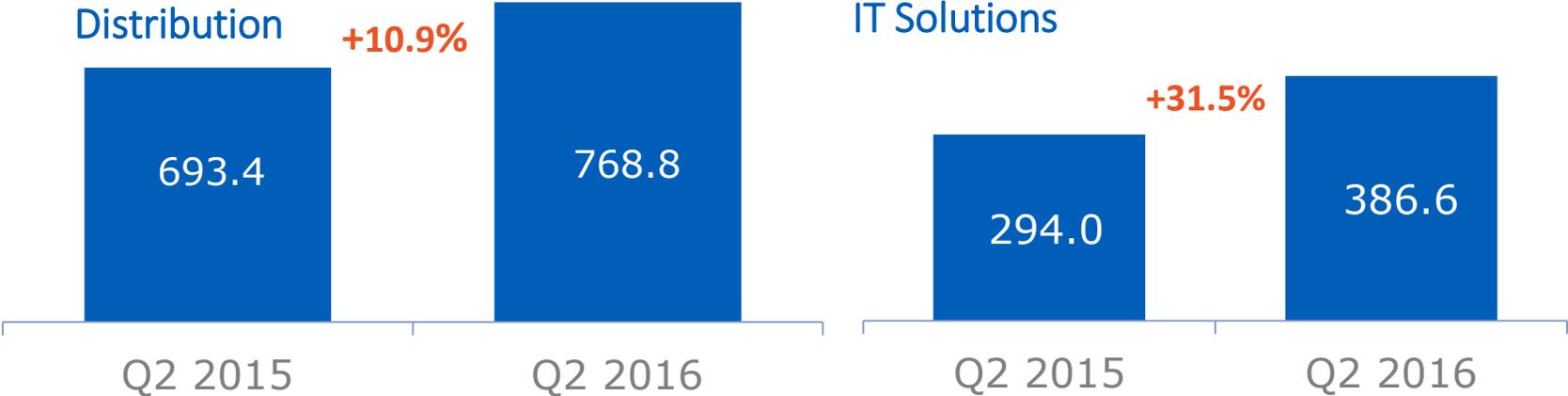
2. Passengers Boarded ("PB") refers to actual passengers boarded onto flights operated by our Altéa and New Skies migrated airlines.

Q2 Revenue by segment

Group Revenue (in € millions)



Segment Revenue (in € millions)



Group revenue expanded by 17.0%, driven by a 10.9% and 31.5% increase in Distribution and IT Solutions revenue, respectively, supported by the positive impact from our 2015 acquisitions and Navitaire. The underlying trend was mainly driven by:

Distribution: strong volume evolution - particularly in APAC and NA, supported by improvements in our competitive positions - and average pricing expansion.

IT Solutions: double-digit growth driven by higher Altéa volumes, average pricing expansion and an increased contribution from new businesses.

Appendix

- _ For additional information on Amadeus Passenger Recovery, please click [here](#)
- _ For additional information on Amadeus Anytime Merchandising, please click [here](#)
- _ For additional information on Amadeus Customer Experience Management, please click [here](#)
- _ For additional information on Amadeus Performance Insight, please click [here](#)
- _ For additional information on Amadeus Booking Analytics, please click [here](#)
- _ For additional information on MyBCGTrip, please click [here](#)

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