



Amadeus Jan-Jun 2017 Results

July 28, 2017

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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.

A woman with long dark hair, wearing a grey double-breasted coat, is sitting on a bench in what appears to be an airport or travel setting. She is smiling and talking on a mobile phone held to her ear. To her left is a black shoulder bag, and to her right is a black rolling suitcase. The background is blurred, showing large windows and other people in the distance.

Operating Review

Luis Maroto
President and CEO

H1 2017 - Continued expansion across our businesses

Revenue +9.5%

- Strong operating performance
- Navitaire acquisition effect (late Jan. '16)
- Positive FX impact

EBITDA +10.1%

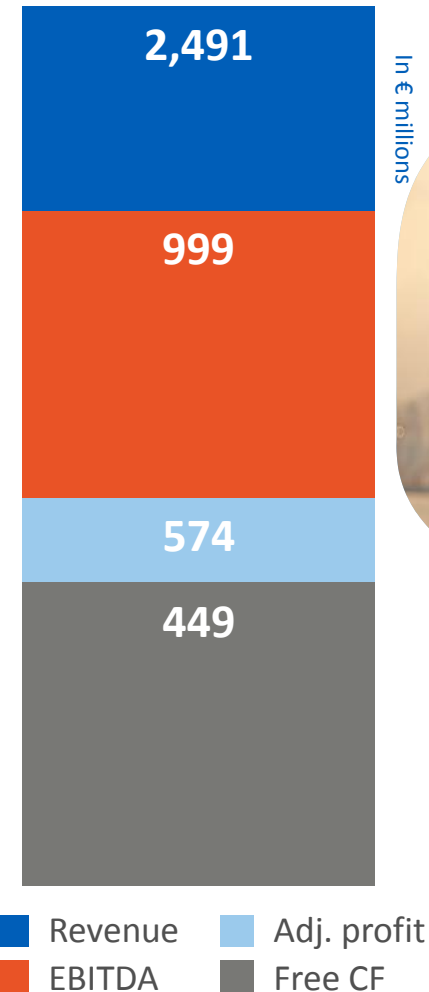
- Positive FX impact
- Excluding FX effects: high single-digit revenue and EBITDA growth rate and margin expansion

Adjusted profit +16.1%

- Adjusted EPS +15.9%

Free cash-flow +7.6%

Leverage 1.10x



At the heart of travel – progressing with our strategies

Recent business highlights

Airline Distribution

- Renewed/signed 9 content agreements, including Korean Air and Westjet Airlines (total of 21 in H1 2017)
- Expanded airlines' merchandising capabilities in indirect channel
 - 70% of bookings through Amadeus can carry ancillary services - Amadeus Ancillary Services contracted by 130 carriers and implemented by 101 airlines
 - Amadeus' Fare Families solution - 54 contracted airline customers and 46 implemented
- Low-cost carrier segment growth
 - Over 100 LCCs and hybrid carriers' content accessible for Amadeus subscribers
 - 10% H1 2017 volume growth

Technology

- Amadeus exclusively run on open systems – TPF decommissioning complete

Airline IT

- Southwest Airlines – largest US domestic carrier – migrated to Altéa: 3-year close collaboration by a team composed of 1,500 Southwest/Amadeus team members
- Implementation activity also included Malaysia Airlines and Kuwait Airways to Altéa. Viva Air Peru, Andes Líneas Aéreas, JetSMART and GoAir to New Skies
- New signings for the full Altéa suite - Air Algérie (+Revenue Management and e-Commerce)
- Additional Airline IT upselling continued in the quarter with new contracts for Revenue Management, Standalone Solutions, Amadeus Airline Cloud Availability and Amadeus Anytime Merchandising

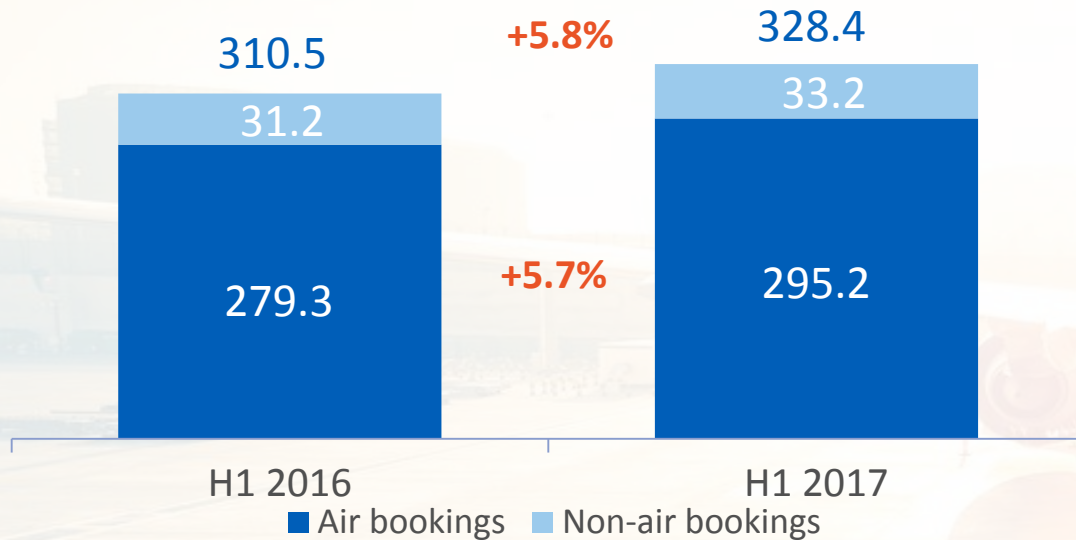
New businesses

- Hospitality IT. Making progress in the development of a Guest Reservation System (GRS) and a next-generation Property Management System for the hospitality industry
 - Plan to initiate progressive roll-out of the GRS together with InterContinental Hotels Group in Q4 2017
- Payments. Amadeus and Ingenico launched Amadeus Airport Pay¹ with Lufthansa Group
- Airport IT. Continued traction in the market with new contract wins and customer implementations

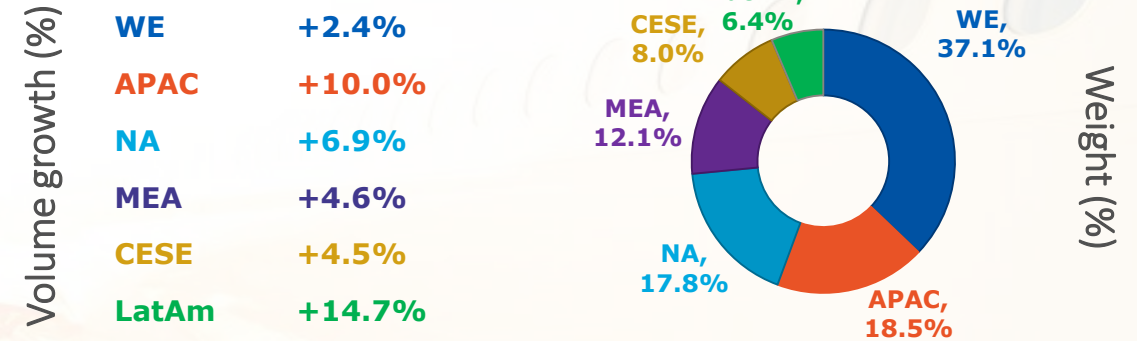
1. For more information on Amadeus Airport Pay, please click [here](#).

Distribution

Amadeus TA Bookings (in millions)



Amadeus TA Air Bookings by region



Region	Volume growth (%)
WE	+2.4%
APAC	+10.0%
NA	+6.9%
MEA	+4.6%
CESE	+4.5%
LatAm	+14.7%

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

TA Air Booking Industry Growth¹



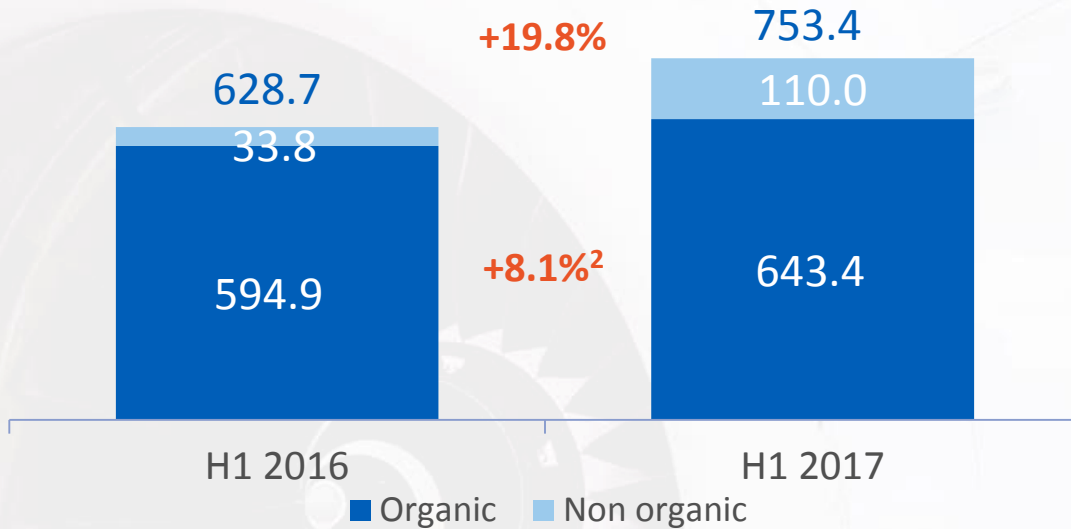
Competitive position¹



1. When we refer to our competitive position, we are taking into account our TA air bookings in relation to the TA air 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.

IT Solutions

Passengers Boarded¹ (in millions)



As of June 30, 2017, 199³ customers had contracted for Altéa or New Skies, of which 189 had been migrated

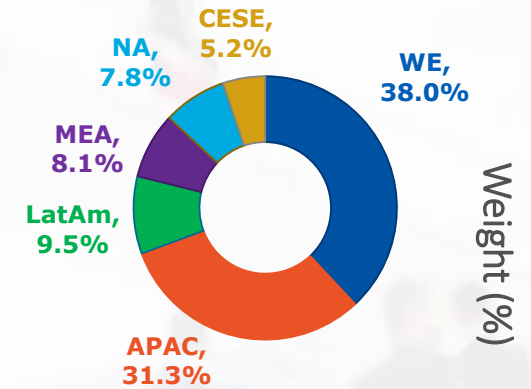
PB growth of 19.8%, driven by:

- Organic growth of 8.1%²
- Impact from new carrier implementations (such as, Southwest Airlines, Malaysia Airlines, Kuwait Airways, Viva Air Peru, Andes Líneas Aéreas, JetSMART and GoAir in Q2 2017; Swiss International Air Lines, Brussels Airlines, China Airlines, Ukraine International Airlines and Viva Group in 2016)
- The consolidation of Navitaire from late January 2016

Amadeus PB¹ by region

Volume growth (%)

WE	+13.4%
APAC	+18.4%
LatAm	+16.9%
MEA	+8.0%
NA	+104.3%
CESE	+30.8%



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

1. Passengers Boarded ("PB") refers to actual passengers boarded onto flights operated by our Altéa and New Skies migrated airlines.
 2. Calculated based on passengers boarded adjusted to reflect growth of comparable airlines on the Altéa and New Skies platforms during both periods, excluding Air Berlin and January 2016 and 2017 Navitaire New Skies passengers boarded
 3. Airlines that have contracted at least the Altéa Inventory module, in addition to the Reservations module, or Navitaire's New Skies solution

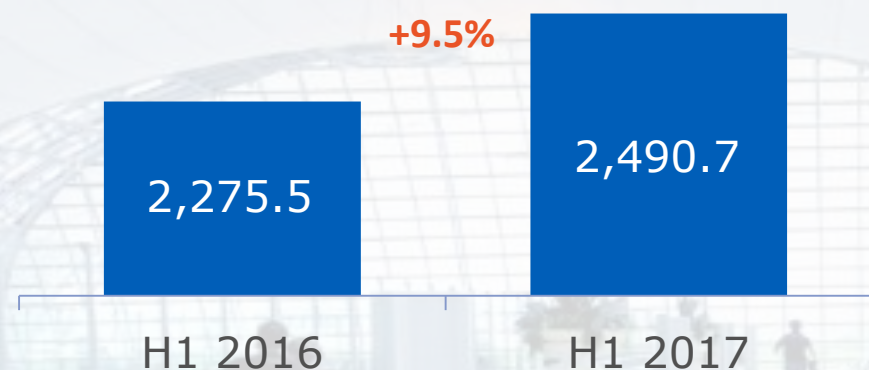
Financial highlights

Ana de Pro
CFO



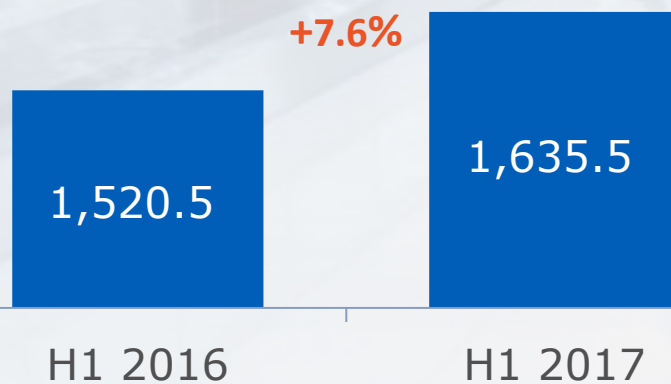
Solid revenue growth

Group Revenue (in € millions)

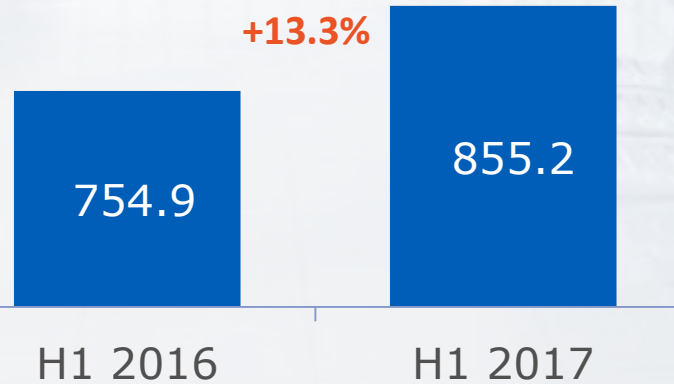


Segment Revenue (in € millions)

Distribution



IT Solutions



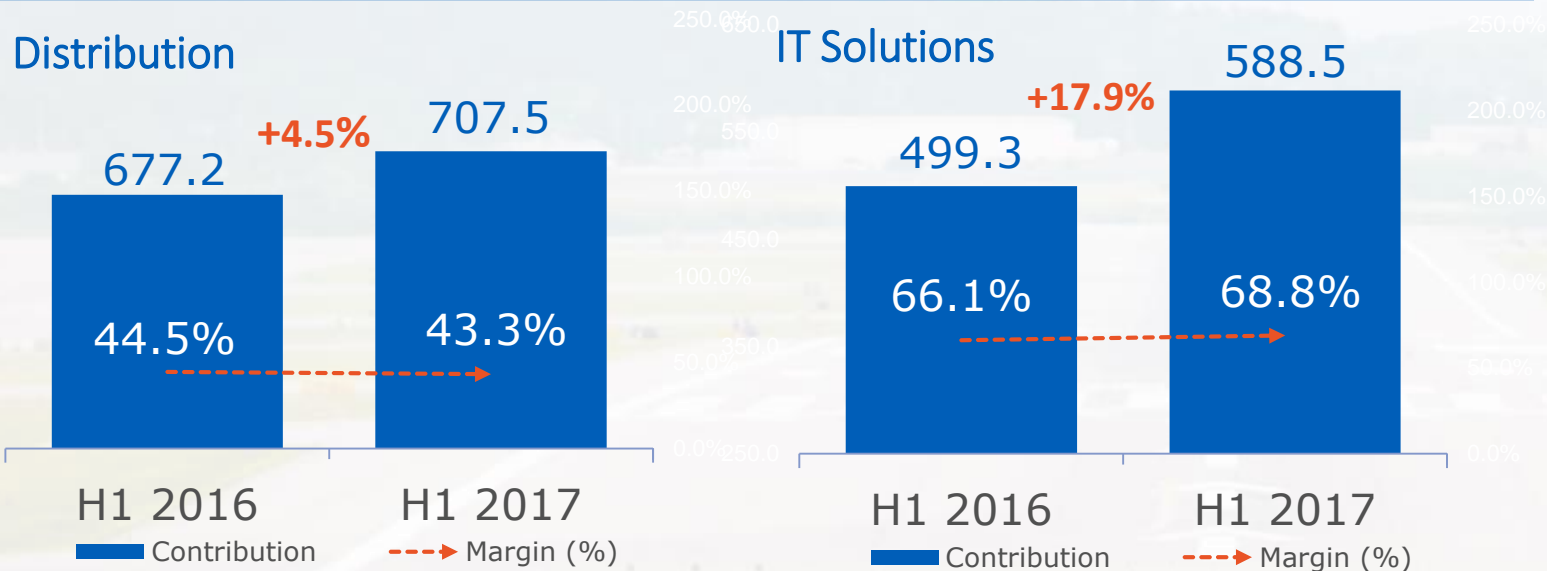
– **Group revenue** expanded by 9.5%, resulting from the positive evolution of Distribution and IT Solutions, the consolidation of Navitaire, a positive FX impact and a negative 2016 leap year effect

– **Distribution:** volume growth, expansionary average revenue per booking (positive booking mix from higher weight of global bookings) and higher revenue from search solutions, tools for corporations and payment solutions

– **IT Solutions:** (i) PB volume growth, coupled with a dilutive airline IT average pricing (higher weight of LCC and hybrid carriers, partly offset by a successful upselling activity), and (ii) growing revenue from new businesses

Contribution growth across segments

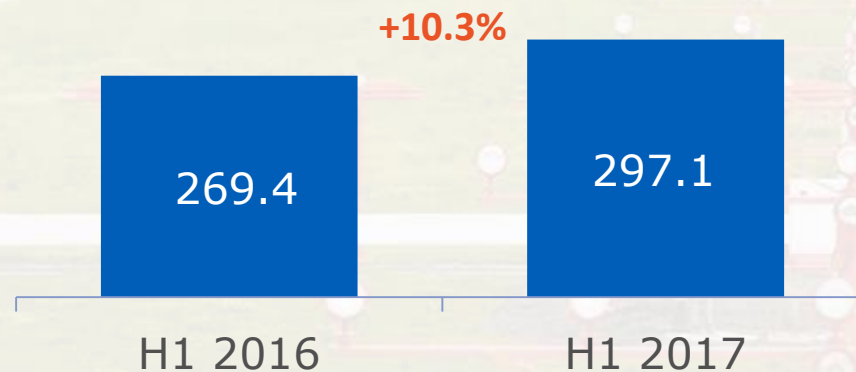
Segment Contribution (in € millions)



- **Distribution:** margin dilution driven by (i) unitary cost expansion, resulting from competitive pressure and regional and customer mix, and (ii) a negative FX impact

- **IT Solutions:** margin expansion supported by operating leverage and non-recurring positive effects in Airline IT, as well as continued expansion from new businesses

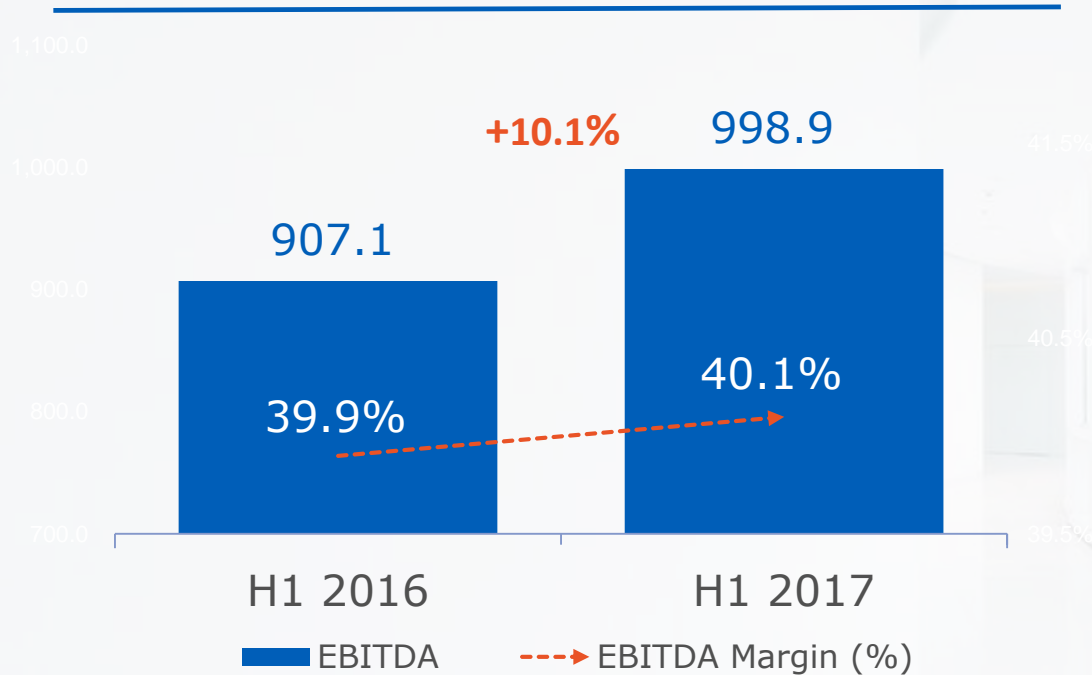
Indirect costs (in € millions)



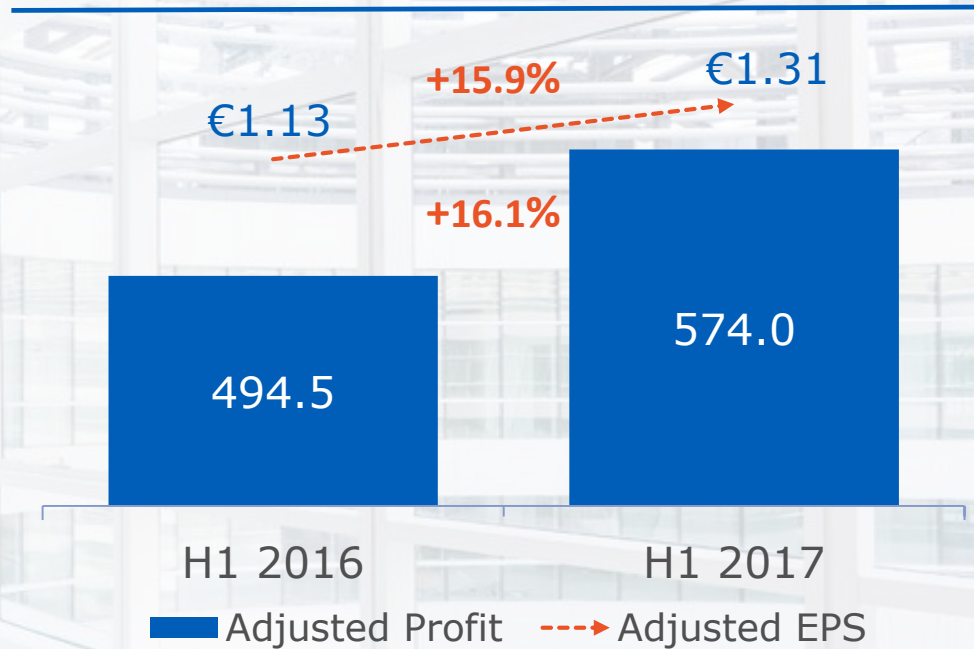
- **Indirect costs** increase, due to (i) the consolidation of Navitaire, (ii) higher resources in corporate functions to support our overall business expansion, and (iii) a negative FX impact

Double-digit EBITDA and Adjusted EPS growth

EBITDA (in € millions)



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



Expansive margin

EBITDA growth supported by the positive performance of both Distribution and IT Solutions, the consolidation of Navitaire and a positive FX impact (negative impact on costs and EBITDA margin)

Excluding FX, high single-digit EBITDA growth rate and margin expansion

Adjusted profit increase as a result of :

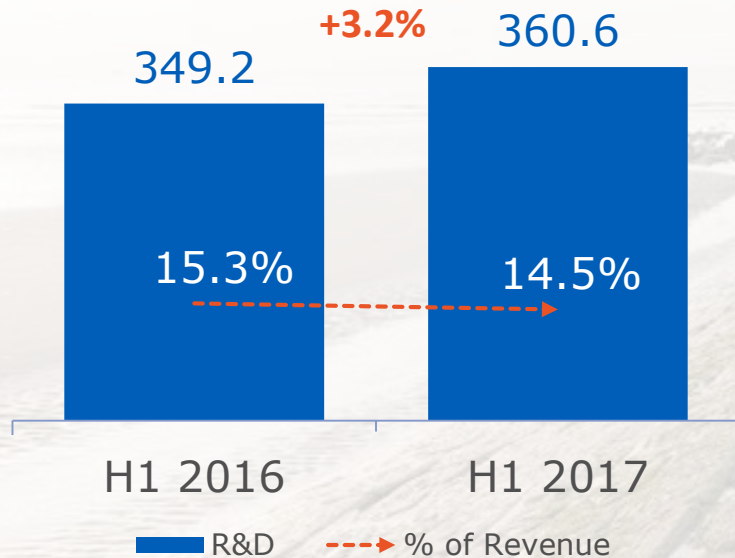
EBITDA growth, lower financial expenses and a corporate tax rate reduction

Partially offset by an increase in D&A

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.

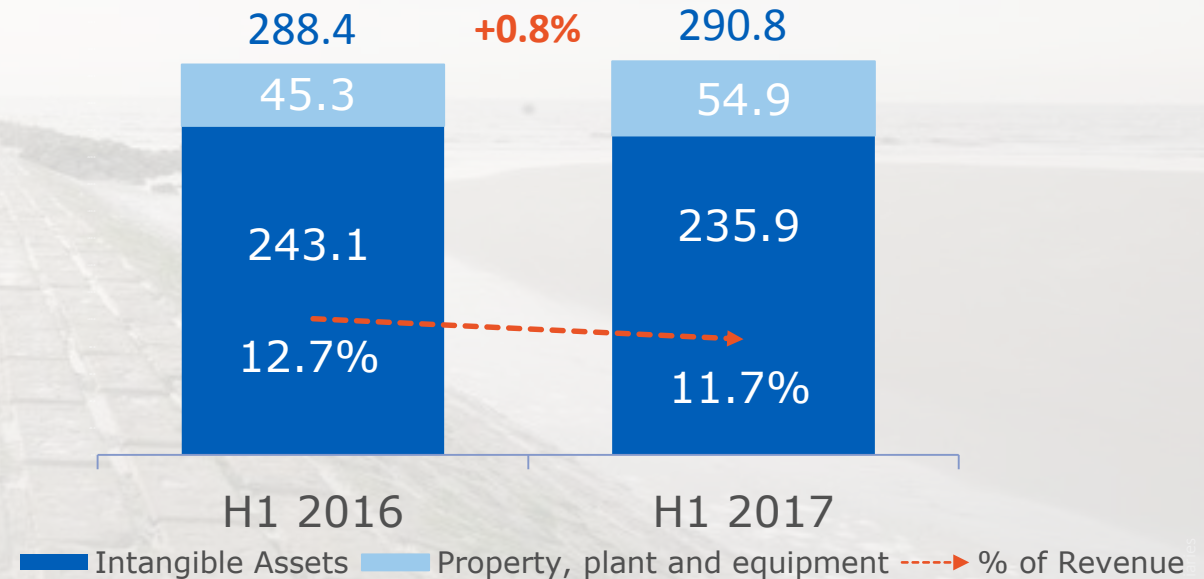
Investment in R&D and Capex

R&D investment¹ (in € millions)



- R&D investment related to: (i) customer implementations, (ii) product portfolio expansion and evolution, including new businesses, and (iii) cross-area technological projects
- R&D represented 14.5% of revenue

Capex (in € millions)

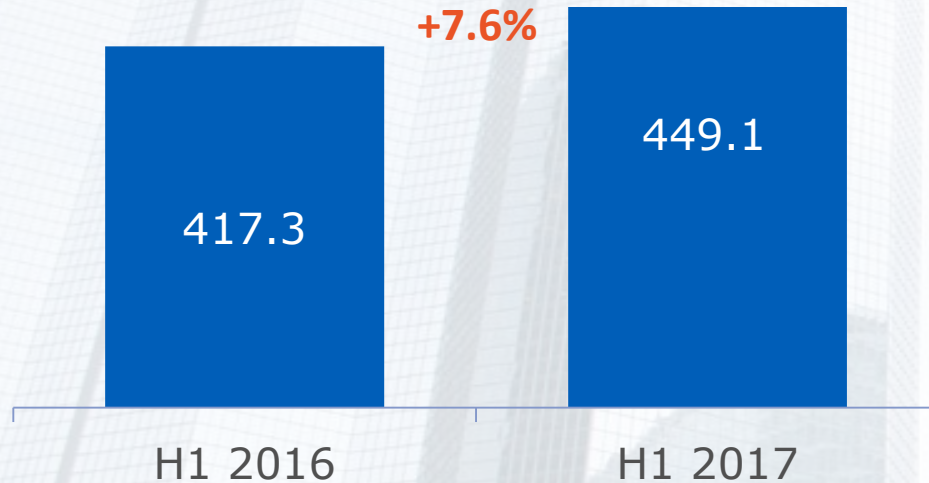


- 3.0% decline in capex in intangible assets, driven by lower signing bonuses
- Increase in capex in PP&E, due to higher hardware and software purchases, as well as equipment for new offices
- Capex represented 11.7% of revenue

1. Net of Research Tax Credit

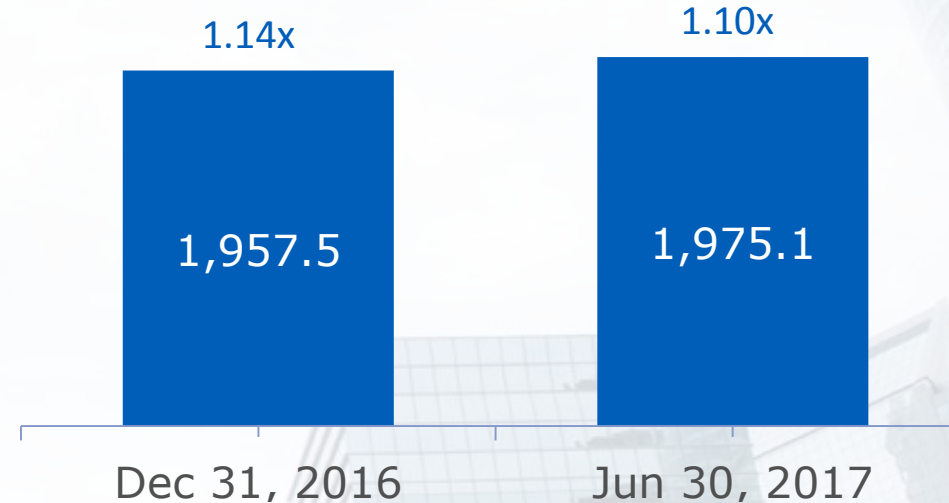
Free cash-flow generation and leverage

Free cash-flow¹ (in € millions)



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

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



- Net debt increase mostly driven by a timing difference in the payment of the complementary dividend (which was paid on June 30 this year, vs. July 28 last year)
- Leverage at the low end of our target capital structure range of 1.0-1.5x net debt / EBITDA

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.

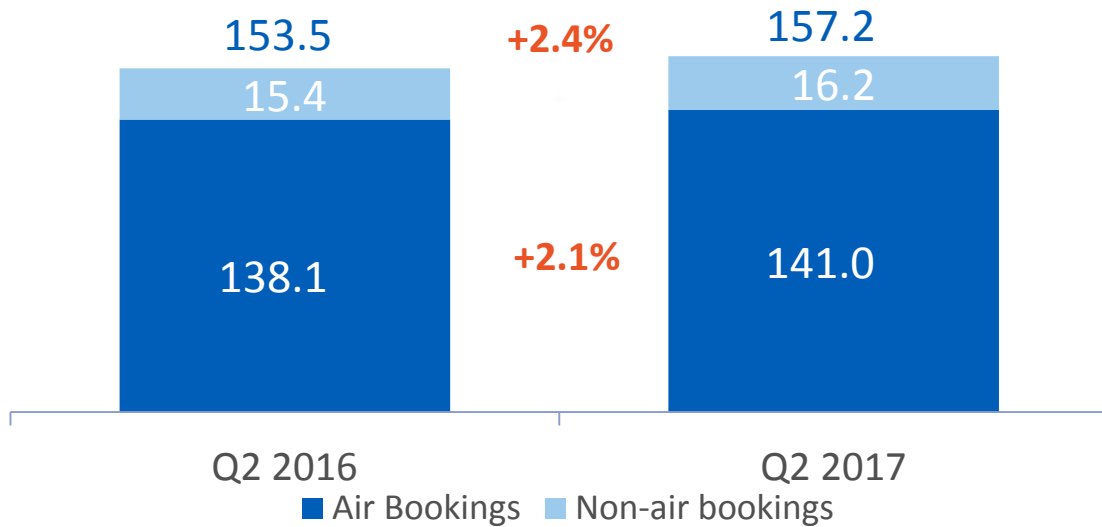
2. Covenant net financial debt and leverage based on the definition included in the senior credit agreement covenants. Leverage calculated as covenant net financial debt divided by LTM covenant EBITDA.

Q2 2017 Highlights

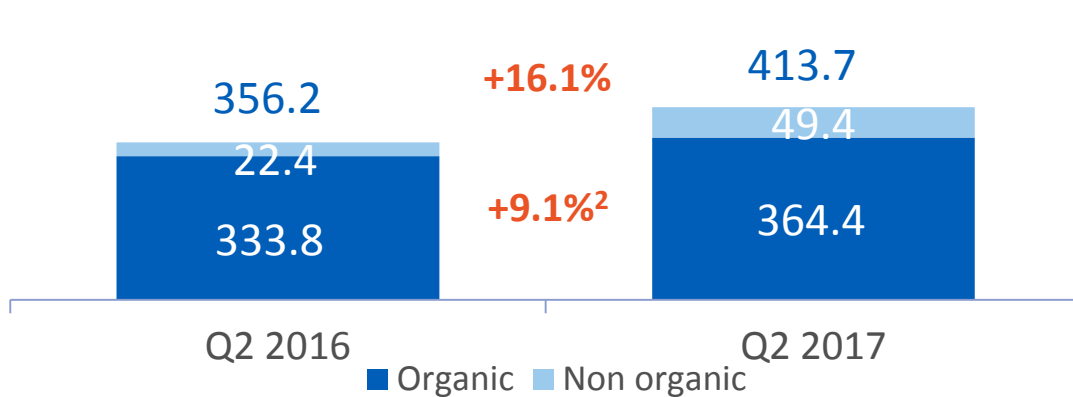


Q2 Volumes

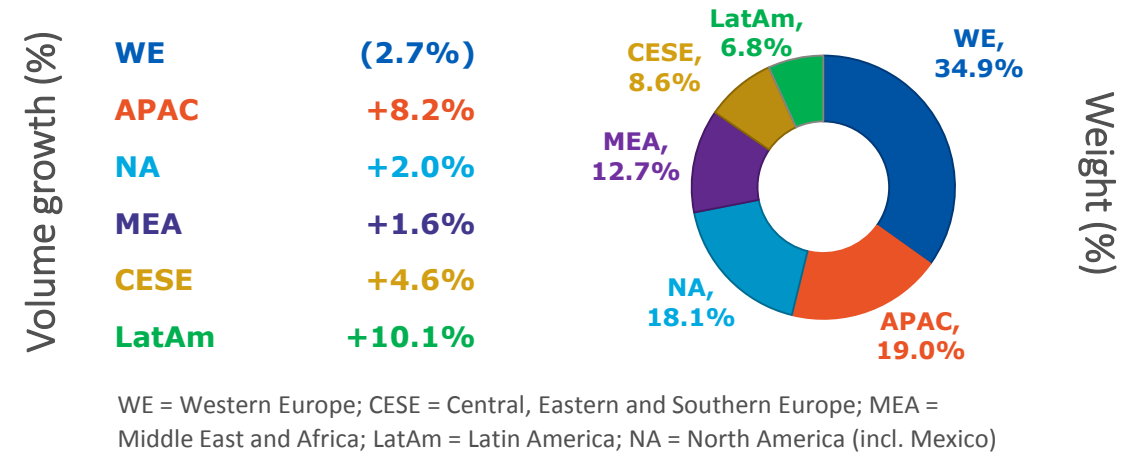
Amadeus TA Bookings¹ (in millions)



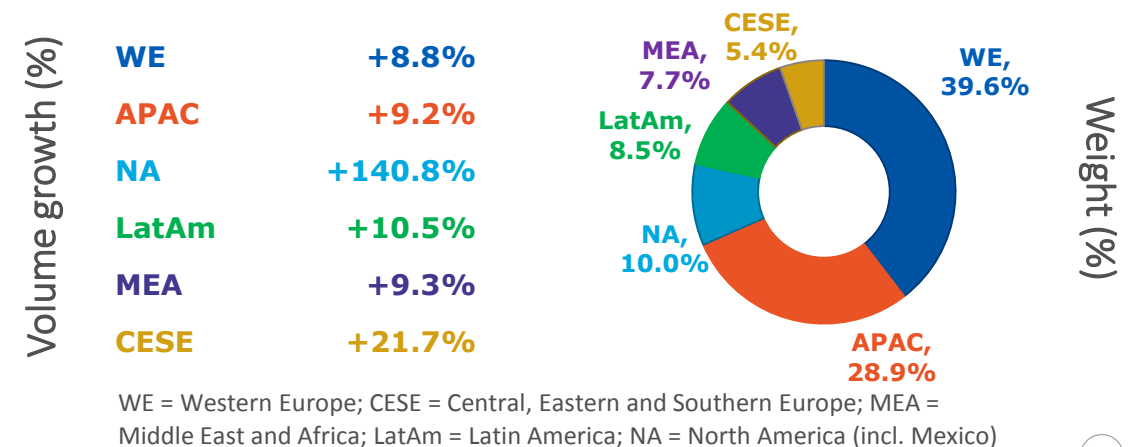
Passengers Boarded¹ (in millions)



Amadeus TA Air Bookings by region



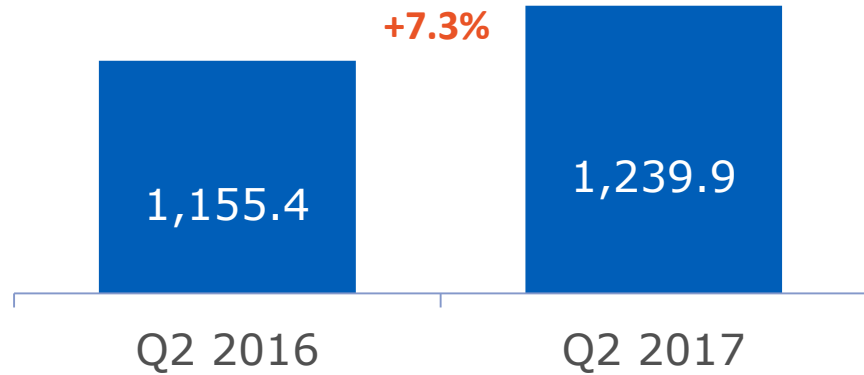
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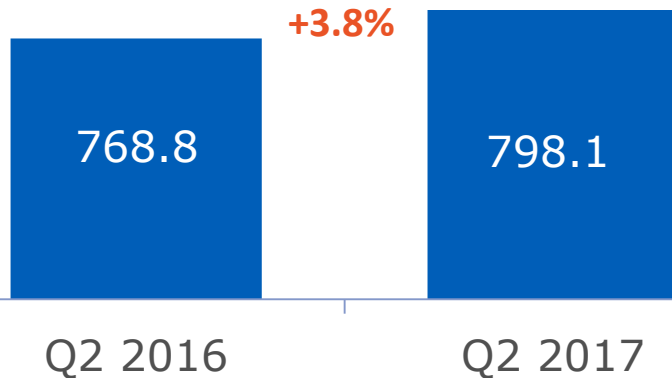
Q2 revenue by segment

Group Revenue (in € millions)

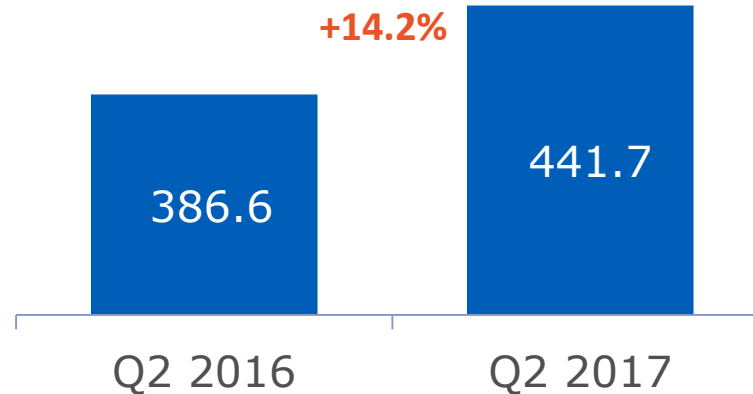


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Support materials



Key Performance Indicators

	H1 2017	H1 2016	% Change
TA Air Booking Industry Growth (%)	4.3%	2.2%	
Amadeus TA Air Bookings (in m)	295.2	279.3	5.7%
Passengers Boarded (in m)	753.4	628.7	19.8%
Revenue	2,490.7	2,275.5	9.5%
EBITDA	998.9	907.1	10.1%
Adjusted profit	574.0	494.5	16.1%
Adjusted EPS (in €)	1.31	1.13	15.9%
Free cash-flow	449.1	417.3	7.6%
R&D	360.6	349.2	3.2%
CAPEX as % of Revenue	11.7%	12.7%	(1.0 p.p.)

Thank you!

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