

AMADEUS IT GROUP, S.A. - *Amadeus or the Company*- (in accordance with the provisions of Article 227 of the Securities Market and Investment Service Act (Ley de los Mercados de Valores y de los Servicios de Inversión) by this letter communicates the following

OTHER RELEVANT INFORMATION

INVESTOR DAY

As already announced on March 21, 2024 (CNMV registration number 27594), Amadeus will host an Investor Day for investors and analysts in London tomorrow, June 18th, 2024.

Luis Maroto, President and CEO, will be joined by members of the Amadeus Executive Committee as well as other senior executives to provide a strategic review across its businesses.

Throughout the day, the senior leadership team will cover our ambition to connect the entire travel ecosystem and the technology strategy to enable this ambition. The sessions will cover Amadeus' unique position to capture the airline retailing transformation opportunity, how the Amadeus Travel Platform will orchestrate indirect distribution, the company's journey to becoming the IT provider of reference to the hospitality industry and how Amadeus is simplifying travel payments across the travel journey.

Additionally, Amadeus will be presenting its 2023-2026 financial performance outlook and will also be hosting a Q&A session at the end of the day.

Key speakers participating at the event will be Luis Maroto, President and CEO, Amadeus; Sylvain Roy, CTO, Amadeus; Decius Valmorbida, President, Travel, Amadeus; Francisco Pérez-Lozao, President, Hospitality, Amadeus; and David Doctor, CEO, Outpayce, Amadeus.

Today's presentations can be found on the Amadeus corporate website.

Please find attached the presentations of the event (**only available in English version**).

Madrid, 17 June 2024

Amadeus IT Group, S.A.

Amadeus
Investor
Day

Connecting Travel

London 2024

Connecting travel

Luis Maroto

President and CEO

June 2024

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The global IT provider of reference in Travel

Travel, a fascinating growth industry where the only constant is CHANGE

- Increasing number of travel industry participants and travel options, with ever growing traveler expectations
- Customers need to stay ahead:
 - Increase brand differentiation and customer satisfaction to compete in a global marketplace
 - While improving business profitability and supporting Sustainability

Travel: 9.1% of 2023 global GDP (11.6% in 2033E)¹
Travel & Tech: €89 billion market sizing estimate²

amadeus

In the years to come, travel will require **richer and more powerful technology**

Amadeus is investing for this future, today

Amadeus estimated addressable market opportunity³
€41 billion

- A large market opportunity supporting strong, sustainable growth
- We are confident in our growth prospects for the coming years

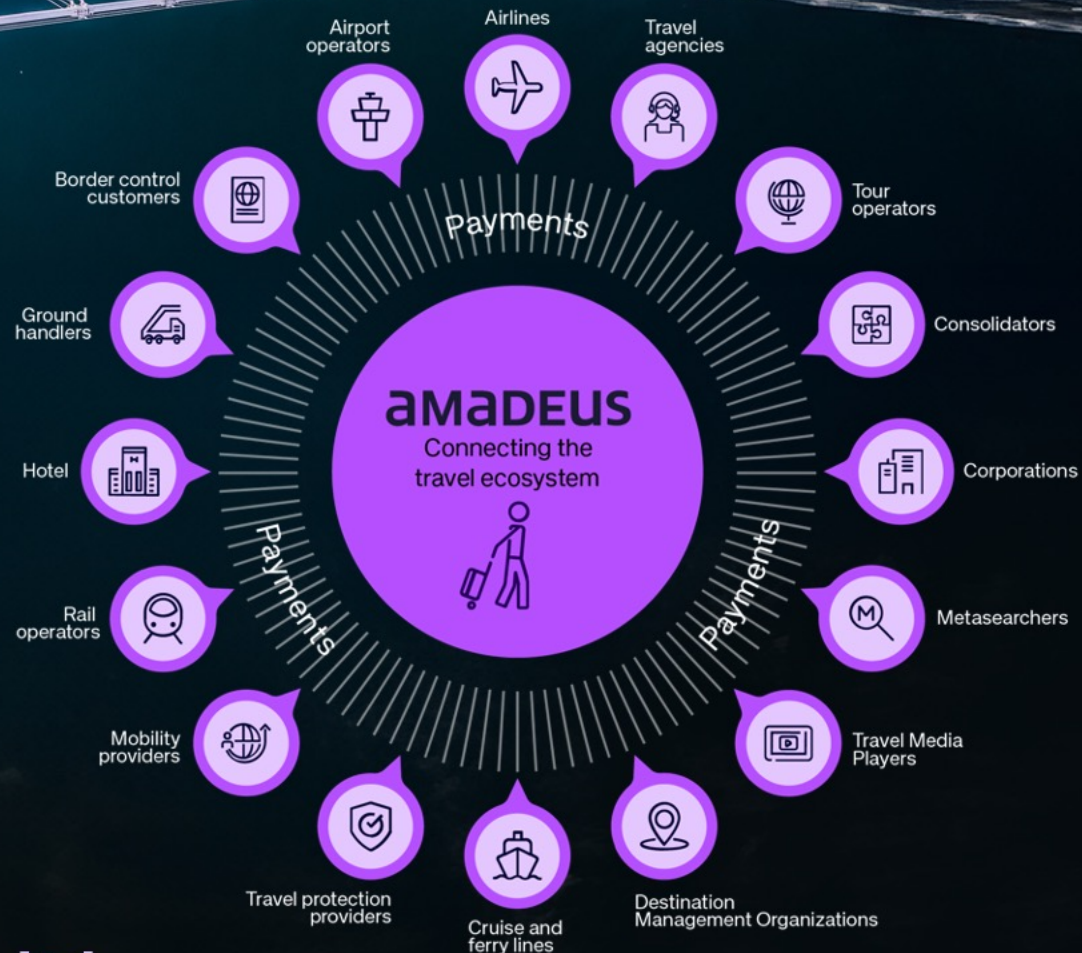


Our ambition: To connect the entire travel ecosystem

On a constant
journey to
expand our reach
in travel

To connect travel every step of the way:

- **Unlocks traveler focus**, bringing increased value to the traveler and to our customers
- **To serve the traveler a hyper-personalized experience**, smoothly, through the travel journey
- Supporting **Sustainability** in our industry



Partner ecosystem

A company defined by **technology**

Our singular ecosystem approach drives our long-term technology strategy

- Building the technical foundations to bring the global travel industry together on a **modern technology platform**, enabling **further industry player collaboration** and **fostering co-creation**
- Undertaking **one of the largest and most complex migrations to the public cloud**
- Leveraging on **cloud-native architecture, AI, data-centricity, openness and self-service capabilities**

We are committed to innovation

+ Amadeus has the expertise and capabilities to scale innovation

Nevio and vNext

Uniquely placed to capture the airline retailing transformation opportunity

Comprehensive NDC technology

To drive NDC industry adoption

ACRS

Unique hotel IT attribute-based selling capabilities

Travel Payments

Simplifying travel payments across the travel journey

Partnerships

Deliver tangible benefits, more choice, faster

Amadeus poised for growth

- Attaining market leading positions through our ability to invest
 - Investing consistently with clear roadmaps built with our customers
 - Highly invested and differentiated value propositions
 - Growing synergies across our businesses
- High quality businesses, creating top-line recurrence, healthy margins and solid cashflow generation
- Strong balance sheet, allowing us to maintain a disciplined focus on **the future**

An R&D investment leader (€m)



Amadeus core strengths

Built over years of market leadership

35+ years of travel expertise

Key expertise. Intimate understanding through deep penetration of our technology into industry player systems

Leading ability to invest, innovate and scale

Focal point on innovation and R&D programs, executed with conviction, anticipating major evolutions in travel and technology

Strong customer proximity

Stemming from an extensive set of long-standing commercial relationships across travel

Long-term focused execution, business success and financial strength

Have afforded Amadeus the necessary credibility to embark upon long-term projects and partnerships with customers and third parties

Best-in-class technological capabilities and operational excellence

Amadeus excels at delivering large-scale, business-critical processes and enterprise systems. Reputation as trusted technology partner

Amadeus attracts a unique and diverse talent base, empowered by a cohesive team culture

Our people are at the heart of what we do. We are driven by our people and Amadeus culture



Thank you

Amadeus
Investor
Day

Connecting Travel
London 2024

A woman with long brown hair is shown from the chest up. Her face is overlaid with a white digital network graph consisting of dots and lines. To her right, there is a glowing blue, semi-transparent cube-like structure with internal circular patterns, resembling a stylized eye or a data visualization. The background is a blurred blue and white geometric pattern.

Technology

Sylvain Roy

Chief Technology Officer

June 2024

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A technology strategy to enable Amadeus' ambition

Travel industry backdrop

- Travel options multiplying
- Emerging new travel experiences
- Acceleration of digitalization
- Traveler hyper-personalization demands

Amadeus technology

Sophisticated, traveler-centric, modern technological capabilities

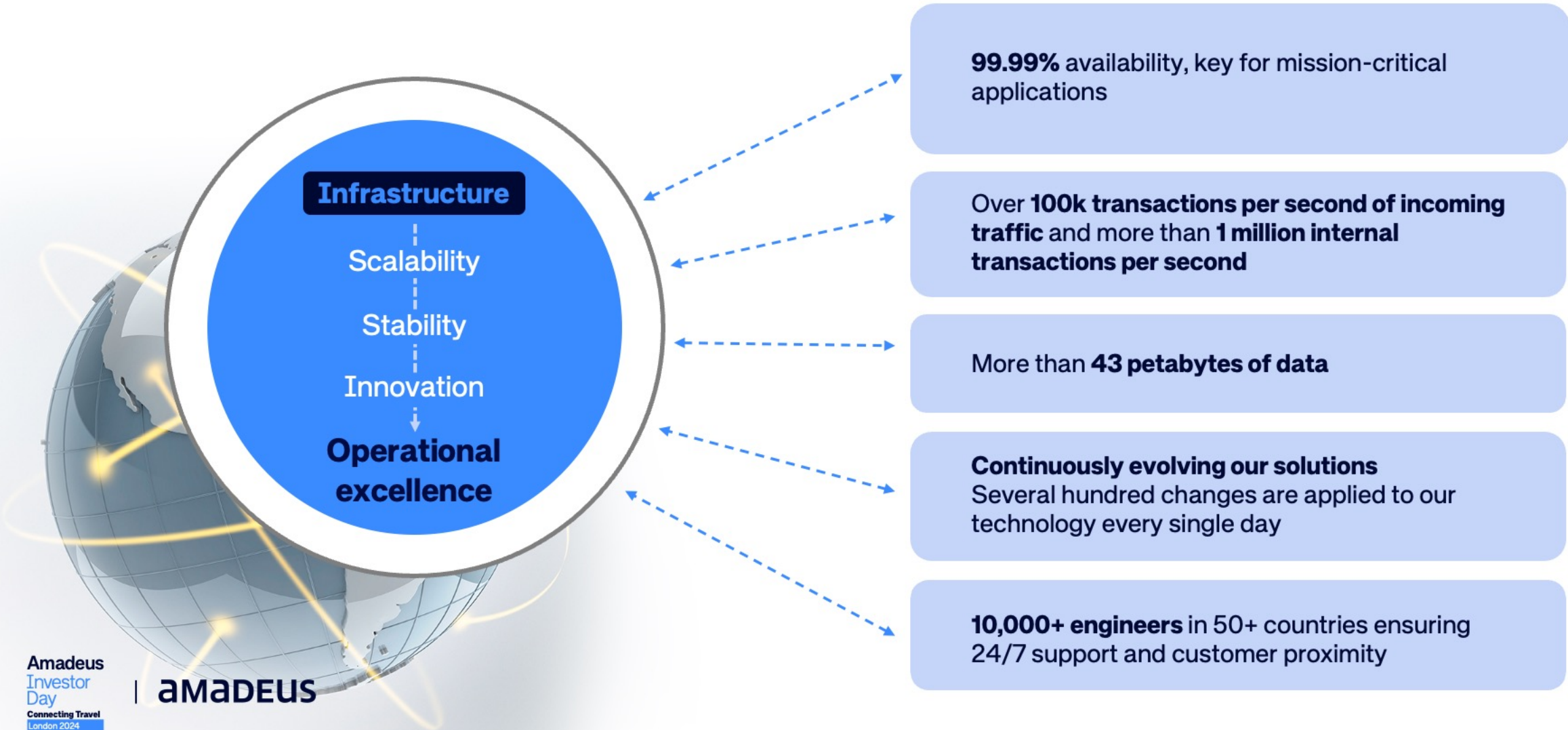
Amadeus ambition

A more **connected** and **personalized** travel experience



A global provider of mission-critical IT solutions

We operate the largest IT system in travel



IT requirements:

- Rich and modern functionality
- Maximize data-centricity
- Continuous availability and stability
- Interconnectivity of Amadeus solutions
- Ensuring robust security
- Fast innovation

Key areas of focus:

Public cloud migration

Embracing **cloud-native architecture**

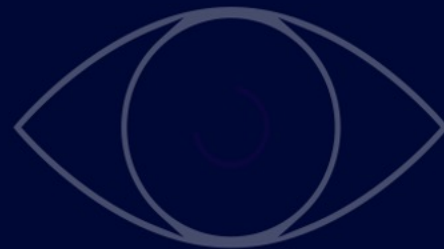
Enabling **data and AI**

Openness and self-service capabilities

Efficient and responsible development

Security by design

Monitoring and piloting of **emerging technologies**



We aim to power the largest, most vibrant and sustainable ecosystem of open, connected and flexible travel solutions



Migrating to public cloud



Supporting our growth ambitions

New levels of stability, scalability, resiliency, elasticity

Unlocking speed and potential for innovation

Improved response times by deploying closer to users

Meeting global deployment requirements

More granular understanding of our costs

Highly specific requirements to run mission-critical activities

All our applications now engaged ACRS and Navitaire running in public cloud

All new developments fully leveraging cloud

Exceptional Data, AI, security and engineering toolchain solutions



ACRS

outpayce
from amadeus

cytriceasy
from amadeus

Amadeus
Nevio

2025/26 target completion date

Embracing cloud-native architecture



Better elasticity



Full access to cloud-managed services



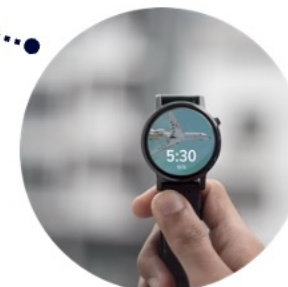
Higher reliability



Quick iteration and experimentation of new solutions



Improved developer efficiency, reducing time-to-market of applications



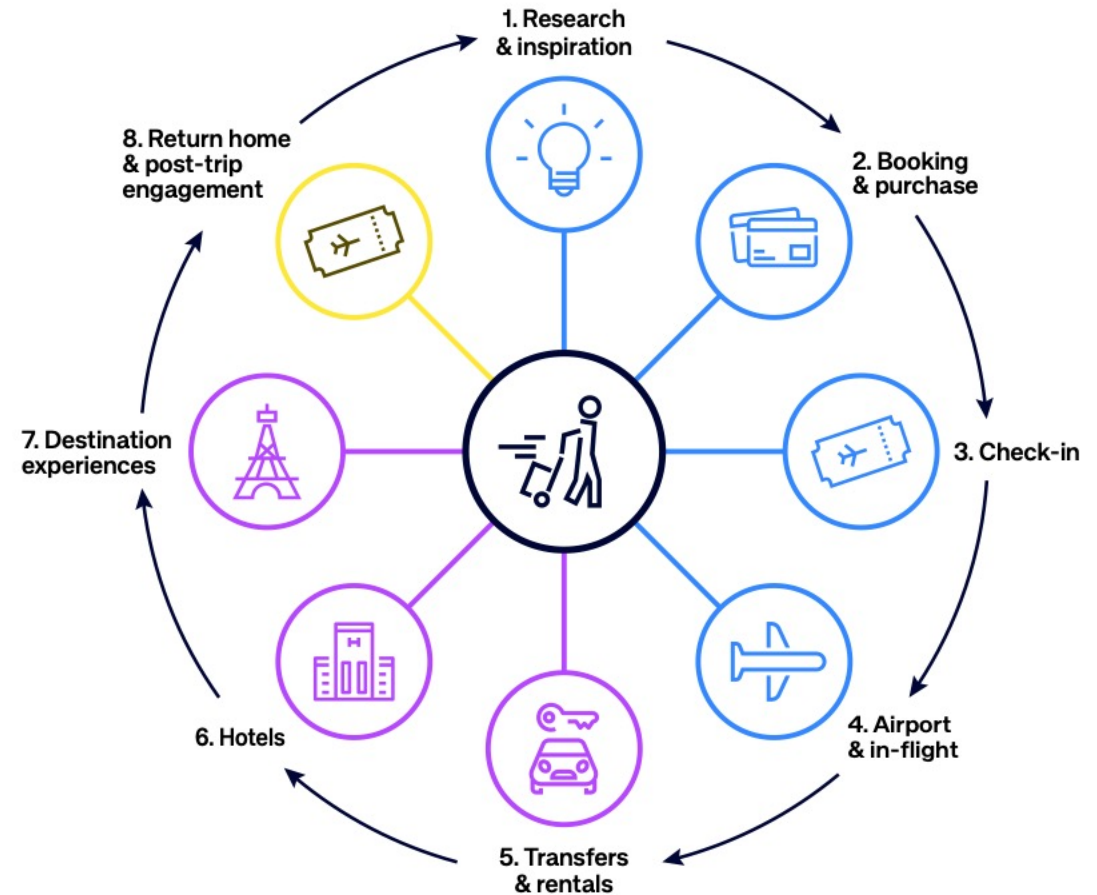
Newcomer productivity

Service-oriented architecture

Event-driven architecture

Proactive platform

Push events and proactively address real-time aspects of the traveler journey



Enabling Data and AI

Data centrality

Our products leverage on large volumes of big data and real-time (fast) data to enable live, hyper-personalized responses to traveler needs prompted by events

Data mesh development with Microsoft

Data mesh makes data easily accessible to our products, customers and partners

- Decentralized, secure and agile
- Data governance
- Data privacy

Potential for AI in travel is immense

Amadeus examples of AI uses:

- Improve creation of shopping recommendations
 - We can do this **at scale**
 - Responding to 2.8 billion search queries per day, we process 18 billion AI-driven machine learning executions per day
- Airplane fuel optimization and gas emission reduction
- Reduction of impact from disruptions
- Improve hotel occupancy forecasting

To exploit GenAI

Product enhancement

Content generation for airline websites personalization and inspiration in search capabilities

Digital assistants within applications like airline revenue management, travel office IT and Business Intelligence

Virtual travel agents embedded in Cytric Easy

c.70 ideas identified
Several brought to market or close to

Internal efficiencies

Use of copilots by engineers, employees

Amadeus **specific chatbot leveraging LLM**

GenAI models

Proprietary models: Microsoft, Google

Open source models
Development and fine-tuning of travel and Amadeus specific models

GenAI excellence center AMADEUS



Openness and self-service capabilities

To **connect** the value from **individual Amadeus applications**

To facilitate the **interconnection** of the wider travel ecosystem

To **accelerate time to market** and **market adoption** of **Amadeus solutions**

To **empower customers and partners** to tailor solutions and innovate to their needs



Creation Platform

Cloud-native architecture

AI and modern interfaces

Data centricity

Openness and **self-service** capabilities

- Essential for future customer needs
- To enable further industry player collaboration
- To foster customer, partner, travel and technology player co-creation



Efficient and responsible development

Process and tooling

To foster development efficiency, employee retention and adherence to Sustainability objectives, while answering modern security challenges

Development efficiency:

Adapting and evolving programming languages

To enhance developer productivity and for code optimization

Enhancing development processes and tools

For efficient and modern development, e.g. the adoption of agile methodologies

Leveraging AI

To enhance productivity and efficiency

Automating build processes, testing, deployment and release management

To streamline workflows and reduce manual intervention

Minimize environmental impact of our IT:

- Carbon impact measurement engine
- Mature GreenFinOps mindset
- Carbon awareness methodology

Strengthening security by design



Security is an important element of **our value proposition**



We give the security of customer systems and data the **highest priority**



Security threats increasing **Big players are best positioned to address** this rising threat



We aggregate **economies of scale** to invest in security for all our customers



Cyber resilience: business continuity, information systems security and organizational strength



Our systems and processes are **under continuous review**



Amadeus Chief Information Security Officer



Amadeus cybersecurity model based on National Institute of Standards and Technology Cybersecurity Framework

Leveraging on the most powerful building blocks



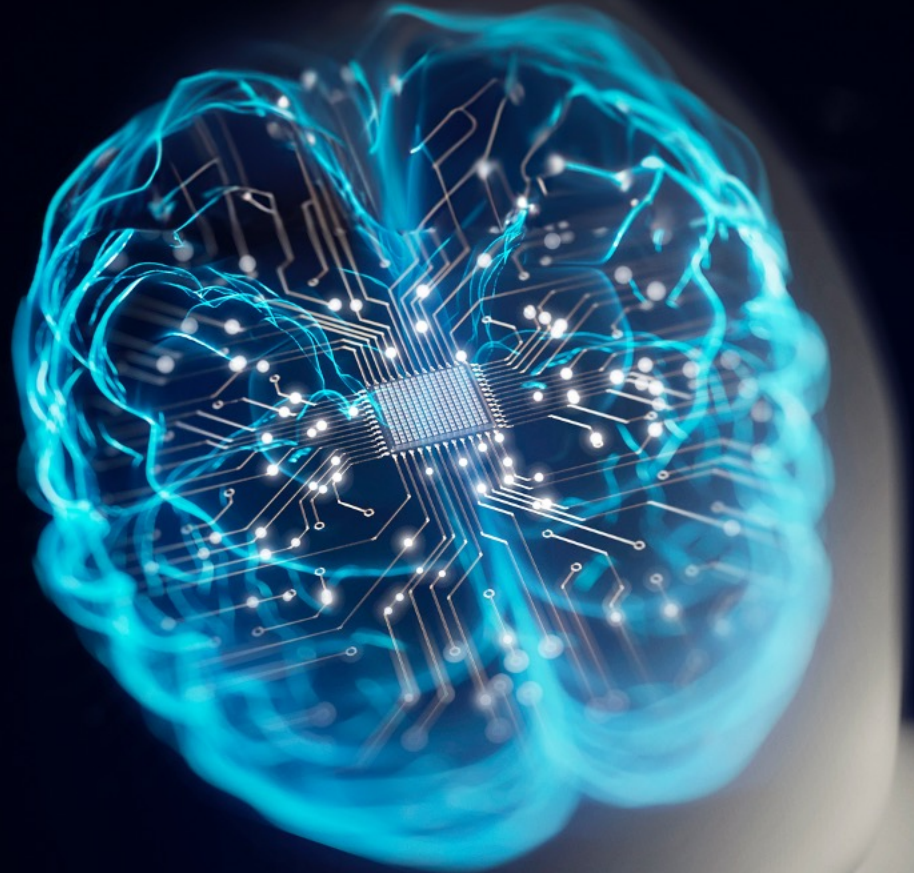
Modern and emerging technologies

We operate a **proactive technology watch framework** to **ensure long-term, state-of-the-art and optimization of our technology**



Partnerships

We leverage on **best-in-class vendors and partners** and combine with **selected use of open-source, start-up and in-house developments**





Amadeus' technology: a sustainable competitive advantage



Expertise in execution of large, long-term, complex technology projects



Best-in-class stability and scalability, while managing huge volumes of data



Global technology footprint and technical expertise, **across all major travel verticals**



Unique positioning, enabling us to draw on state-of-the-art tools and technology



Allowing us to attract and retain **the best technology experts in travel**

Microsoft



Thank you

Amadeus
Investor
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Connecting Travel

London 2024

Air IT Solutions

Decius Valmorbida

President of Travel Unit

June 2024



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Technology is essential to resolve the airline industry paradox

Airline fundamental growth equation

- Increase passenger throughput
- Expand margin per passenger

Master the differentiation game

Massive operational efficiency

amADEUS

Uniquely positioned to lead the airline retailing transformation

Leader in airline IT solutions today



Largest provider of Passenger Services Systems to airline industry (full-service carriers, hybrids, LCC, airline groups)



Processed 2bn passengers in 2023

- >200 airline customers
- Serving all regions



Europe largest region; Americas, MEA and APAC fastest-growing



Two core PSS offers: Altéa (for FSCs) and New Skies (for LCCs)

- Leading solutions in their respective markets
- Interoperability of the two product suites
- Navitaire New Skies is today the only large-scale PSS running entirely on public cloud



Expanded offering beyond traditional PSS capabilities

- Most comprehensive portfolio in the market
- Growing synergies with Air Distribution, Airport IT and Payments
- Bring revenue and cost upsides to our customers

Amadeus: a compelling technology proposition

Competing in the
airline solutions market

**Airline CIO key
decision-making
parameters**

*How advanced is the IT provider's
technology stack?*

*How well can it protect against cyber
threats?*

*How comprehensive are their
applications?*

*How can they minimize project
implementation costs?*

Amadeus leads in each
category and is **the unique IT
provider to combine them all**

Leveraging Amadeus core strengths

Cutting-edge technology

- **Faster innovation**
- **Partnering** with leading IT providers
- Attracting the best engineering **talent**

Investment leader in the travel-technology space

- **Scalability**
- Stellar **operational performance**
- Highest **security** protocols

SaaS end-to-end portfolio

- **SaaS model + full end-to-end** proposition facilitates large, complex migrations
- **Superior customer experience** through full integration of modules across all customer touchpoints
 - Seamless data flows across systems
 - Easy integration with other IT (third party, partners, in-house)
- **Lower overall cost of ownership** compared to a more costly and risky multi-vendor approach
- **Large data set** enabling easy access to real-time events and powerful insights

Industry and technical expertise

- Customers value us because **we understand their business needs and objectives**
- Intimate **understanding of travel:** commercial relationships and/or technical connectivity **with practically every industry interactor**
- Present in 190+ countries, allows us to **understand and adapt to each market's requirements**
- **Trusted partner across industry,** with 35+ years **successful track record** of airline migrations and technical upgrades
- 20,000 **experienced travel technology** dedicated workforce



The future

Airline modern retailing: an industry evolution

- A new flexible framework
- To market and operate products as digital retailers
- Network carriers to maintain interoperability while achieving the same efficiency as in point-to-point traffic
- Low-cost carriers focused on increasing service basket and real-time dynamic pricing, enabled by AI and Cloud

New industry processes

IATA aspires to reach 100% Offers & Orders by 2030

From public schedules, seat availability and pricing set-up to **Offer**

A private quote for travel services that ranges from aeronautical components to partner services (such as hotel, rail, ground transportation, insurance, duty free and destination activities)

From PNR, ticketing and clearing house settlement to **Order**

Delivered by airlines and partners to increase customer engagement and loyalty

Main touchpoints

Airlines' own digital channels (app, web, kiosk), enabling sales through distribution partners as well, with **NDC** (XML-based)



Leading the airline retailing transformation

Amadeus
Nevio

**Next generation Airline
IT product suite**

- Introduced to market in October 2023, (Finnair, Saudia and British Airways as customers)
- Compatible with emerging new industry standards, including but not limited to IATA's Offer and Order principles

- Allows airlines to become modern retailers
- Provides a smooth, digital-first experience for travelers
- Builds and delivers a traveler-centric retailing experience
- Modular, highly customizable, cloud-native, AI-powered solution

Modules

Airline touchpoint enablement

Reach travelers across all touchpoints (web, mobile, call center, airport counter)

Travel seller enablement

Enriched capabilities for offer distribution through intermediated channels under NDC standards

Offer Management

Rich dynamic offers

Order Management

Modern retailing order management system

Delivery Management

Modernized delivery, e.g. better handling of issues

Loyalty Management

Management of Frequent Flyer program

Unique ecosystem of partners

Accenture	Salesforce
Microsoft	IBM
Adobe	Nium
15below	Paypal
3DSeatmap	Plusgrade
Air Dispatch	Points
Airplus	quintessence
Bagtag	Qwiksilver
Hopper	SaleCycle
HSBC	Smile
iCoupon	Timatic
ICTS	Visa
Imperva	Volantio
M&C	Worldline
Mastercard	
NetTracer	

Industry Solutions

Payment Management

A single platform for managing all payment methods, on every traveler journey touchpoint

Amadeus Travel Platform

Global reach to travel sellers

Enabler

Creation Platform

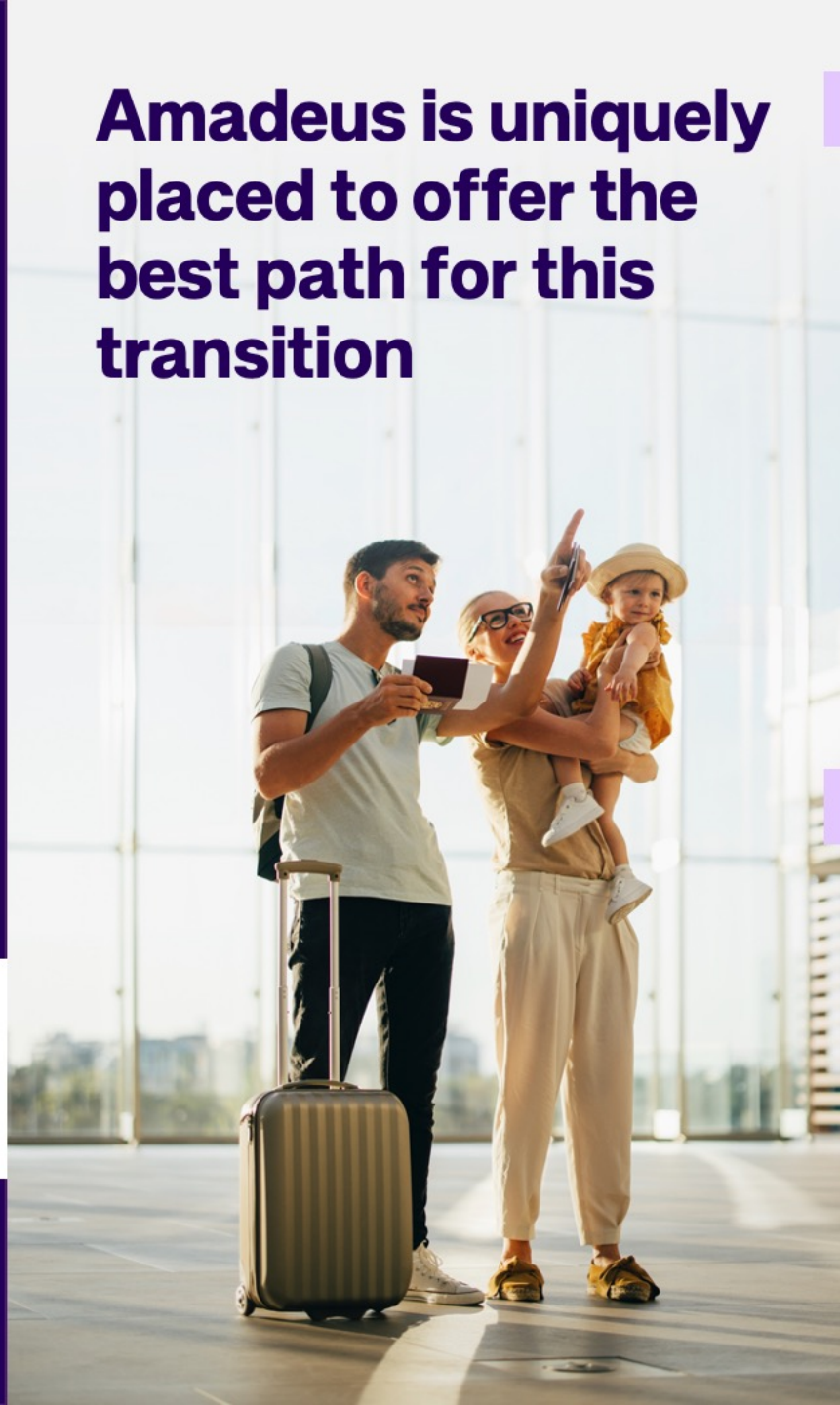
A new technology stack for system integrators, customers' internal IT teams and application partners to connect, extend and draw insights from the airline data

Amadeus Nevio

How will the transition to modern retailing work?

- Industry experts expect transformation to last a decade +
 - Airline CFOs wary of large investments and long timelines while supporting the old and the new environments

Amadeus is uniquely placed to offer the best path for this transition



Existing PSS customer base

- Smart bridging concept, allowing the transition from current PSS to Amadeus Nevio
- Guarantees **business continuity** and innovation
- **Predictable cost of transition** compared to multiple vendors and maintaining two environments in parallel
- **Faster delivery** of revenue growth and traveler experience benefits
 - Finnair: +3% revenue uplift from our AI-powered Air Dynamic Pricing solution (Offer Management)
- High benefits from the **transversality and full integration** of Nevio
- We aim for functional leadership in all six Nevio modules

New customers

- Immediate business benefits with a smooth transition into modern retailing
- Tangible benefits in revenue and customer satisfaction
- For large airlines with multi-vendors, our offering becomes more attractive, thanks to modular and open architecture
- Easy integration with legacy systems, with high degree of customization
- Minimizing risk and capital investment for internal IT



Introducing vNext

Navitaire's new, modern LCC airline suite, aligned with advancing retailing standards for Offer and Order

Data that drives deeper insights

- Cloud technology for data analysis
- Deeper understanding of travelers' behavior

Better personalization for higher conversion

- Right product, time, and price
- Higher conversion and profitability
- More relevant offers, enabled by AI

Increase sales across all channels

- Individualized, dynamic pricing strategies
- Deployed in every sales channel

Elevate the customer experience

- Optimized retail initiatives through personalization

Leveraging our other industry solutions

- Amadeus Travel Platform, Payment Management by Outpayce

Becoming the leading Airport IT provider

330 customers worldwide (>100 airports on ACUS)

Some of the highest profile airports in the world

| JFK IAT |



Delivering on Airport IT industry goals

Seamless passenger experience

Optimized airport operation

Automated disruption resolution

A complete and integrated offering of solutions for airlines, airports and ground handlers

- **Enables collaborative decision-making**, with benefits for all parties, by sharing information and moving away from siloed solutions
- **Simplifies operations, maximizing efficiency, minimizing revenue leakage**
- **Industry's first single end-to-end product suite**
 - Based on a common data foundation, microservices and APIs
 - Working efficiently together through shared data, collaboration and smart, integrated systems and processes
 - Harnesses network effects and delivers value for all stakeholders

We have signed with Malaysia Airports to deliver our Airport Passenger Processing Solutions to six airports in Malaysia



To transform an industry by facilitating an end-to-end approach to running airports based on data insights

Product suite areas



End-to-end Passenger Experience

Comprehensive service platform with biometric-enabled journey, consistency and quality of service, operational efficiencies, personalization and merchandising

ONE Order as reference

Amadeus Vision-Box: leader in Biometrics

Highly attractive for Amadeus' ecosystem approach and ambition to seamlessly connect travel

Enables process digitalization and stakeholder interconnectivity, improving operational efficiency and the passenger experience



Airport Operations

Automated end-to-end planning, management and monitoring of network and airport plans, enabling proactive and collaborative decision-making

Amadeus Virtual Airport Operations Centre

An app for Microsoft Teams, powered by Microsoft Azure machine learning capabilities, allowing airlines, airports, border control customers and service providers to cooperate in a fully digitalized airport operations center, to guide right-time decisions and deliver smooth operations



End-to-end Baggage Management

End-to-end baggage management optimization

Amadeus Air IT Solutions

An attractive growth algorithm

Airline IT

- Air traffic growth
- Customer base expansion: **Altéa** and **New Skies**
- Upselling additional portfolio components
- **Nevio** and **vNext** early adopters
- Expansive yield per customer
- Potential for new customers through gradual adoption
- **Expert Airline Services** continued high demand
- Customer support to maximize value delivered by Amadeus
- Enhances customer proximity and creates up-scaling opportunities

Airport IT

- Continued customer wins for **Passenger Processing and Baggage management**
- Enhanced biometrics proposition with **Vision-Box**
- Cloud-hosted **Airport Cloud Use System** customer expansion
- **Portfolio cross-selling** opportunities

Other adjacent opportunities

- Biometrics, Business Intelligence, Revenue Management solutions and Expert Services for other customer segments

Ample growth opportunity

Addressable market of **€11.9 billion¹**

- **Airline IT: €9.9 billion**
- **Airport IT: €2.0 billion**

British Airways



Thank you

Amadeus
Investor
Day

Connecting Travel

London 2024

Air Distribution

Decius Valmorbida

President of Travel Unit

June 2024



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The role of indirect distribution

Amadeus has championed facilitating sales and distribution of travel content on a global scale

Airline commercial strategy

Direct distribution prioritized

Indirect distribution, through third parties (“Travel sellers”):

- Complements direct selling efforts
- Provides much needed airline **global reach** to compete in global marketplace
- **Traveler requirements** many times lead to purchases through travel sellers:
 - Comparison needs
 - Special servicing requirements (i.e. multiple airline itineraries, corporate travel, groups, non-air content packaging, etc.)
 - Preferred channel for premium leisure and complex itineraries

Travel providers

Airlines
Hotels
Rail operators
Mobility
Travel protection
Cruise and ferry

Amadeus Travel Platform

Travel sellers

Online TAs
Retail TAs
TMCs
Tour operators
Metasearch engines
Super-apps
Travel Media Players
DMOs

- Extensive global reach
- Success-fee business model

- Comprehensive travel content with best-in-class search, pricing, booking, ticketing, transaction and servicing capabilities
- Incentive fee

We generate industry wide economies of scale and consistently reinvest and work to enhance the advantages of our GDS offering

Travel sellers are key and relevant airline content distributors

Travel is **an infrequent expenditure**, making it difficult for travel providers to create loyalty

Travel sellers provide **tangible advantages to airlines**, that make them an **attractive distribution solution**

- Travel sellers deploy large digital marketing and servicing costs spend
- Travel sellers' multi-airline and non-air content offering increases airline sales conversion
- Travelers' preferred channel for premium leisure and complex itineraries

We serve a rich and diverse ecosystem of travel sellers, traditional and new, competing for traveler loyalty

Online TAs



Retail TAs



TMCs



Metasearchers and super-apps



We play an important role in the ecosystem, where we efficiently aggregate all types of content and offer high-performant technology adapted to the specific needs of different travel sellers (retail, OTA, TMC, metasearchers, super-apps, ...)

GDS: the optimal solution to manage a high number of relationships simultaneously

Travel participant wants:

Airlines

Network carriers

Aim to become better retailers, to **increase personalization and loyalty, and to expand yield per traveler**

NDC allows airlines to sell their content in a more dynamic and flexible way:

- In-sourcing the offer creation
 - Gain more control on the offering to the traveler and more flexibility to adapt to the traveler
 - Better differentiate their products
 - A richer and more transparent shopping experience
- Operating in a similar way to low cost carriers

Low cost carriers

Large LCCs have evolved their distribution model and **aim to work with intermediaries as well**, to reach new audiences (corporate travelers, international markets and premium leisure)

Travelers

A streamlined, simple, digital one-stop-shop (end-to-end trip) purchasing experience that is increasingly centered around the traveler experience/destination activity itself

Travel sellers

Need to access, book and service global inventory of travel supply with an efficient and scalable environment

- ✓ **Content from airlines across the world**, distributed using **different technologies** (EDIFACT, XML, NDC)
- ✓ Along with content from **other travel services**, like accommodation, ground transportation and destination content
- ✓ With technology that facilitates **fast, reliable and comprehensive multi-provider content search and comparison**, and allows for **process automation** and **streamlining of workflows**, to provide the best traveler experience

Amadeus Travel Platform

An orchestration of indirect distribution

We aim to serve all indirect distribution channel players and to offer universal content aggregation

- **Travel sellers' preferred source for airline content**

- GDS volumes largely highly resilient to the channel

Direct connects bring challenges for airlines, travel sellers and aggregators:

- Scalability
- The complexity of aggregation grows with the number of direct connects
- Makes hard case for large airlines to extensively push a direct connect strategy
- Multiple and evolving versions of NDC and the varying capabilities by airline create onboarding and maintenance challenges for travel sellers
- Servicing challenges
- Fragmented integration with mid- and back-office systems

Value creation for all participants

Natively integrated technology

Airlines

- **Rich and extensive sales reach** across the world
- A **cost-effective**, transaction and success fee-based outsourcing of connectivity to thousands of points of sale worldwide
- **Comprehensive NDC technology**
- **Economies of scale** for the airlines by delivering their commercial arrangements, handling third party access to their content, transaction processing and technical support worldwide
- **A higher yield per traveler** compared to direct distribution
- Helps airlines **orchestrate their indirect distribution channel better**, under **both EDIFACT and NDC**

Travelers

Supporting the creation of **contextualized offers** more adapted to traveler needs while also enabling more **seamless end-to-end servicing** of travelers

Travel sellers

- **The most comprehensive content source**, integrating not only EDIFACT and NDC airline content, but also accommodation, ground transportation, rail operators and destination content
- **Efficient and scalable** solution: fully integrated multi-provider content provision in a single interface, promoting simplification, transparency, comparability and serviceability of the content, independent of airline NDC versions
- **Simplifies travel sellers' IT** by facilitating that content, flows and processes from different distribution technologies (EDIFACT, NDC, XML) **work seamlessly end-to-end**, across their front-, mid- and back-office, search and servicing systems, while **enhancing sales conversion and traveler loyalty**
- Provides **strong post-servicing capabilities**, delivering significant efficiencies and driving higher productivity than other solutions: travel sellers can fully execute post-booking services (refund, cancellation, exchanges)
- Provides **sophisticated search capabilities at scale**, integrating EDIFACT and NDC in one display, in a cost-efficient manner

Amadeus Travel Platform

Uniquely placed to drive NDC adoption at scale

We aim to become the undisputed aggregator of NDC content for airlines and travel agencies

- We are on a journey, gradually achieving critical mass on the supply side, which will foster adoption by our travel sellers
- OTAs increasingly adopting Amadeus NDC distribution technology



We expect to see the adoption of NDC in our GDS channel gain traction

>50 airline NDC agreements signed, representing 45% of the bookable inventory in our system

24 airline NDC contracts implemented

UNITED

avianca

American Airlines

SINGAPORE AIRLINES

AIRFRANCE

Lufthansa

FINNAIR

BRITISH AIRWAYS

+27 airline NDC contracts signed, to be implemented

الاتحاد
ETIHAD

AEROMEXICO

virgin atlantic

CATHAY PACIFIC

vueling

Emirates

EVA AIR

Kenya Airways

INDIA AIR

80% of our TA customer base have access to and can service NDC content through Amadeus Travel Platform

FLIGHT CENTRE

Fareportal

BCD travel

Travix

AMERICAN EXPRESS
GLOBAL BUSINESS TRAVEL



expedia group

Expedia Group will implement our NDC solution

All participants benefit from NDC: airlines enhance loyalty-inducing service and increase yield, travel sellers provide a richer, more personalized offer and travelers are offered more customized products

We aim to continue to strengthen our position as the leading enabler of indirect airline content distribution

- ✓ Creating long-term value for our customers and generating powerful network effects
- ✓ €9.5 billion estimated addressable market¹

Volume scaling

Continue attracting new travel sellers and increasing share of wallet of our existing customers, supported by our differentiated value proposition

Expand our share of airline distribution, both FSC and LCC (NDC, direct connect volumes)

- Well positioned to scale NDC volumes as NDC adoption by the industry advances
- As network of travel sellers operating in NDC grows, attract large airline-to-large travel agency volumes
- Capture a growing share of NDC transactions in the market

Expand our corporations customer base

Supported by our **strong corporate IT value proposition**:

- ✓ An end-to-end proposition, rich in functionality, leveraging on our synergies with our other businesses
- ✓ Giving access to comprehensive travel content, including NDC content
- ✓ Cytric Easy embedded into MS Teams

Cross-sell and up-sell

Air Distribution is **highly synergetic** with our other businesses, creating opportunities, for example, to cross-sell and up-sell with our payment solutions and our distribution of non-air content, such as hotel, car, rail and travel protection content

Expedia Group



Thank you

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Connecting Travel

London 2024

Amadeus Hospitality

Francisco Pérez-Lozao
President of Hospitality

June 2024

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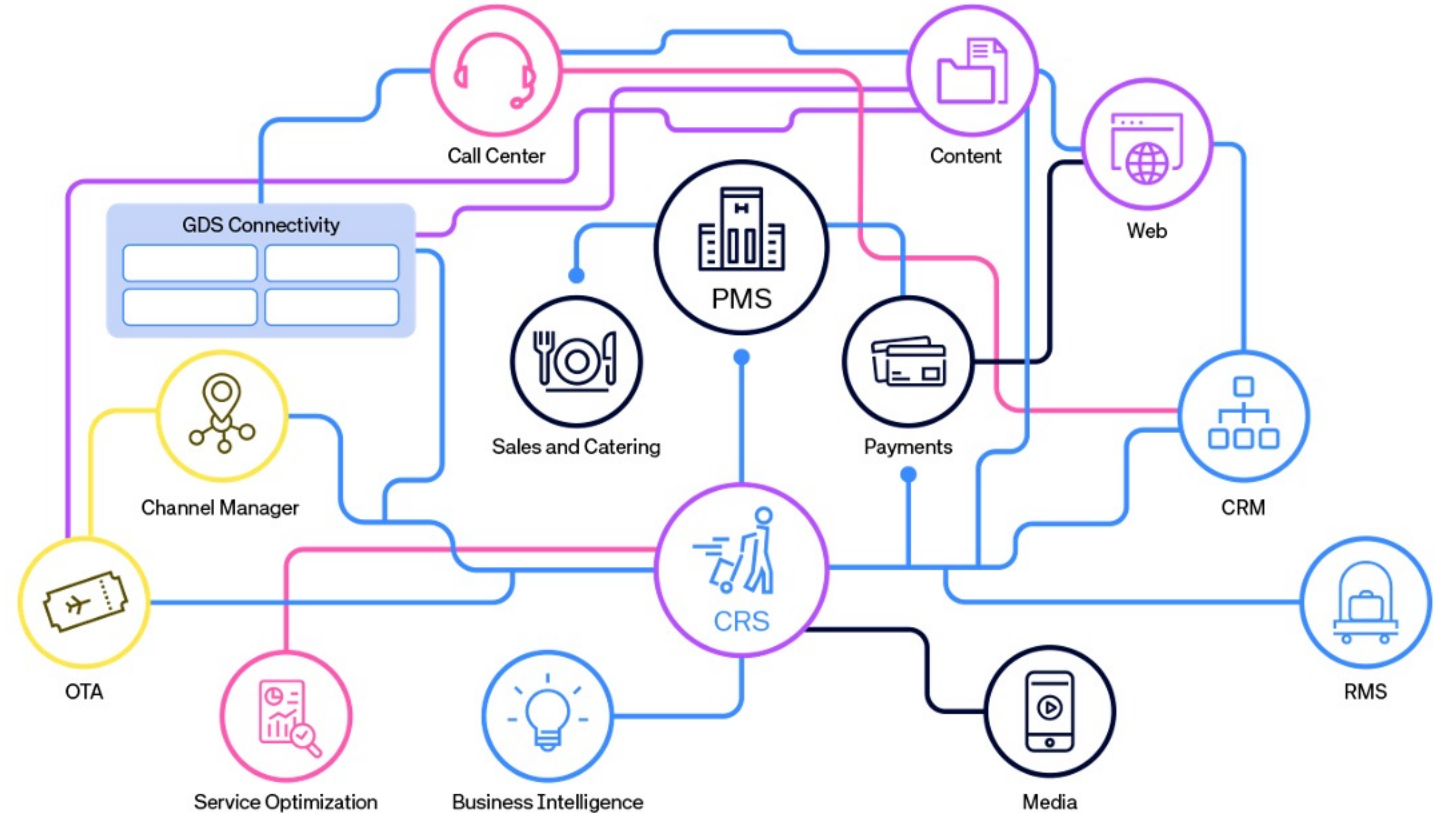
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Today's fragmented Hospitality structure can't adapt to constant market changes

- **Fragmentation of technology landscape (providers and solutions)**, composed of siloed systems with limited integration, resulting in poor IT performance and scalability and data fragmentation
- **Fragmentation of demand channels** leads to profit margin reduction and complex management and control of distribution strategies for hoteliers
- **Limited ability to interact with guest.** The lack of a unique, central and 360-degree view of the consumer hinders personalization and wastes upsell opportunities, impacting guest experience and loyalty
- **Partial access to relevant market insights** limits the potential of revenue strategies and overall business decisions to drive profitable demand



Amadeus Hospitality is uniquely positioned to leverage key industry trends

Market consolidation

Hoteliers looking for inorganic growth to broaden their portfolio or strengthen their positioning

Increasingly relying on larger IT providers

Digital transformation

To achieve **more personalization and guest-centric offers**, to increase guest satisfaction, loyalty and revenue

To **increase revenue and improve productivity**, through process automation and product integration

Increasing weight of luxury hotel segment

Higher IT needs and more **sophisticated IT requirements** to drive customer engagement and market differentiation

**Our goal is to become
the end-to-end IT
provider of reference
to the hospitality
industry**

Our strategy:
to address industry needs

Drive
**profitable
demand**

Power
**operational
efficiency**

Improve
**guest
experiences**

Our value proposition

**Most
comprehensive
portfolio** in the
industry

**Most broadly
connected
partner
ecosystem** in
travel

Focus on
portfolio
investment for
the **long-term**

Driving
innovation in
the hospitality
industry
Leveraging AI: BI,
Digital Media,
Distribution, Hotel IT

**Next generation
in-the-cloud**
solutions,
community-
based
Scalable, flexible,
stable and secure

Technology to
address
**environmental
performance**

Amadeus' leading portfolio spans across three business domains

- Hotel IT
- Digital Media and Distribution
- Business Intelligence

c.65,000
unique contracted properties

+1m
properties distributed through our GDS

81 mobility providers
22 travel protection providers

+3,200
Amadeus people with global coverage

+1,300
partners

Hotel IT



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| amadeus

Amadeus Hotel IT

Leaders across our portfolio



ACRS: next generation cloud-native central reservation system, initially developed for enterprise chains and evolving to serve other customer segments
Ultra-high availability
Attribute-based design



Sales & Catering (Delphi suite): leading S&C solutions implemented across regions, customer segments and property types



iHotelier® suite: mid-market CRS, including website and guest management solutions



Service Optimization (HotSoS suite): for all types of hotels, across regions

Digital Media and Hotel, Mobility and Travel Protection Distribution

A distinct value proposition that positions us as industry reference

Digital Media

Uniquely positioned to provide differentiated value



Proprietary data from multiple sources to power media campaigns and maximize returns on advertising spend



Omnichannel advertising across search display and social media



Preferential media partnerships



Highly experienced team, methodology, and algorithm focused on travel, hospitality and media

Distribution

Generates strong synergies across our businesses



Hotel Distribution: travel sellers through Amadeus Travel Platform



Mobility Distribution: leading B2B platform for mobility providers through the Amadeus Travel Platform, our booking engine and other channels



Travel Protection Distribution: B2B model where insurance providers connect to Amadeus Travel Platform to distribute their travel protection options to travel sellers and other channels

Business Intelligence

Provide insights to support hoteliers' revenue strategies

Leading breadth and depth of our solutions
Extensive historical and forward-looking data
Unique travel insights from industry verticals



RevenueStrategy 360™:
forward-looking strategic insights



Agency 360®: historical and forward-looking insights about TAs and corporations' booking activity



Demand 360®: on-the-books historical and forward-looking insights on occupancy and RevPAR

A unique integrated, cloud-based and open platform with differentiated core services and common components, serving the most comprehensive portfolio in the industry

Cloud-based and open architecture

Integrated solutions, supporting product synergies

Unique cloud-native Core Central Services with a single data image (Availability, Rates , Inventory, guest profiles)

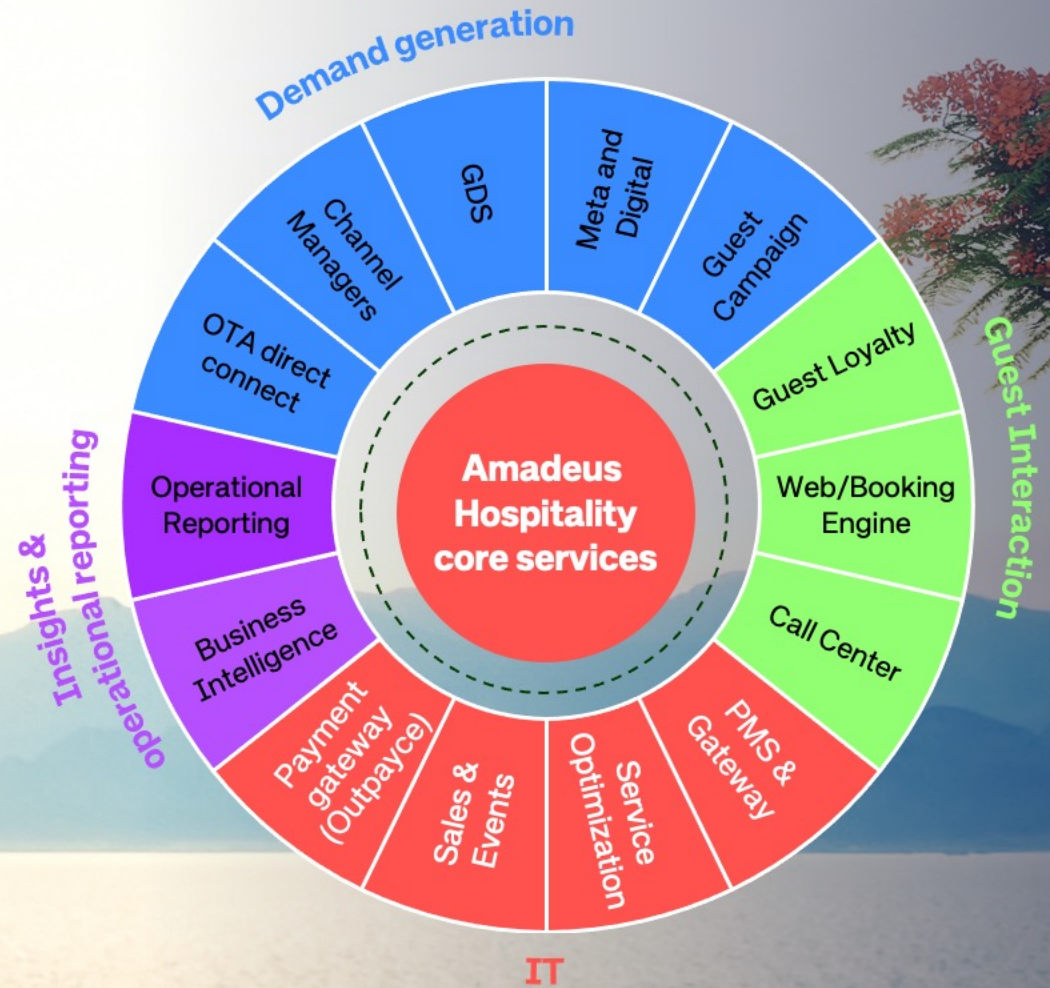
Next-generation shared connectivity gateways

Partner ecosystem

Highest standards of security and scalability





<p>Attribute-based selling design enhances consumer satisfaction, loyalty and upsell revenue potential</p>	<p>Data single image enables faster deployment of new features and brings operational efficiencies</p>
---	---

Allowing for higher guest personalization and lower cost of ownership



Amadeus Hospitality is **investing** in market, customer, segment and product expansion as well as adjacent initiatives to power **long-term sustainable growth**

Growth levers

<p>Further penetration of solutions across our customer base</p>		<p>Geographic expansion</p>	
	<p>Expansion into new customer segments</p>		<p>Leverage synergies to enhance offering through deeper product integration</p>

Uniquely placed to address industry needs and expand in a large and growing market

A leadership position in the industry that places us well to capture a growing share of the market

IT fragmentation and digital transformation require large-scale and long-term investment, presenting a significant opportunity for Amadeus

We believe in this industry, we are confident, and thus, we invest in our portfolio thinking long-term

Amadeus is the best positioned to extract synergies from product integration, leveraging on the most comprehensive portfolio of the industry

Amadeus has endorsement from key leading players on our long-term vision of an integrated and open platform; with an aim to take this vision to the mid-market as well

A large and growing market opportunity
€13.6 billion addressable market

Marriott International



Thank you

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Day

Connecting Travel

London 2024

Payments

David Doctor

Outpayce CEO

June 2024

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Travel simply paid outpayce

from amADEUS

outpayce

from amADEUS

Connecting >52,000
customers (>100 airlines,
2,000 travel agencies and
50,000 hotels) to multiple
payment providers

Simplifying how travelers pay is fundamental for the travel industry's digital transformation

Vision: to become the **global leader** in travel payments by delivering **smooth, integrated and connected payment experiences** for travel players

An **orchestration layer** that allows **airlines** to:

- ✓ receive payments
- ✓ through a wide range of payment methods
- ✓ across multiple touchpoints

A **B2B Wallet solution** that allows **travel sellers** to:

- ✓ make payments to travel providers
- ✓ using virtual card methods

Payments are key for success

Customers need to balance multiple business goals:

Reduce costs and the cost of payment failure

Increase acceptance and revenue (particularly for international payments)

Improve the customer experience

Keep up with **innovation**

Comply with **changing regulations**

Cybersecurity and fraud prevention needs

The right payment solution

Improves **customer satisfaction** (by increasing acceptance) and sales

Ensures **security and compliance** requirements are met

Enhances **operational efficiency**

In Travel, the right payment solution is even more important



Travel is inherently global requiring access to multiple payment options in each market, each with different regulations, and in multiple currencies



Specific use cases and flows for paying in travel add complexity and risk to the management of payment processes

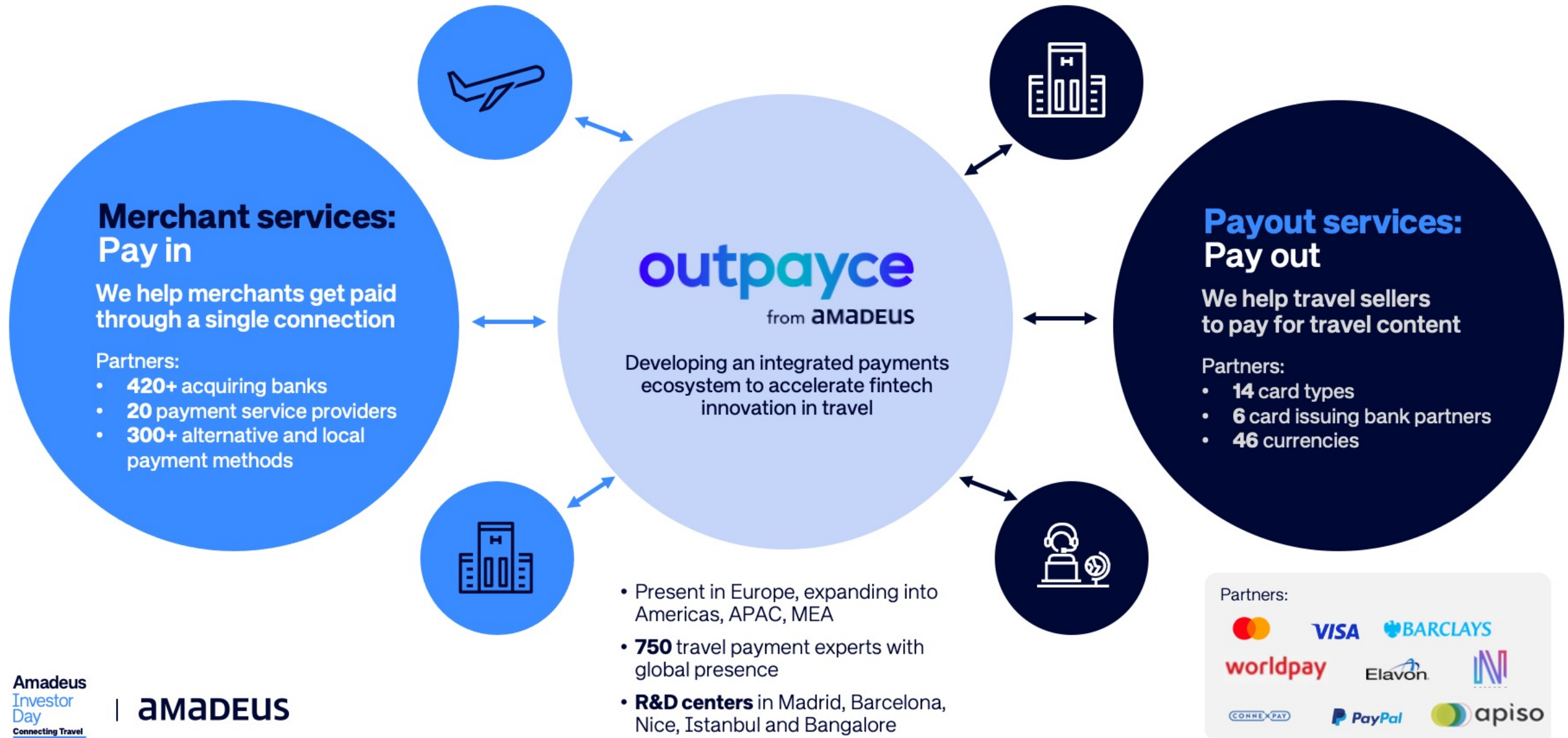


The complexity of travel industry IT systems requires high levels of expertise to integrate payment processing seamlessly

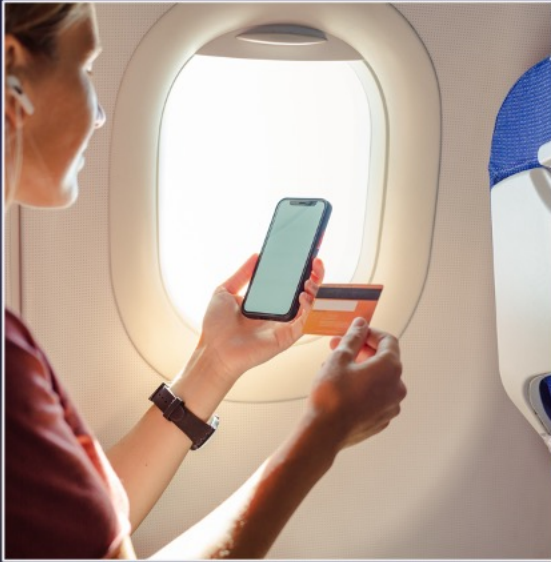


The airline industry has its own trade association (IATA), with whom we work closely

Outpayce today: €160bn+ of payments processed in 2023



A distinct positioning in Travel Payments



Outpayce benefits from Amadeus' **deep travel expertise, extensive market reach, and strong brand reputation** for delivering travel-specific solutions



We have a **unique perspective into the travel industry**, including the challenges and opportunities that money flows and payment processes present for travel players



Our integration into Amadeus' IT systems provides benefits and efficiencies for our customers by allowing better integration for the end-to-end selling process and back-office systems



Outpayce is unique in offering a comprehensive range of **payment solutions for both travel merchants and travel sellers**

XPP: A merchant payment gateway designed for the travel industry

Outpayce Xchange Payment Platform (XPP) is an end-to-end, omnichannel platform, offering travel merchants (airlines) access to a global network of payment providers, increasing choice and facilitating global reach



XPP, through a single connection

- Global reach
- Covers all airline sales channels
- Orchestration engine optimizing payment flows: better acceptance
- End-to-end payment services: tokenization, acceptance, fraud management, reconciliation, FX, real-time reporting analytics
- Integrated with Amadeus Airline IT solutions: payment flows automatically updated as bookings modified
- Reliable partner operating at scale (handling >650 million credit card tokens)

XPP is by design

- Open and API-centric, facilitating connectivity and innovation
- Data-centric, allowing for greater optimization through machine learning

XPP

outpayce

from amADEUS



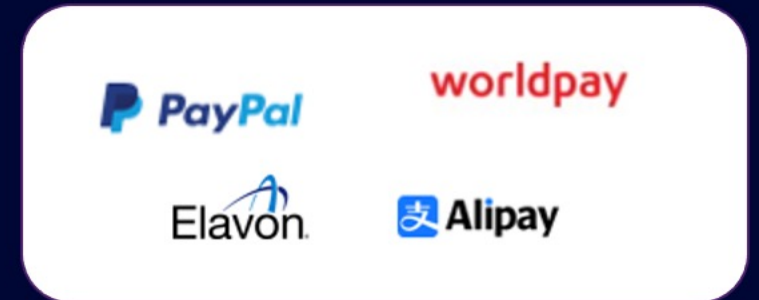
Travel merchant



- Orchestration
- Reporting
- Analytics
- Card authorization
- 3DS 2 Travel
- Alternative Payment Methods
- Airport Pay



Payment service provider



- **Fully integrated with today's standards:** EDIFACT, Offer and Order and NDC
- **XPP is offered to airlines** (used by Altéa and non-Altéa customers)
- **XPP roll out to hotels** POSADAS

- Travel merchants pay for **easy access to the payment industry** (through a fixed transaction fee)
- Payment service players pay for **connecting to the travel industry** (through either a fixed fee or a revenue share)

Outpayce B2B Wallet

A single platform, offering a multi-currency payment solution that provides access to virtual cards in partnership with card issuers, offering global coverage

- Access to multiple payment solutions via a single connection
- Choice and flexibility
- Optimization engine – Increased acceptance
- Integration with Amadeus TA IT systems
- Supplier default protection (through chargeback)
- Revenue potential and savings
- Cash flow optimization
- Fraud prevention
- Improved reconciliation
- Two-sided transaction business model – payment service providers pay % of payment amount + Outpayce pays rebate to travel sellers



Travel agencies

Corporations | Tour operators

VIAJES El Corte Inglés



PriceTravel®

AERTICKET



B2B Wallet platform

Prepaid | Credit | Debit 46 currencies

Virtual payment providers:

BARCLAYS



CONNEXPAY

apiso



Voxel recent acquisition

- Automated e-invoicing
- Payments
- Reconciliation

HESPERIA

RIU
HOTELS & RESORTS

lastminute.com



Pay any supplier in any currency

- Mobility providers
- Cruise and ferry lines
- Travel Protection providers
- Airlines
- Hotels

Becoming a regulated entity

Expanding B2B Wallet into prepaid virtual card self-issuing¹

- Creates value for the ecosystem
- Enhances our value proposition
- Facilitates customer acquisition



Voxel acquisition (Feb 2024)



Market leader in electronic invoicing for hotels and a B2B electronic payments specialist for travel sellers and the hospitality industry

- **Deal rationale: strong synergetic fit with Outpayce, attractive up/cross-sell opportunity and enriching Amadeus' end-to-end offering**
- Market challenge to integrate B2B payments into the fragmented hotel space
- Voxel's IT connectivity hub includes high number of ERPs and hotel PMS, GDS and booking engines
- Automates invoicing and processing for hotels and travel intermediaries
- Allows for expansion into hotel payments space and elevates our B2B Wallet payment capabilities for TMCs and corporations
- Voxel handles >100 million transactions per year. Potential to scale

An attractive growth opportunity

€6.1bn Estimated addressable market¹

€2.5bn Xchange Payment Platform

€3.6bn B2B Wallet solution



Grow with current portfolio

- New customer wins (including within LCC space)
- Geographical expansion (Americas, Asia-Pacific, MEA)
- Upselling (new products such as FX Box)
- Be the airline specific payment provider for NDC Offers and Orders



Portfolio expansion

- 1) New verticals:
 - XPP for Hospitality
 - Expanding B2B Wallet use for corporations
- 2) New capabilities:
 - Prepaid card self-issuing in Europe



Other growth opportunities:

- Prepaid card self-issuing beyond Europe
- Acquiring for specific type of customers (like hotels)



Marketplace and open ecosystem

- Provider API: allowing partners to integrate more easily into our systems to provide customers with a wider choice of payment solutions

Travel simply paid

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Financial Highlights

Luis Maroto

President and CEO

June 2024

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Large market opportunity with ample growth potential

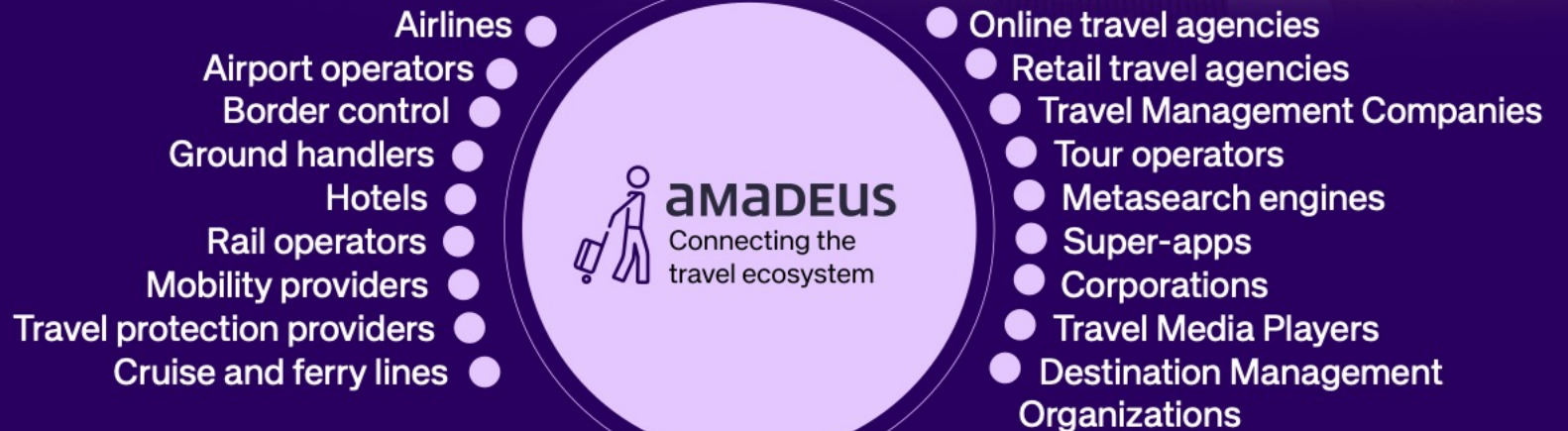
Estimated Amadeus addressable market opportunity¹ **€41.0 billion**

Air Distribution **9.5**

Air IT Solutions **11.9**

Hospitality & Other Solutions **19.7**

- **Hospitality 13.6**
- **Payments 6.1**



Strong and sustainable, highly profitable and cash generative growth

Financial performance outlook

2023¹ - 2026



Revenue : 9.0%-12.5% CAGR

- Strong evolutions across our businesses

EBITDA : broadly stable margin

- EBITDA margin expansion excluding cloud migration and processing costs

EBIT : margin expansion

FCF : €3.9-€4.2 billion cumulative free cash flow generation in 2024-2026²

By segment, 2023¹- 2026 performance outlook

Air Distribution

Revenue: 6%-9% CAGR

- At least, steady bookings growth, supported by content expansion, commercial wins and NDC volumes
- Revenue per booking evolution to vary depending on customer, booking and NDC mix
- NDC contribution per booking is similar or slightly higher than for EDIFACT bookings²

Contribution margin:
minor expansion

Air IT Solutions

Revenue: 10%-14% CAGR

- PB evolution, driven by traffic growth and a positive inorganic effect from 2023-26 customer migrations³ (+35-45m PB in 2024, +60-80m PB in 2025 and 2026 combined)
- Expanding revenue per PB (pricing effects, selling more Altéa and Nevio components, Nevio value creation, Airport IT and Expert Airline Services fast growth)

Contribution margin: small
dilution, driven by business mix (Airport IT and Expert Airline Services) and, in 2024, M&A consolidation impact

Hospitality & Other Solutions

Revenue: 15%-18% CAGR

- Hospitality double-digit revenue CAGR, mainly driven by Hotel IT and Media & Distribution
- Payments faster revenue CAGR than Hospitality

Contribution margin:
expansion, supported by faster growth of transaction-based businesses

CAGR: Compound Average Growth Rate

1. 2023 figures exclude non-recurring effects. See section 3.2 of 2023 Management Review
2. On a comparable basis
3. Incremental PBs from airline customer migrations (including (i) the additional PBs in 2024 from the Etihad Airways, ITA Airways, Hawaiian Airlines, Bamboo Airways and Allegiant Air migrations in 2023, (ii) Vietnam Airlines in 2024 and (iii) All Nippon Airways in 2026)

Investing for the future

Committed to mid-term growth

HOS : ACRS strategy

AIT : Nevio to drive the airline retailing transformation

AD : NDC focus to scale industry volumes

Technology : shift to the public cloud

2023-2026 financial performance outlook

- **Fixed cost evolution**: 2024 fixed costs expected to grow less than in 2023, excluding Vision-Box and Voxel acquisitions. Fixed cost growth moderation in 2025 and 2026, relative to prior year, as we approach completion of cloud project.
- **Capex** to range 11%-13% of revenue, with a decreasing trend

Strong and sustainable free cash flow generation

(€3.9-€4.2 billion cumulative in 2024-2026¹)



Shareholder remuneration

2023-2026



Capital structure

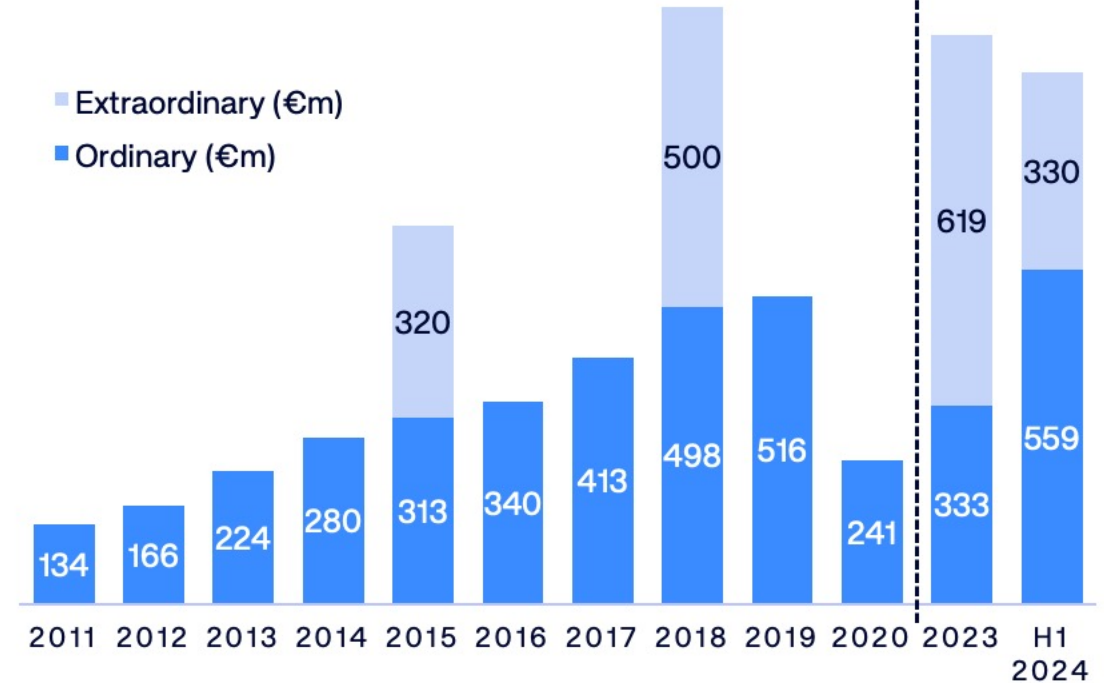
1.0 – 1.5x Net Debt/EBITDA



Shareholder remuneration

- 40%-50% ordinary dividend payout ratio policy
- Complemented with extraordinary shareholder remuneration

Amadeus shareholder remuneration



Total €4.9 billion returned since IPO



12:45

Account Overview



1D 1W 1M 3M 1Y 3Y AA%



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