

**AMADEUS IT HOLDING, SA (Amadeus or the Company)**, in accordance with the provisions of Article 228 of Restated Text of the Securities Exchange Act (*Ley del Mercado de Valores*) by this letter communicates the following

## RELEVANT INFORMATION

### Investor Day presentations

Following the relevant information notified to the CNMV on March 16, 2016 (with registered number 236333), regarding the celebration of the Investor Day on June 2, 2016, please find attached the presentations related to such event (only available in English).

Madrid, June 2, 2016

**Amadeus IT Holding, S.A.**



**Shaping  
the future**

LONDON 2016 INVESTOR DAY

At the heart of travel



# Good Morning and Welcome

Ana de Pro  
Chief Financial Officer

June 2016



**Shaping  
the future**

LONDON 2016 INVESTOR DAY

At the heart of travel

# Shaping the Future of Travel

Luis Maroto  
President and Chief Executive Officer

June 2016

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# Core strengths



Deep global footprint



Leading innovation and technology



Robust commercial relationships



Long-term focus and execution

# Deep global footprint



## AMERICAS

**25+** PSS<sup>1</sup>  
airlines  
**~95** DIS<sup>2</sup>

**~70** airports,  
ground handlers  
and airlines

**~192m**  
passengers  
boarded<sup>3</sup>

**~121m** air  
bookings<sup>3</sup>

**~37** offices

**~2,420**  
employees<sup>4</sup>

## EMEA

**~100** PSS<sup>1</sup>  
airlines  
**~248** DIS<sup>2</sup>

**~145** airports,  
ground handlers  
and airlines

**~671m**  
passengers  
boarded<sup>3</sup>

**~360m** air  
bookings<sup>3</sup>

**~89** offices

**~9,490**  
employees<sup>4</sup>

## APAC

**45+** PSS<sup>1</sup>  
airlines  
**~97** DIS<sup>2</sup>

**~15** airports,  
ground handlers  
and airlines

**~377m**  
passengers  
boarded<sup>3</sup>

**~85m** air  
bookings<sup>3</sup>

**~35** offices

**~2,950**  
employees<sup>4</sup>

## WORLDWIDE

**170+** PSS<sup>1</sup>  
airlines  
**~440** DIS<sup>2</sup>

**~230** airports,  
ground handlers  
and airlines

**~1,240m**  
passengers  
boarded<sup>3</sup>

**566m** air  
bookings

**~161** offices

**~14,860**  
employees<sup>4</sup>

Note: figures above include Navitaire.

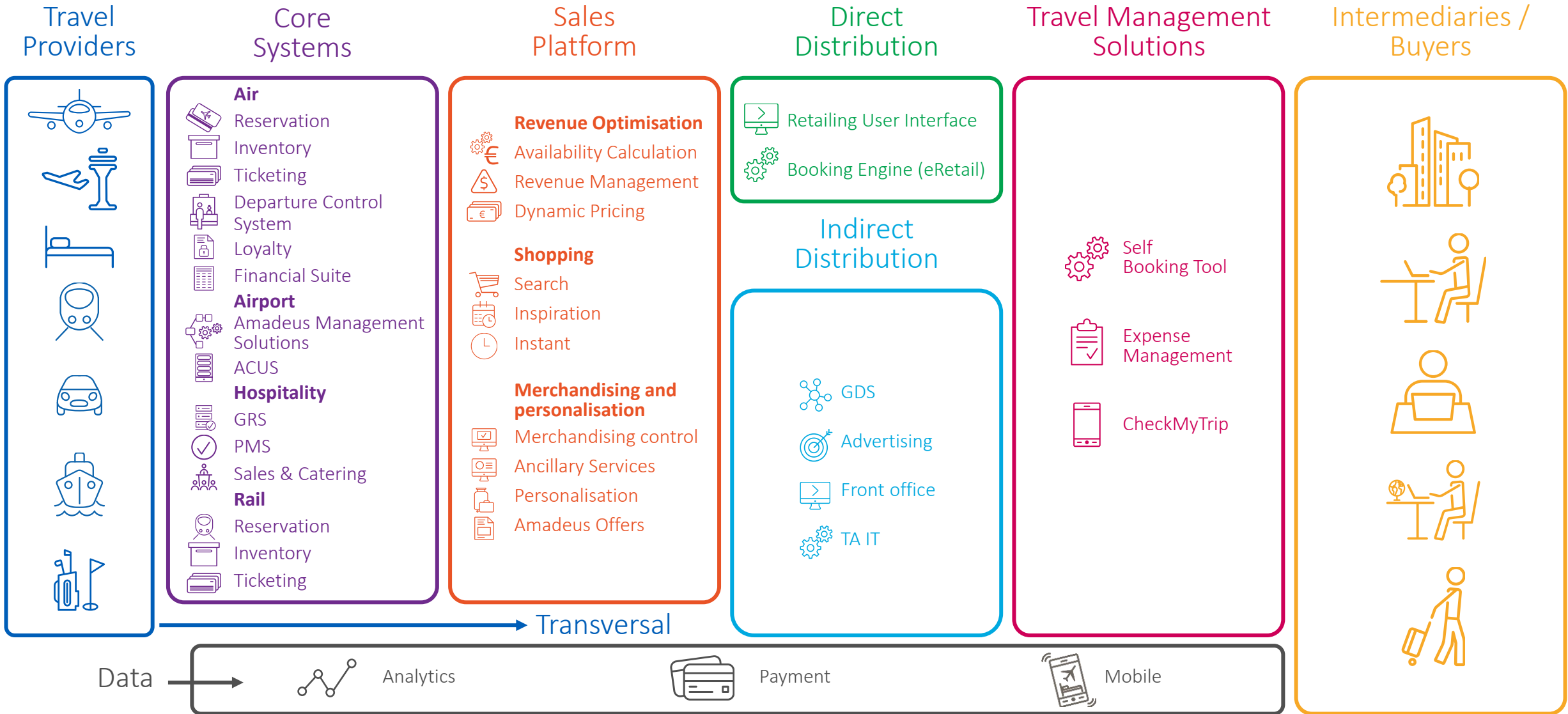
1. PSS: Passengers Services Systems.

2. Airlines with GDS agreement.

3. 2015 volumes. Includes Navitaire PBs.

4. Full-Time Employees, including permanent, temporary and external manpower.

# Leading innovation and technology



Source: Amadeus



# Robust commercial relationships

Travel Providers

Travel Sellers

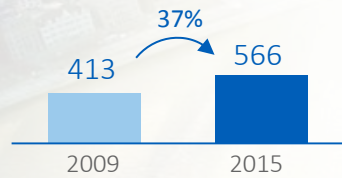


Sources: Amadeus



# Business success

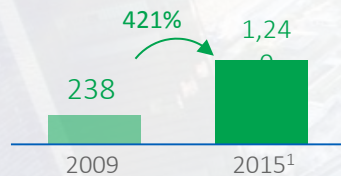
Bookings (M)



- \_ Signed/renewed content with airlines across regions
- \_ Extended our reach: geographies (United States, South Korea), customer groups (growing LCCs, metasearch engines, corporate IT – i:FAO acquisition)
- \_ Accelerated Merchandising offering with Amadeus Ancillary Services, Fare Families and Rich Merchandising

Distribution

Passengers boarded (M)



- \_ Significantly expanded customer base across regions of Altéa Core systems, as well as through upselling and standalone solutions
- \_ Reinforced PSS offering through Navitaire acquisition
- \_ Developed new solutions to address new airline needs


Airline IT

 **25k Hospitality IT** customers

 **230 Airports** and ground handlers

 **90 Rail** operators

 **500 Payments** customers

 **140 Customers** in Travel Intelligence

- \_ Launched or reinforced 8 business lines
- \_ Key industry players as launch partners to build new generation industry IT platforms: IHG for Hospitality, BeNe Rail International for Rail
- \_ Key acquisitions in Hospitality IT (Newmarket, Itesso, Hotel SystemsPro) and Airport IT (UFIS, AirIT)
- \_ Customer base expansion in all businesses, namely in Hospitality IT, Airport IT and Payments
- \_ On the right track to reach €1bn in revenues from NBU by 2022

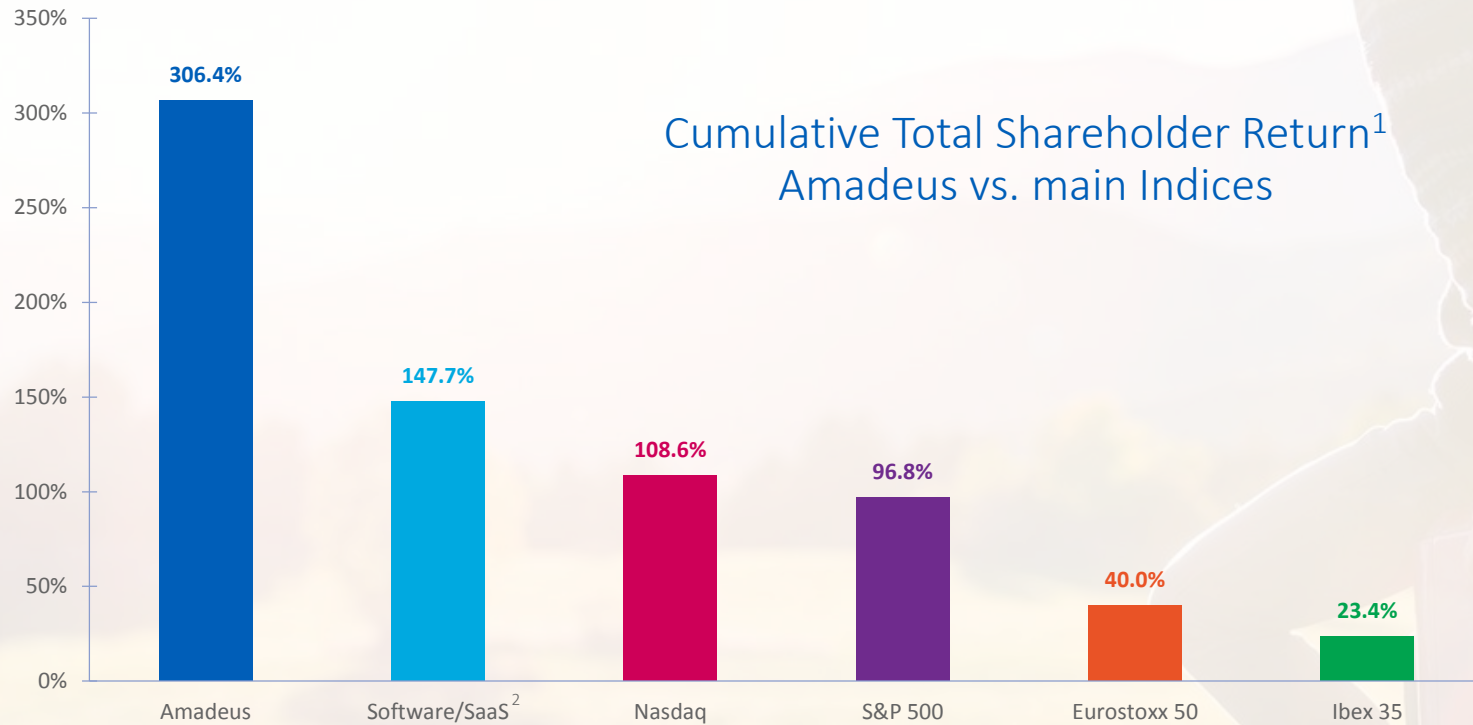
New  
Businesses

1. Includes 2015 Navitaire volumes



# Value creation

28-Apr-2010  
to 30-Apr-2016

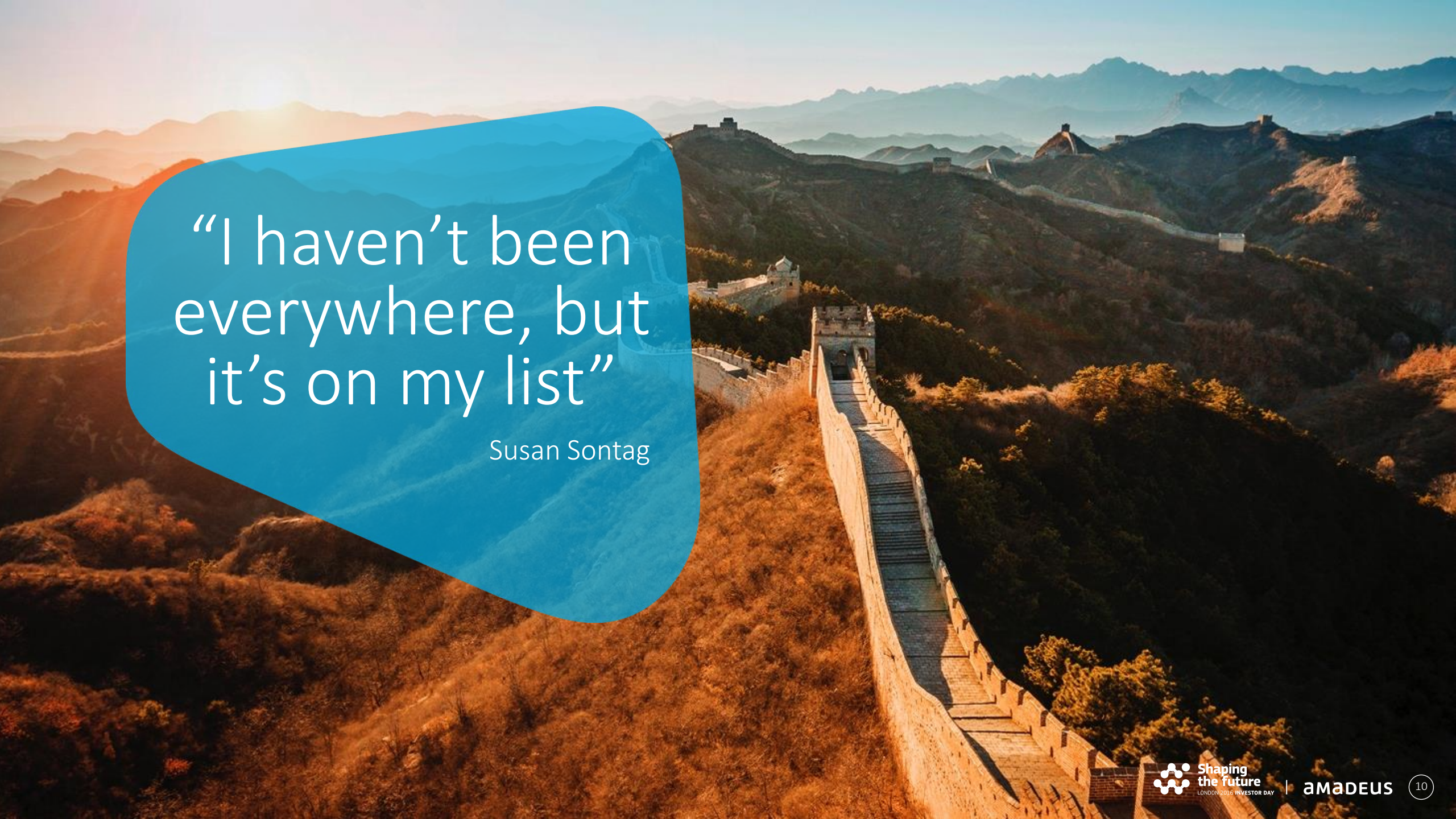


Source: Bloomberg

<sup>1</sup> Total Shareholder Return calculation assumes dividends are reinvested in the security on the ex-dividend date

<sup>2</sup> Market cap-weighted index including Salesforce, Netsuite, SAP, Dassault, Temenos, Sage, Software AG





“I haven’t been  
everywhere, but  
it’s on my list”

Susan Sontag



# Travel and Tech



Travel and Tourism contributed to **9.8% of the world's GDP** in 2015



Travel and Tourism spend **growing at 4%** towards 2019



**3.8+ billion** Air passengers in 2016



**14+ million** Hotel rooms available each day



**2.7+ billion** Business trips yearly



**\$3.5+ trillion** IT spending globally in 2015



**€72 billion** Travel tech spending in 2015



# At the heart of travel

## Travel Providers

- Airlines
- Hotels
- Airports
- Railways
- Car rentals
- Tour Operators
- Cruises
- Insurance
- Ground handlers
- Others

**amadeus**

Connecting the travel ecosystem

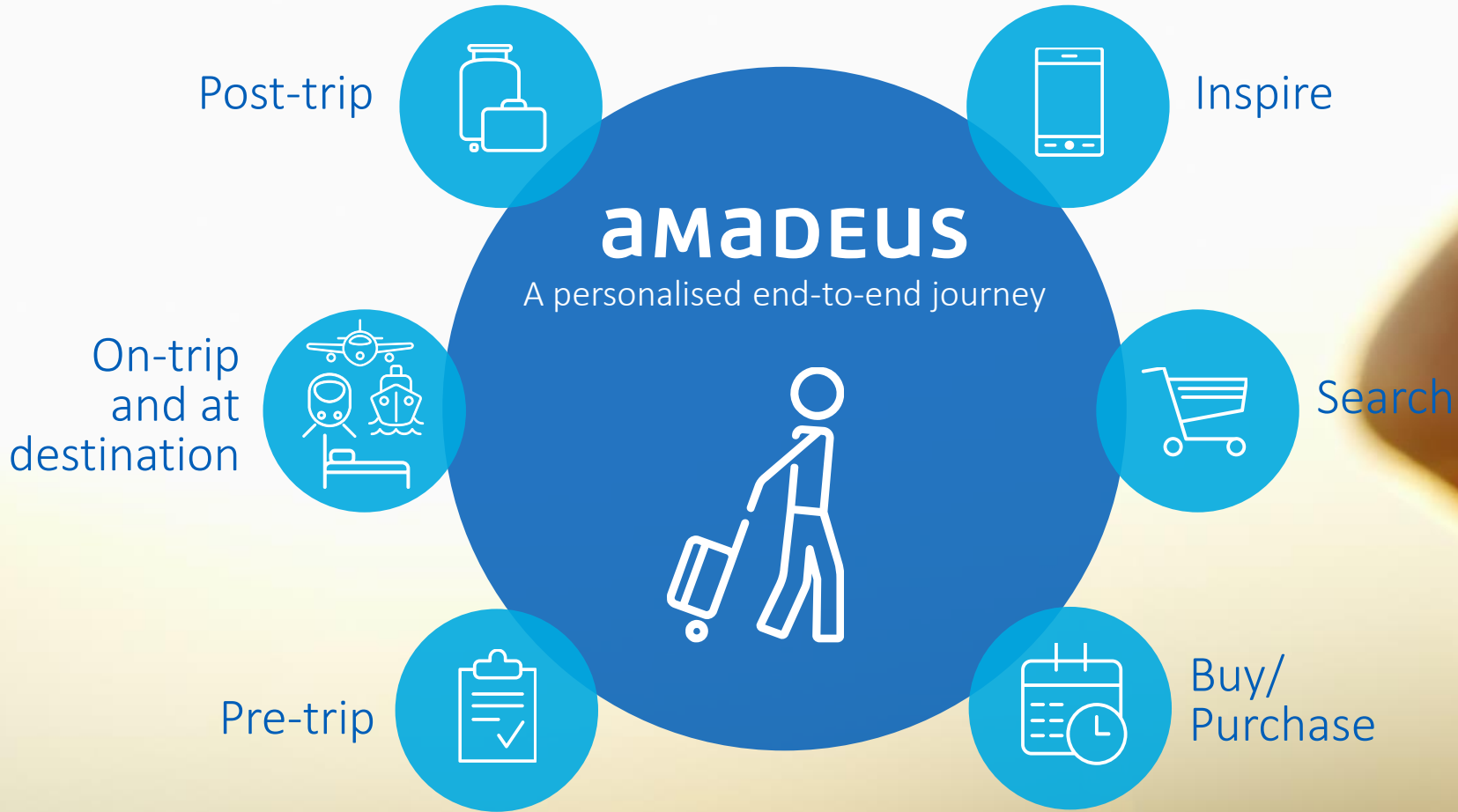
## Buyers

- Corporations
- Travellers

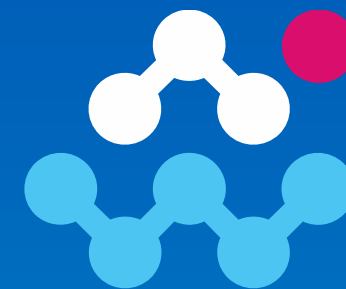
## Travel Sellers

- Travel Agencies
- TMCs
- Online Travel Agencies
- Metasearchers
- Media players
- Corporate Self Booking tools
- Others

# Shaping the future



Thank you!



**Shaping  
the future**

LONDON 2016 INVESTOR DAY





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At the heart of travel



# Amadeus Distribution

Holger Taubmann  
Senior VP, Distribution

June 2016









# Disclaimer

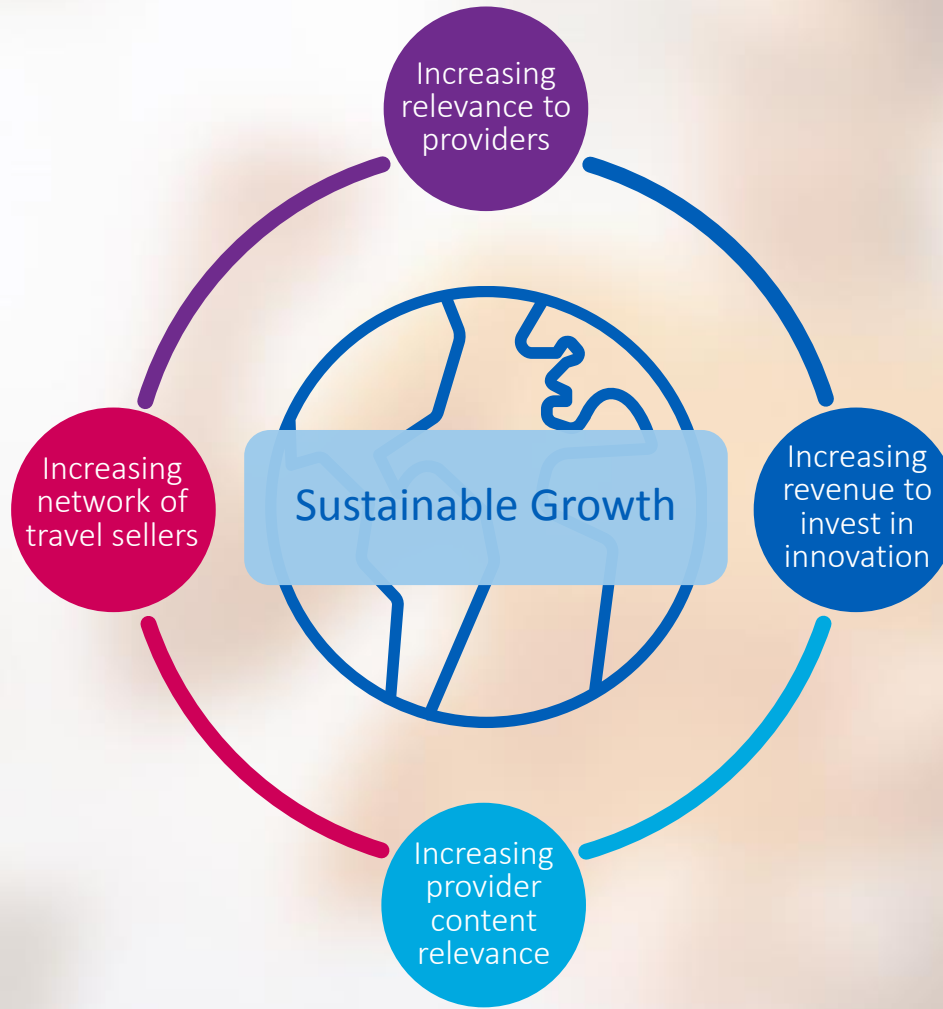
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# Sustainable growth

Travel Sellers	
	Offline travel agencies
	Online travel agencies
	Metasearch engines
	Travel Management Companies
	Tour Operators
	100,000+ points of sale in 195 countries

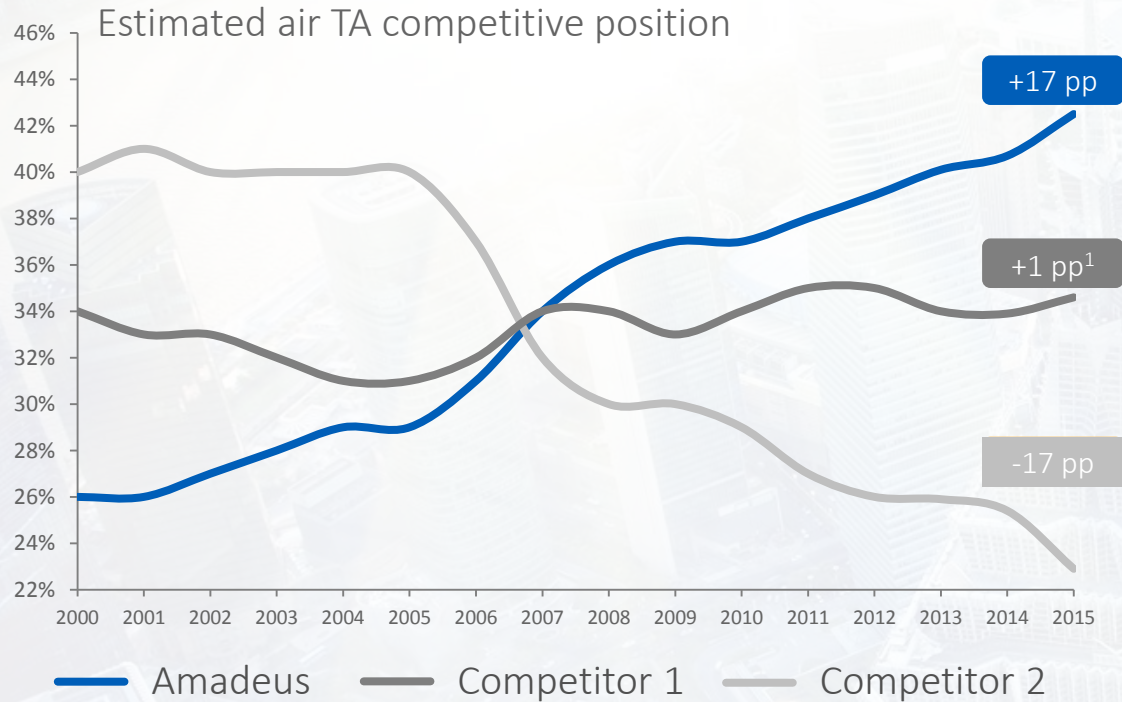


Travel Providers	
	440+ Airlines (80 LCCs)
	1.3m hotel shopping options
	90 railways / express bus
	40+ car rental companies
	16 insurance providers
	Cruise and ferry companies
	Airport transfer and local tour companies



# Global leadership

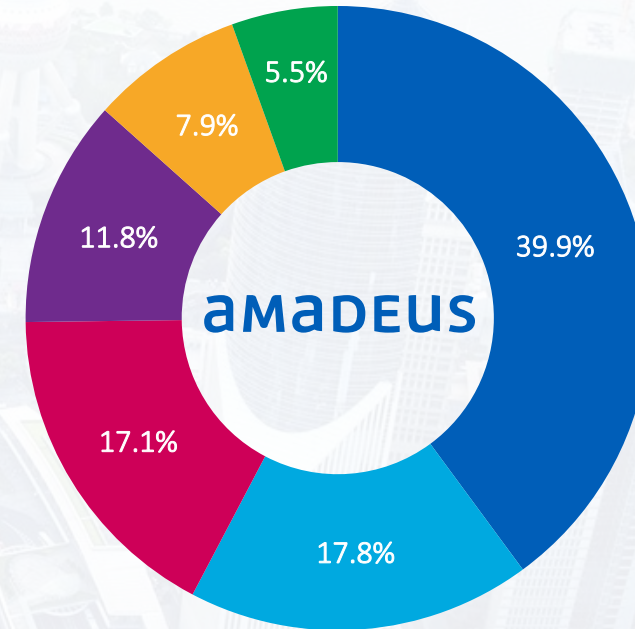
## From contender to leader



Source: Amadeus internal estimates.

1. Competitor 1 and 2 proforma for acquisitions.

## Geographically diversified



- Western Europe
- Asia Pacific
- North America
- Middle East and Africa
- Central, Eastern and Southern Europe
- Latin America



High customer proximity

70+

Commercial  
offices  
covering

195

countries

4,200+

workforce over  
120 nationalities

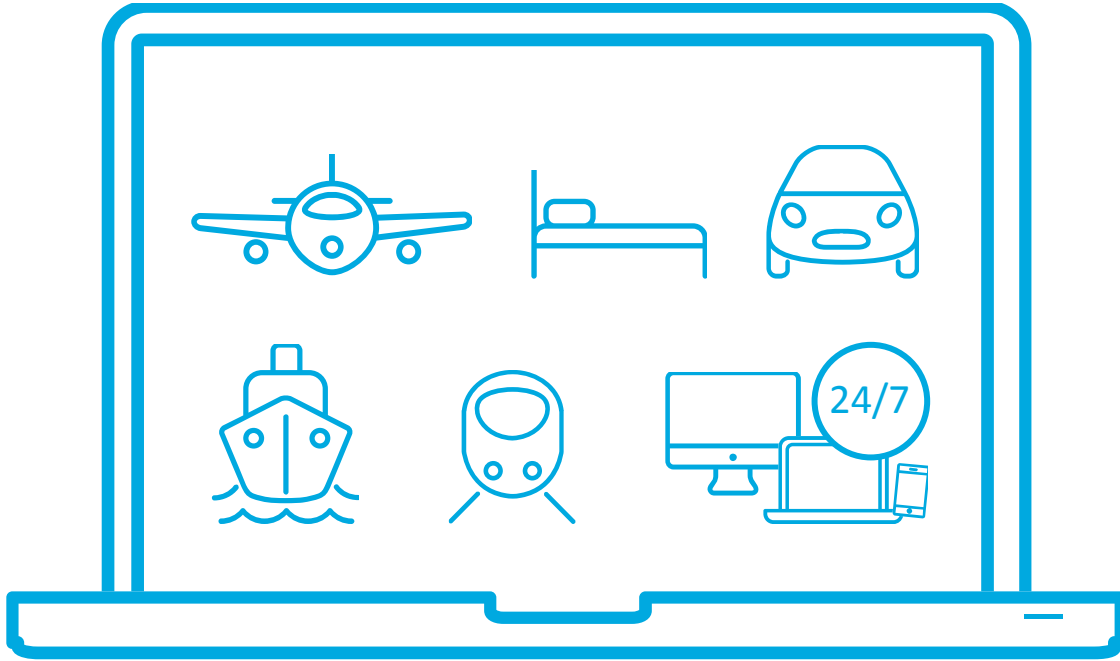


Effective  
customer support

Unique local market  
understanding



# Continuous focused innovation



Offline TA



OTA



TMC



Ticket office



.COM



Metasearch

- To better serve our customers
- Supported with sustained investment
- Driving innovation in the market
- Unique single platform
- Key leading search and merchandising solutions

# Evolving traveller expectations

Evolution from a supplier-driven to a demand-driven market

**Travel Sellers**  
Value-based shopping



**Travel Providers**

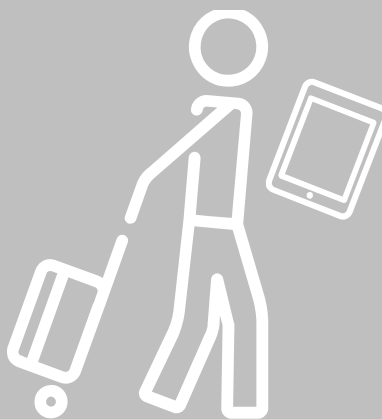
Personalisation and targeted product and services



**The Social Traveller**



**Connected 24/7, multi-channel**





# Expanding into the entire traveller journey

Opportunities for travel providers and travel sellers



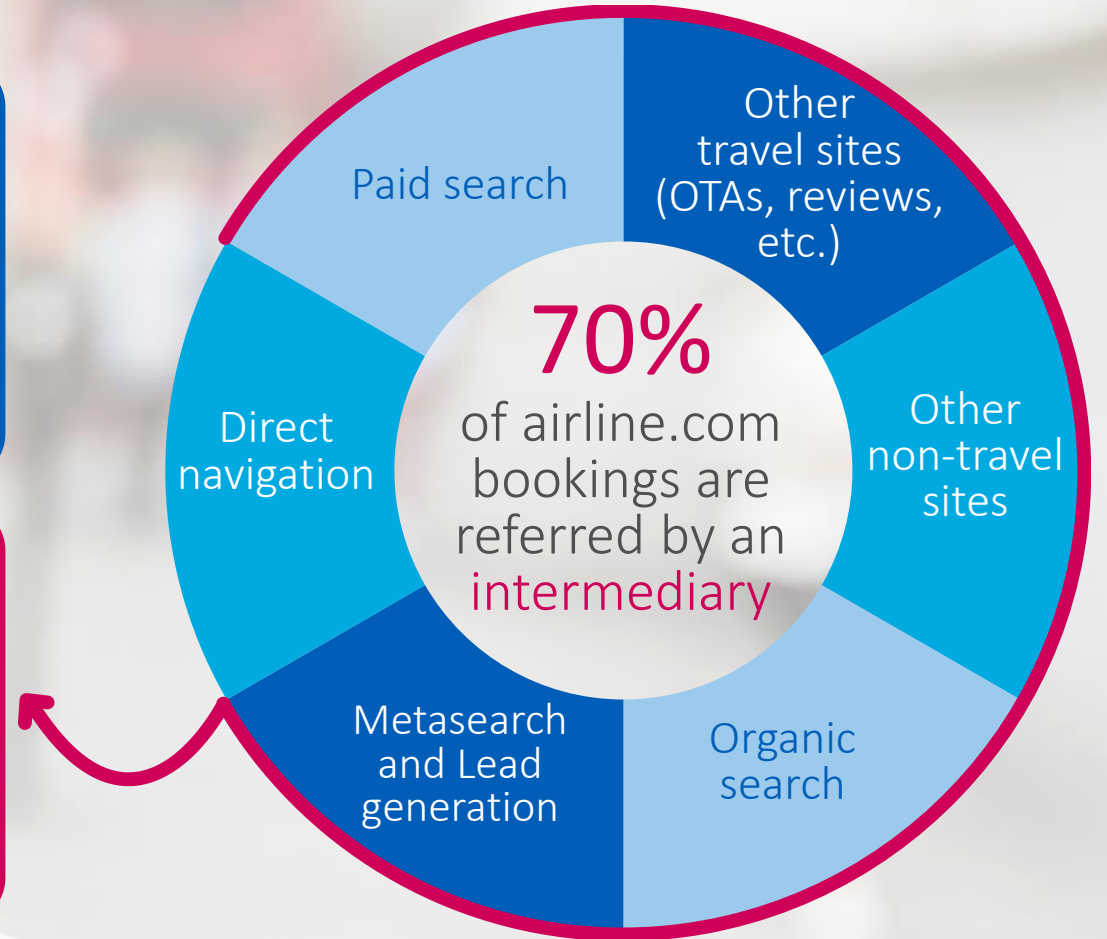
# An industry in constant evolution

The indirect channel is the most efficient answer

## Indirect Distribution

Offline TAs, TMCs, Corporations, OTAs, meta-search engines

## Direct Distribution





# An industry in constant evolution

The indirect channel is the most efficient answer

## Industry trends:

Continuous signature or renewal of content agreements



+ growing LCC content (>80)



## New opportunities for Amadeus

- \_ Merchandising
- \_ NDC and Direct Connect
- \_ Traffic generators

# An industry in constant evolution

Merchandising: Ancillary Services, Fare Families and Rich Merchandising





# An industry in constant evolution

## NDC and Direct Connect



- Technical standard upgrade
- More flexibility
- Product differentiation
- Less standardisation
- Higher system costs



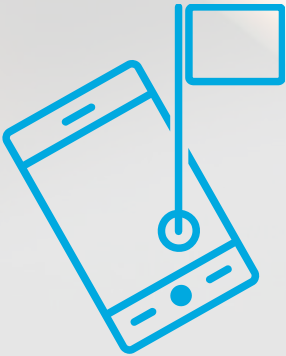
- Challenges economies of scale
- Costly
- Increased complexity

# An industry in constant evolution

Traffic generators



Metas



Digital Advertising



# Growth Opportunities



# Expanding our content offer

Leveraging on our relevance in the indirect channel, our technological capabilities and our extensive local presence





# Expanding our reach

Leveraging on our customer proximity and best-in-class solutions



eDreams ODIGEO



SIEMENS

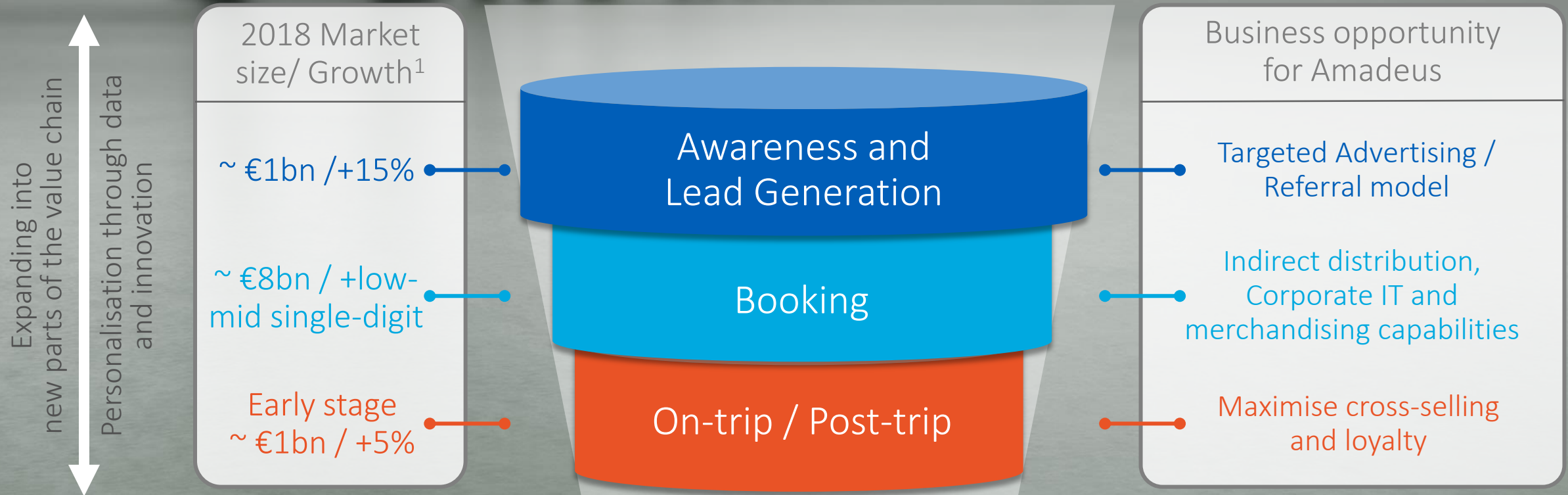


FLIGHT CENTRE™



# Expanding our addressable markets

Leveraging our capabilities to expand into new areas and serve new market aspirations



1. Source: Amadeus internal estimates.

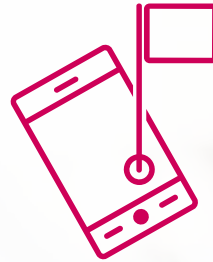


# What we do with and for our customers

Always striving to serve our customers better



Online  
Merchandising



Targeted Digital  
Advertising



Value of  
Amadeus Indirect  
Distribution



Pangea



**FLIGHT  
CENTRE™**



AIR CANADA

# Amadeus' vision for Distribution

Bring increasing value to the industry by...

...becoming the **Collaborative & Connected Platform** for ALL travel players

by...

...enabling the highest yield at the lowest customer acquisition cost for the **Travel Service Providers**

...becoming a preferred platform for new **Technology Partners**



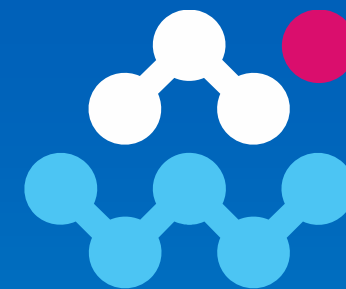
**Distribution**  
by Amadeus

...aggregating the widest selection of relevant content for the **Travel Sellers**

...empowering personalised choices throughout the journey for the **Travellers**



Thank you!



**Shaping  
the future**

LONDON 2016 INVESTOR DAY



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the future**

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At the heart of travel



# Amadeus Airline IT

Julia Sattel  
Senior VP, Airline IT

June 2016



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# Proven technology leadership and industry expertise



Industry standards  
(EMD/NDC)

Business solutions  
(Ancillary Services, Fare Families)

Technological innovation  
(Cloud services)

“We are determined to give Malaysian Airlines the technology platform it needs to provide the world’s best services to our customers. The move to Amadeus, underpinned by a groundbreaking continuous release approach to development, will truly put Malaysia Airlines at the leading edge of airline technology globally.”

Christoph Mueller, Group Chief Executive Officer

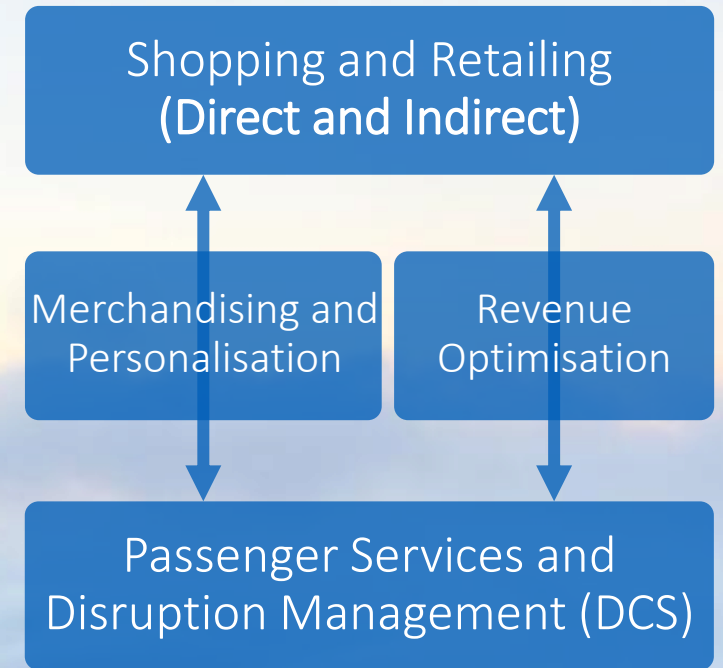




# To support airlines' business strategy

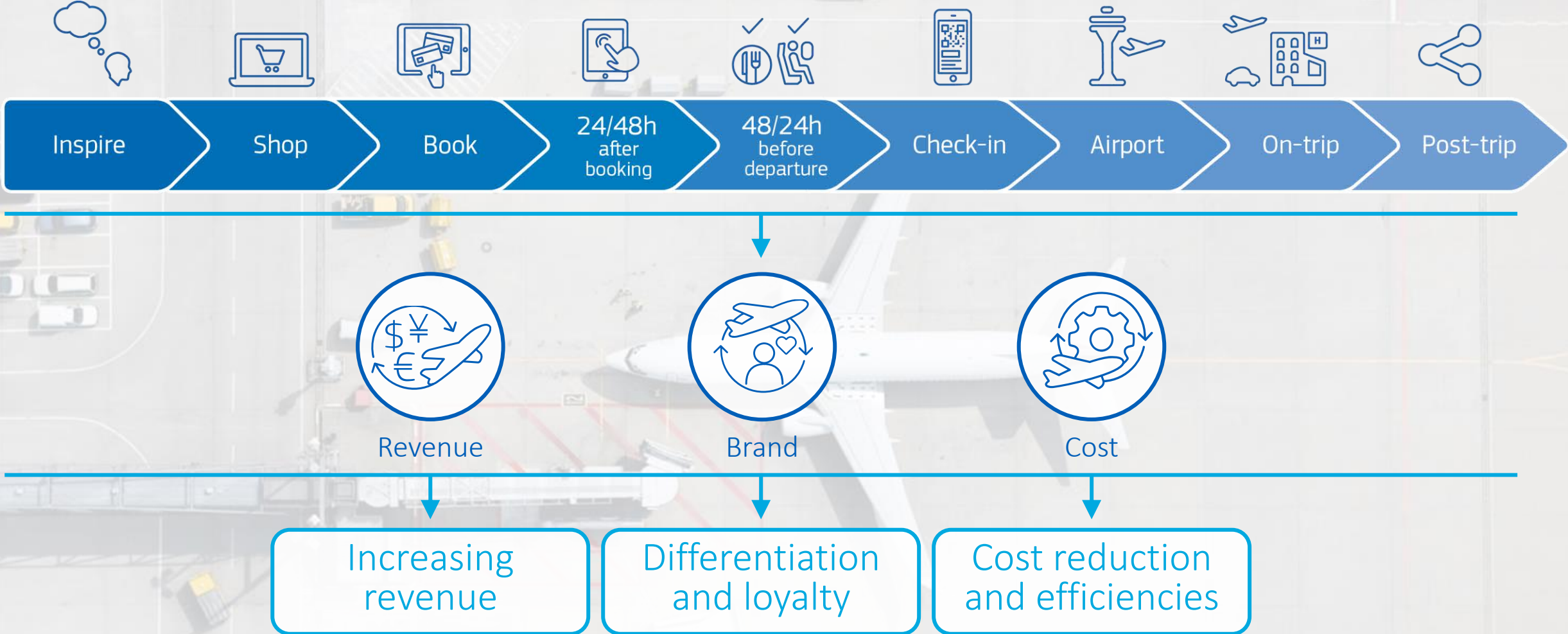


## Airline IT Solutions Portfolio



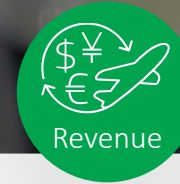
Enablers: Cloud, Serviceability, Services

# Solutions portfolio aligned with airlines strategic priorities





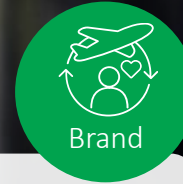
# Anytime Merchandising and Personalisation



Revenue



Cost



Brand

- Merchandise at anytime during the traveller journey (cross sell and upsell)
- Increase customer life cycle value through improved customer experience management (CEM)
- Increase Airline Ancillary revenues by 15% through personalisation
- Merchandising logic can be integrated at any step of the shopping process

“Extending and deepening our relationship with Amadeus ensures we have a partner that can deliver on our desire to achieve the highest quality traveller experience. Merchandising is a huge part of this equation”.

**Avianca**

Estuardo Ortiz, EVP and Chief Revenue Officer

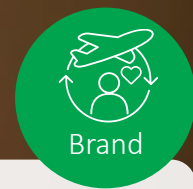
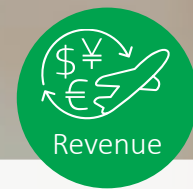
# Amadeus Anytime Merchandising



Enables airlines to  
execute successful  
merchandising  
strategies




# Innovating Revenue Optimisation



- Revenue growth in a highly competitive and increasingly complex market
- Real Time Optimisation techniques
- Deal with increased complexity in availability and pricing (rise in online shopping and multiple traveller touch points)
- Revenue leakage control
- Real-time performance monitoring (cashflow management and better strategic decision making)

“Singapore Airlines to adopt next-generation Amadeus Revenue Management technology”.  
*Travel Daily News 12 April 2016*

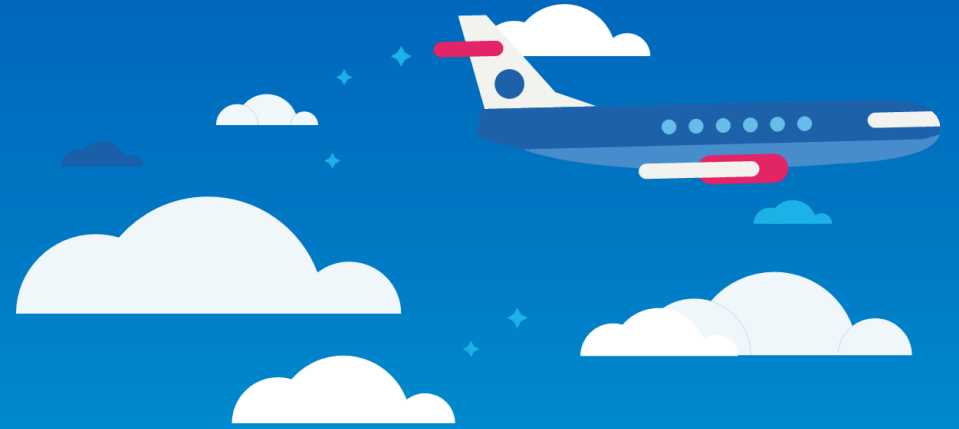
**SINGAPORE AIRLINES** 

1. Revenue Integrity, Revenue Accounting, Payment

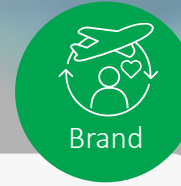
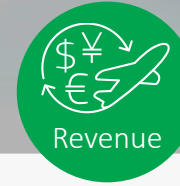


# Revenue optimisation – Cloud availability

Innovation in  
cloud-based airline  
availability

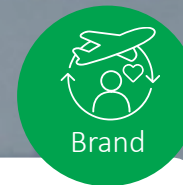


# Evolving Shopping and Retailing

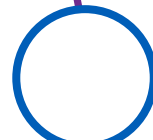


- Achieve brand differentiation in digital channels
- Service customers seamlessly and consistently across every touchpoint
- Leading Omni-Channel merchandising
- Speed, accuracy and scalability of shopping tools
- Control and flexibility of product distribution

# Improving Disruption Management via Departure Control Systems



Continued PSS enhancement, mostly around DCS: customer self-service and disruption management



Innovation to deliver Passenger recovery and Schedule recovery



Focus on addressing non-Altéa customers and markets with standalone components: schedule recovery, flight management

“At Qantas, we take the impact of disruptions on our customers very seriously. The Amadeus solution helps reduce the number of and length of delays, whether due to excessive traffic, operational delays, or weather conditions, leading to an overall improved experience for travellers.”  
Paul Fraser, Head of Operations



“Amadeus Passenger Recovery will allow us to re-accommodate disrupted passengers from multiple flights through a standard service approach, taking into account the value of the passengers’ complete itinerary, available alternative flights, and the cost versus the quality of new itinerary.”  
Jan-Christian Schraven, Vice President, Head of Operation Planning and Steering





# Expansion into the LCC market: Navitaire



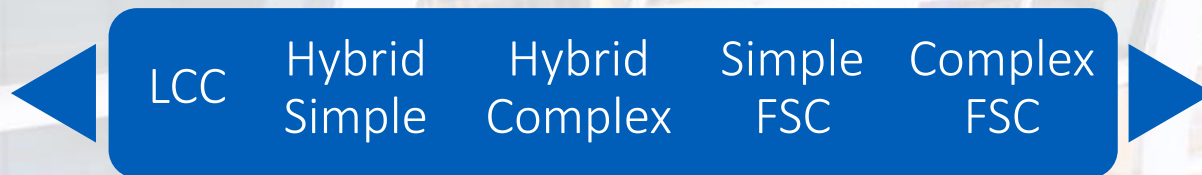
Revenue



Cost



Brand



Integration and Upsell

- \_ Attractive value proposition for all airline segments
- \_ Dual PSS offering for airline groups
- \_ Enhanced Navitaire offering
- \_ Low risk migration option from 'New Skies' to Altéa for evolving airlines

# An attractive market opportunity

Addressable market in 2018



Source: Amadeus internal estimates

# Southwest

Randy Sloan  
Chief Information Officer





## Our history

Southwest started out operating solely within the “Texas Triangle”



Based in **Dallas**

Began in **1971**

Serving only **3** cities

With only **3** aircraft

# Southwest today

Southwest is now the nation's largest carrier<sup>1</sup>



> 710

Boeing 737s in our fleet

> 3,900

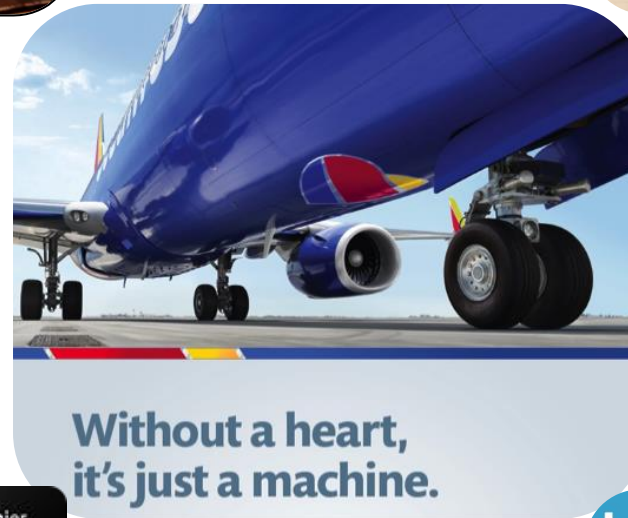
daily departures to nearly  
100 destinations in the U.S.  
and seven other countries

> 50,000

Employees

<sup>1</sup>As measured by the Department of Transportation O&D (Origin and Destination) Survey for the twelve months ended September 30, 2015 based on domestic originating passengers boarded.

# Southwest's History of Innovation



**Low fares. Nothing to hide.**

We're all about being open and honest with Customers and making sure pesky fees stay away from our low fares.

- \$0 1<sup>st</sup> & 2<sup>nd</sup> Checked bags\*
- \$0 Change fee\*
- \$0 Live TV\*

That's Transfparency.™



# Southwest success

**40+**  
Years of

**Consecutive  
Profitability**

**Most Admired**



 **No  
Layoffs**

Most heavily unionized airline in the business



**Lowest  
Customer  
Complaints**

Since DOT began tracking in 1987

# Our Culture

Southwest works hard to keep our culture strong

“We take our work seriously,  
but **not ourselves.**”



Give Employees  
the “**Freedom to  
Have Fun.**”



Make time to **celebrate!**

# Southwest and Amadeus

A strong partnership with demonstrated success

## Why Amadeus

- ✓ Functional Capability
- ✓ Technical Strength
- ✓ Implementation Success
- ✓ Market Leadership
- ✓ Commercial Terms
- ✓ Similar Cultures





# Southwest's Purpose and Vision

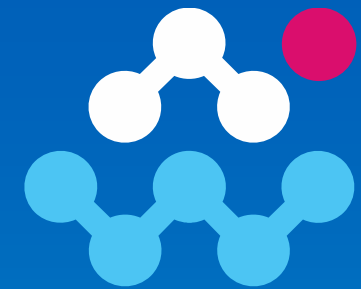
## Our **Purpose**

Connect People to what's important in their lives through friendly, reliable, and low-cost air travel.

## Our **Vision**

To become the world's most loved, most flown, and most profitable airline.

Thank you!



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