

Amadeus Press kit

Global Corporate Communication

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The information contained in this document was last updated in November 2011 following the Amadeus financial results announced on 10 November – all figures relate to the Q3 financial period (ending 30 September 2011).

1. Company overview

Amadeus is the chosen technology partner and transaction processor for the global travel and tourism industry. The company provides distribution and technology solutions to help its customers adapt, grow and succeed in the fast changing travel industry. Customer groups include travel providers (airlines, hotels, car rental companies, railway companies, ferry lines, cruise lines, insurance companies and tour operators), travel sellers (travel agencies) and travel buyers (corporations and travellers).

Amadeus's solutions and services are used by our customer groups in different ways. More than 91,100 travel agency points of sale and over 65,900 airline sales offices use the Amadeus system to run their business. Many of the industry's other leading travel service providers use our modular technology to optimise their distribution and internal operational requirements.

Amadeus has central sites in Madrid (corporate headquarters & marketing), Nice (development) and Erding (Operations – data processing centre) and regional offices in Miami, Buenos Aires, Bangkok and Dubai. At market level, Amadeus maintains customer operations through 73 local Amadeus Commercial Organisations covering 195 countries.

Amadeus operates under a transaction-based business model that offers IT solutions to virtually all players in the travel industry. The Amadeus system processed 850 million key billed travel transactions¹ in 2010.

Amadeus is traded on the Spanish Stock Exchanges as of 29 April 2010 [AMS].

Our tagline, "**Your technology partner**", reflects the approach we take towards our customers. We focus on building and maintaining mutually beneficial long-term relationships. Through this stability we develop an understanding of where we can maximise our customers' success, through the provision of technology.

1.1 Mission

“To be the leading provider of IT solutions that enable success in the travel and tourism industry”

1.2 Customer Segments

Amadeus provides a comprehensive offer to the travel & tourism industry. These combine technology in distribution, IT, point of sale solutions and more, helping our customers to take advantage of the technology and convert it to business success.

Travel providers

Airlines - network airlines, regional airlines, and low cost/leisure carriers

Hotels - chains, representation companies, and independent hotel companies

Ground & Maritime - car rental companies, railway companies, ferry lines, cruise lines and insurance companies

Tour operators - specialty, mass-market and vertically-integrated tour operators

¹ Key Billed travel transactions include air & non-air travel agency bookings, passengers boarded (PBs) & e-commerce passenger name records PNRs

Travel sellers

Travel agencies - including travel management companies, business and leisure agencies, online travel agencies and consolidators

Travel buyers

Corporations - self-booking solutions for companies looking to maximise value from their travel spend

1.3 Core strengths

Amadeus' success is based on three principal strengths:

Partnership

Amadeus' greatest strength is its ability to form successful mutually-beneficial partnerships with its customers. By working effectively with those immersed in the business of travel and tourism, the company has been able to design winning solutions for travel booking and travel management.

Amadeus partners with technology, solutions and brand leaders. Our partners include IT leaders such as SAP, IBM, Microsoft, British Telecom (BT), Cisco, Unisys, Siemens, HP, AT&T and SITA and software experts such as Travelfusion, Hitch Hiker, InteRes, and Trisept.

Technology

Our industry leading technology delivers efficient solutions to customers' critical business challenges (increasing revenues and productivity, reducing costs, improving customer service). Amadeus invests in the latest technology solutions and operating environments to be able to design and develop innovative products and services.

Global presence, local expertise

Amadeus has established a truly global presence:

Central Headquarters

Central sites are located in Madrid (Corporate HQ & Marketing), Nice (Development) and Erding (Operations).

Regional offices

These provide sales, marketing and customer support to Amadeus' operations around the world. These are located in Miami, Bangkok, Buenos Aires and Dubai.

World markets

At country level, Amadeus maintains sales and marketing offices around the world that provide local sales, customer service and support. Today, there are 73 local Amadeus Commercial Organisations covering frontline activities in some 195 countries.

1.4 Brief history

Pioneering

Created as a Global Distribution System by Air France, Lufthansa, Iberia, and SAS in 1987, Amadeus has been a pioneer in the travel industry. Examples include:

- Setting up the Amadeus International Travel Agency Advisory Board
- Creating its first country operation – Amadeus Finland - to serve the travel distribution needs of Finnish travel agencies
- The first global distributor to offer neutral (unbiased) flight availability data

Growth & diversification

Throughout the 1990s, Amadeus continued to set standards by developing innovative and user-friendly products, establishing a presence around the world - via the opening of country operations and regional offices - and creating an online presence. All its products and services were specially designed to facilitate the making of travel arrangements for both leisure and corporate travel:

- Booking solutions specific to car, hotel, and flight bookings
- Solutions for business travel management for corporations
- www.amadeus.net – a travel booking website complete with all kinds of destination information for the traveller

By 2000, Amadeus received quality certification (ISO 9001:2000) from the International Organisation for Standardisation (ISO) – the first company of its kind to do so.

Key acquisitions & partnerships

Since 2000, world-leading airlines such as British Airways, Qantas and Finnair have contracted Amadeus' Airline IT Services. Additionally, major corporations and travel suppliers use Amadeus technology solutions for:

- Sales, reservations, and e-ticketing systems
- Corporate self-booking tools
- Customer Service Management for airlines

Companies where Amadeus holds a large stake include:

- Amadeus Revenue Integrity, a US company providing a revenue management tool designed to assist airlines to increase capacity utilization through the reduction of no-shows and cancellations and to eliminate distribution costs associated with non-productive bookings

Milestones

2011	<p>Amadeus announced nine distribution agreements implemented in 2011 with low-cost and hybrid carriers that improve travel agents' access to the inventory, schedules and fares of the over 74 million seats sold annually by these nine airlines.</p> <p>Amadeus is working with SITA, the world's leading specialist in air transport communications and IT solutions, to empower Amadeus Altéa customers to offer real-time baggage tracking information and worldwide baggage reconciliation to passengers, whilst reducing the costs associated with mishandled baggage.</p> <p>Amadeus has continued its corporate responsibility leadership in the first half of this year as it announces the development of a series of 16 key projects. These projects follow cooperation agreements signed with government bodies and institutions, professional associations and tourism companies around the globe. Every project is aligned with Amadeus' social commitment to foster development through tourism and technology</p> <p>Amadeus has broken the 100,000 unique properties barrier through the implementation of Destinations of the World content. This confirms Amadeus' position in the market as the distribution system with the most comprehensive, fully integrated, unique hotel property content.</p> <p>Asia Pacific and the Middle East, followed by Europe, have become global hot spots for inter-regional long distance air travel, according to analysis by the market intelligence solution Amadeus Total Demand by airconomy.</p> <p>Amadeus launched two new innovative solutions to improve the way travel agents sell and book rail travel: Amadeus Agent Track and Amadeus Web Services Track</p> <p>All Nippon Airways (ANA) became the first Japanese airline to select Amadeus' Altéa Customer Management Solution</p> <p>Korean Air, South Korea's flagship airline, and Amadeus announced a partnership that will power the future of the Korean travel industry. Korean Air will transform its passenger service systems by migrating to the full suite of Amadeus' Altéa Customer Management Solution.</p>
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	<p>Turkish Airlines and Amadeus have signed a 3-year full content agreement that guarantees all travel agents worldwide, outside Turkey, access to the full range of the carriers' fares, inventory and schedules.</p> <p>A new industry report, Navigating the Airport of Tomorrow, identifies changing attitudes to the modern airport and charts the technologies that over the next ten years will attempt to solve passenger frustrations whilst also delivering the much anticipated 'total travel experience'.</p> <p>Amadeus announced that it becomes an official global reseller of all conTgo mobile solutions, integrating conTgo products into its corporate product portfolio and marketing and selling those solutions to existing and prospective Amadeus customers.</p> <p>A new industry study, Cross-Sell Your Way to Profit, charts the untapped revenue potential of third-party ancillary services* to the travel industry, with analysis providing a wake-up call to travel suppliers as it identifies growth of 30% in revenues from third-party sales by 2015. The study, conducted by Forrester Consulting and commissioned by Amadeus, identifies the growth of new 'extreme' services such as virtual reality tours and digital concierges set to transform the customer experience in the next ten years; highlights what travel providers must do to effectively market new services; and outlines the central role of mobile in driving adoption of new services in the next five years.</p> <p>Amadeus reached an agreement with AXA Private Equity and Permira Funds, for the sale of 100% of the capital of its subsidiary OPODO LIMITED ("Opodo")</p> <p>Amadeus has been highlighted as one of the leading companies in Europe for investment in Research & Development (R&D) by the European Commission (EC). Amadeus is a leading transaction processor and provider of advanced technology solutions for the global travel and tourism industry. The 2010 EU Industrial R&D Investment Scoreboard, an annual report published by the EC, examines the largest 1,000 European companies investing in R&D during 2009 and ranks them according to the total amount invested.</p> <p>Amadeus [AMS.MC], a leading travel technology partner and transaction processor for the global travel and tourism industry, announced that as of 1 January 2011, Luis Maroto, former Deputy CEO of Amadeus, has replaced David V. Jones as President & CEO of the company.</p>
2010	<p>Amadeus launched a report which finds the Middle East is on the brink of becoming the world's dominant travel hub. The report, Securing the Prize for the Middle East, sets out what the region should focus on to fulfill its potential as a dominant global hub. The factors enabling the Middle East to underpin the next wave of globalisation created by emerging economies such as China, India, Latin America and Africa are analysed in Amadeus' report. These include the region's geographic position at the centre of the major air routes; its continued economic growth compared with the G8 countries; and the major investments planned in the travel industry, including US\$86 billion for airports. The region's approach to innovation and technology adoption is also highlighted.</p> <p>Amadeus announced the launch of Amadeus Hotel Platform, a centralised above-property solution that is set to transform the way hotels do business. Built around one comprehensive database, and available as a 'Software as a Service model' (SaaS), it combines central reservation, property management and global distribution systems into one fully integrated platform. Offering a single and real-time view of the entire business, Amadeus Hotel Platform enables hoteliers to deliver innovative and new guest services, generate additional revenues and also quickly react to market changes as new trends, behaviours and demands emerge.</p> <p>Amadeus announced the launch of 'Active Valuation'; a new IT solution that enables airlines to maximise revenues across multiple channels. A host of major airlines including Lufthansa, Air Baltic, Singapore Airlines, TAM and Etihad were also announced as 'Active Valuation' contracted customers.</p> <p>A major new industry report, The Travel Gold Rush 2020, outlines how the travel sector can better ride the global economic rollercoaster and secure future growth and profitability. Pointing to the death of traditional airline cabin classes; the rise of face-to-face agents; the dominance of Asia; the decline of business class and the importance of delivering a <i>total travel experience</i>, the study provides new thinking and innovative scenarios to support the future of travel. The report was developed by Oxford Economics, a prominent economic forecasting consultancy, and commissioned by Amadeus.</p> <p>Air France and KLM Royal Dutch Airlines, one of the world's largest airline groups flying more than 71 million passengers annually, and Amadeus announced the group's successful migration to Amadeus' Altéa Inventory solution. The migration sees the replacement of the two legacy systems that have served each airline for the last forty years and marks a major step in the group's initiative to modernise and consolidate its Passenger</p>

Service System.

Amadeus IT Holding, S.A. (Amadeus: "AMS.MC"), parent company of the Amadeus Group, announced year-on-year financial and operating results for its first half (six months ended 30 June 2010). The increase in adjusted net profit for the period of 38.0% to reach €246.8m was backed by a growth in revenue of 11.9% to €1,379.3m and an improvement in EBITDA of 19.9% to €556.7m.

Amadeus and **Deutsche Bahn**, the German national railway company, today announced the opening of Deutsche Bahn's first agency in China, using booking technology from Amadeus to sell tickets for both Deutsche Bahn and other European railway providers.

Amadeus announced a number of initiatives as part of its commitment to deliver a comprehensive, multi-channel ancillary services solution to enable airlines to maximise revenue profitably and deliver unmatched levels of customer service. **Corsairfly** has started to pilot **Amadeus Ancillary Services**, which will enable the airline to sell ancillary services on its website and via travel agencies. Additionally, on 1 June, Amadeus implemented Electronic Miscellaneous Document Server (EMD Server) for Finnair. This solution enables airlines to issue, store, manage and distribute associated and standalone Electronic Miscellaneous Documents (EMD), the industry standard fulfilment document which is vital to the effective sale and management of ancillary services.

Amadeus announced the promotion of both **Ángel Gallego** and **Holger Taubmann** to Vice President, with the two positions reporting to **Philippe Chérèque**, Amadeus Executive Vice President, Commercial. The appointments mark the strengthening and further commitment of Amadeus to the EMEA region by dividing the area into two sub-regions, both of which will be headed by senior and experienced Amadeus executives. To this end, Western Europe, Middle East and Africa will be led by Gallego; while Northern, Central and Eastern Europe (including DACH, CESE and Scandinavia) and will be headed by Taubmann

Amadeus announced that **Saudi Arabian Airlines** has successfully migrated to the Reservation and Inventory modules of its next-generation Altéa Customer Management System (CMS) and core components of the Amadeus e-Commerce suite. Following the previous month's migration, the airline has already registered a significant increase in bookings with online sales now representing over 20 per cent of total bookings which shows a healthy growth on previous figures

Amadeus IT Holding, S.A. (Amadeus), the parent company of Amadeus IT Group, S.A., has begun **trading** 29 April 2010 at 11:00h on the Madrid, Barcelona, Bilbao and Valencia Stock Exchanges

Amadeus highlighted its growth and sustained leadership across key markets. As one of the fastest growing distribution systems provider, Amadeus achieved a strong level of performance in 2009 in Asia Pacific and the Middle East and Africa, despite the slump in regional travel due to the global economic recession

Amadeus IT Holding, S.A., the parent company of Amadeus IT Group, S.A., announced business results for the twelve months ending 31 December 2009. Amadeus' financial performance for 2009 remained strong. The company generated revenues of €2,461 million (2008: €2,505 million), EBITDA of €894 million (2008: €874 million) and pre-tax operating cash flow of €779 million (2008: €697 million).

Amadeus announced the launch of **Amadeus LinkHotel**, a new distribution and marketing service aimed at small to medium-sized hotels and groups. At the heart of the enhanced service is the former Otedis, the representation company acquired by Amadeus in 2005. All new and existing hotel members will be migrated onto the new enhanced distribution platform

LOT Polish Airlines and Amadeus announced the expansion of their IT partnership agreement with the adoption of the Star Alliance Common IT Platform (CITP) inventory module, provided by Amadeus. LOT, which has been a user of Amadeus' Altéa reservation system since 2003, will now add the Amadeus Altéa inventory module to its customer management system. After the implementation, which is expected to be completed by the second half of 2010, the airline will manage both reservations and inventory from an integrated, new generation technology platform

Asiana Airlines and Amadeus announced the signing of a Memorandum Of Understanding (MOU) to commence detailed evaluation of the Amadeus Altéa Customer Management System (CMS). Under this MOU, Asiana will set the timelines for their assessment and planning for the future implementation of Altéa. Once implemented, the Altéa solution will manage all reservation, inventory and departure control processes for Asiana, delivering a fully integrated Customer Management System

Carlson Wagonlit Travel (CWT), a global leader specializing in business travel management, has signed a memorandum of understanding (MOU) to explore the outsourcing of some of its mid- and back-office

	<p>transaction technologies to Amadeus</p> <p>Austrian Airlines and Amadeus have signed a long-term Full Content agreement. The contract runs until the end of 2014. As of 1 March 2010, travel agencies worldwide will have guaranteed access to the full range of Austrian Airlines fares and inventory through Amadeus, with no surcharge. The agreement ensures that Austrian Airlines; schedules, fares, last seat availability and associated inventory available through Amadeus will be the same and under the same conditions as in all other direct or indirect sales channels, distribution systems or websites worldwide. Amadeus is one of the most important distribution partners of Austrian Airlines</p> <p>Amadeus and Air France - KLM, the largest airline group in Europe, have agreed to extend their full content agreement until December 2013. The agreement guarantees Amadeus travel agents worldwide access to the entire range of fares, schedules and inventory relating to more than 74.8 million seats and 90.000 flights operated annually by Air France and KLM</p> <p>Amadeus has launched Amadeus Master Pricer Agent Fare Families, a new option within the Master Pricer portfolio, which enables travel agents to make it easier for their customers to compare airlines' fares and their associated conditions online. The solution permits a more transparent purchase process for the end consumer; who can clearly compare fares with the same conditions. In addition, the Amadeus Master Pricer Agent Fare Families solution improves the travel agency's ability to direct customers to their most profitable content and up sell higher fares with more flexible conditions. This helps travel agents be a more attractive distribution channel, strengthening their relationship with the airline partners</p> <p>Amadeus has signed contracts with Emirates, Finnair and TACA to provide them with its market intelligence data. Amadeus Marketing Information Data Tapes (MIDT) contain information about airline bookings made by travel agencies worldwide connected to the Amadeus distribution system. Amadeus is uniquely placed in the industry to provide airlines with the most comprehensive data. We estimate that Amadeus data represents 36% of worldwide airline bookings through the travel agency channel, said Ian Wheeler, Vice President, Marketing and Distribution, Amadeus</p> <p>Amadeus and Iberia, the leading airline in Spain and the European-Latin American market, have agreed to extend their full content agreement until 2014. We are delighted to extend our commitment to the travel industry with this agreement says Manuel López Aguilar, executive VP Commercial and Customer, Iberia; Travel agents can feel sure that they will continue to have efficient access to the complete range of our offer through Amadeus for the next five years. The agreement guarantees travel agents worldwide access to the entire range of Iberia content through Amadeus. According to the agreement, the fares, schedules and inventory made available through the Amadeus system will be the same, and under the same conditions, as through any indirect or direct channel, distribution provider or website.</p> <p>Amadeus announced that David V. Jones will continue to lead the company as President & CEO through 2010 and will be succeeded in January 2011 by present Deputy CEO and until now also CFO, Luis Maroto. David will work closely with Luis and with the entire senior executive team to ensure a smooth transition in the coming months. Amadeus also announces the appointment of Ana de Pro as new CFO, replacing Luis Maroto as he moves forward to encompass other responsibilities</p>
2009	<p>Amadeus, Lufthansa German Airlines and Swiss International Air Lines have signed a long-term full content agreement. The agreement, which is valid until the end of 2014, will guarantee travel agents worldwide access to the full range of Lufthansa and SWISS content through Amadeus, with no surcharge to travel agencies</p> <p>Amadeus and British Airways, the UK's largest international airline, announced a three-year extension of their content agreement taking it up to 2013. The renewed agreement guarantees full-content access to Amadeus users worldwide, ensuring travel agents have access to the same range of fares through Amadeus as they would through the airline's website</p> <p>Amadeus partnered with Fourth Dimension Software (FDS), a software development and services company for the travel industry, to deliver next-generation technology to the leisure travel industry, available today worldwide. The partnership offers a solution that combines Amadeus and FDS' systems and technologies to tour operators and providers of packaged travel</p> <p>Amadeus announced its Affinity Shopper product, developed for airline websites, won the PhoCusWright travel technology innovation award. Recognised at The Travel Innovation Summit in Orlando, USA, Affinity Shopper is the first solution from Amadeus Extreme Search technology portfolio which enables travellers to shop on airline websites by their desired travel experience rather than on a linear date and destination basis.</p>

An Amadeus's report identified the **Amateur-Expert Traveller** - who is more knowledgeable, more adventurous and more likely to live in an emerging economy than ever before - and whose rise coincides with innovations in the trip experience and the growth of niche travel in the post-recessionary environment

Amadeus announced that **Eurotunnel**, the group that manages the Channel Tunnel link between France and Great Britain, has successfully implemented its Fluid Pricing feature to drive increased revenues. Implementation of the solution was completed on time in February 2009.

The International Civil Aviation Organization (ICAO) and Amadeus signed an agreement for ICAO to supply Amadeus with data from its Carbon Emissions Calculator. The data will allow Amadeus' worldwide customer base to estimate the carbon footprint of air travel

Amadeus and **Rail Europe 4A**, the leading distributor of European Rail worldwide, partnered to increase the reach of Rail Europe's European railway products and offer Amadeus travel agencies unparalleled pan-European rail content.

Amadeus announced that **Air France and KLM Royal Dutch Airlines** have signed a ten year agreement for the implementation and operation of Amadeus Altéa Inventory by 2010. Both airlines will replace their legacy inventory systems with a single solution that will manage their passengers and more than 900,000 flights per year

Royal Jordanian and Amadeus announced a 10 year IT partnership. Royal Jordanian will adopt the full Amadeus Altéa Customer Management and ecommerce suite of solutions.

Amadeus signed a worldwide agreement with **Virgin Atlantic** to ensure travel agents have access to the airline's full range of content for at least three years.

Leading representatives of the Global Travel and Tourism Industry, including Amadeus, joined to declare their support for a new ambitious global health initiative, **MASSIVEGOOD**. The project was created by the Millennium Foundation for Innovative Finance for Health, and will allow travellers to give a micro-contribution every time they purchase travel services, which will go towards fighting HIV/AIDS, malaria and tuberculosis in developing countries. The initiative has the potential to raise up to \$1 billion in additional funding for global health during its first four years of operation.

TAM, the largest airline in South America, and Amadeus announced a 10 year technology partnership, to equip TAM with a new generation passenger service system. Amadeus will replace multiple legacy applications currently used by TAM, with a single integrated platform based on the Amadeus Altéa Customer Management Solution

Amadeus announced that a suite of mobile solutions will become available to the business traveller. This includes the possibility of having efficient approval workflow while on the road and itinerary-based location information upon demand, as well as an employee security tracker. The new solutions will function on all the major mobile operating systems such as **Windows Mobile, Symbian and BlackBerry**.

It was announced the successful deployment of the Amadeus e-Retail solution for **China Southern Airlines'** international outbound bookings. Travellers in China are now able to book tickets to China Southern's global destinations via the China Southern website (www.cs-air.com). Amadeus and China Southern have been working together since 2006, when Amadeus technology first helped the airline to process inbound website bookings from customers outside China. This deal now sees Amadeus powering all international online bookings for the carrier's inbound and outbound customers

Amadeus announced **business results** for the twelve months ending 31 December 2008. Amadeus' revenue grew by 2.2% compared with 2007, to EUR 2,861.4m. Amadeus retains the number one position in travel agency air bookings made through a GDS in 2008 with a market share of 36%

An International Chamber of Commerce arbitration tribunal has found that IATA's use, in its **PaxIS** product, of electronic ticketing information transmitted by Amadeus, constitutes a breach of its contractual agreements with Amadeus and also infringes Amadeus' rights under the EU Database Directive

Finnair has successfully switched all its departure control activity to the new generation technology Amadeus Altéa platform. Finnair is also the first airline to implement the new Altéa Self Service Check-in solution, which expands the choice of check-in channels for the airline's customers to include web, mobile phone (SMS and MMS), as well as airport kiosks. The last phase of the transition to the new departure control platform involved migration of Finnair's passenger check-in at 63 airports world-wide. This was carried out with minimal disruption to the airline's operations and concluded on 29 April

SAS Group and Amadeus signed a 10 year technology partnership for the provision of a new generation passenger service system. Adoption of next-generation technology will support the SAS Group's move towards cost efficiency and an enhanced capacity to respond effectively to a fast-changing and competitive marketplace. Amadeus will implement the new technology platform for the SAS Group of airlines through a phased migration process which will start in 2010.

Amadeus announced the launch of **Amadeus Hotel Store**, a new solution fully integrated at the Amadeus point-of-sale that brings seamless access to hotel consolidator content. Transhotel, a global hotels consolidator with 15 years experience, is Amadeus' launch partner for this solution.

Amadeus and **Virgin America**, the award-winning California-based domestic airline, announce a three-year distribution agreement which will bring full content to Amadeus users worldwide and enable the carrier to extend its reach. Amadeus users can now access and book fares and inventory that Virgin America makes available to the public through its internal reservation system and its consumer Web site, as well as through third-party sites.

Amadeus has signed a five-year worldwide agreement with **Emirates** to ensure travel agents have access to the airline's full range of content.

Amadeus has launched the latest version of **Amadeus Rail's IT** solution that provides rail operators with the technology to manage reservations, inventory, scheduling, seating, pricing and ticketing operations. The new version, initiated and being implemented by the Australian railway carrier **CountryLink**, sets a new standard for rail operators and is the result of Amadeus investment in IT products for rail.

Amadeus announced that it has joined the **BlackBerry® ISV** (Independent Software Vendor) Alliance Program, and will be exhibiting at the BlackBerry stand at Mobile World Congress in Barcelona from 16-19 February 2009.

Amadeus launched a report commissioned from the **Economist Intelligence Unit**, into the effect of the economic downturn on executives' choice of hotel. Titled, '**The Austere traveller - the effect of corporate cutbacks on hotels**', the report finds that executives will make fewer, shorter and cheaper business trips in 2009 and prefer basic efficiency and good service over ancillary services. Fully one-fifth of the 354 executives who responded to the survey in Asia, Europe and North America thought an internet connection was more critical than a quiet room.

Amadeus and travel research authority **PhoCusWright** unveiled a report that sheds light for the first time on corporate travel in the world's fastest growing economy. Entitled Corporate Travel Management and Practices in China, the report, which is based on interviews with 112 corporate executives in China, paints a picture of the huge opportunities available for the travel and tourism industry in the market. At the same time, it highlights the significant challenges facing companies operating in the country, whether they are multinational corporations with a presence in China, private domestic companies or state owned enterprises.

Amadeus and **Carlson Hotels Worldwide**, a global hotel company with more than 1,000 properties in 74 countries, has enabled a Direct Connect between the hotel company's five hotel brands and Amadeus and its world-leading distribution system. This provides Carlson Hotels with a faster, more flexible, efficient and reliable interface. It also enables Carlson Hotels to provide a more accurate booking process for more than 103,000 travel agencies worldwide connected to Amadeus.

Amadeus has signed a strategic partnership agreement with **Transhotel**, a global consolidator of hotels and services. Under the agreement, both companies will work more closely to improve travel agents' access to Transhotel content within this new product offered to Amadeus customers.

Amadeus becomes the first in the car rental industry to achieve **100% e-Voucher** for its car rental reservations worldwide as of 01 January 2009. Back in October 1996, Amadeus was the first and only Travel Distribution Company to offer a global paper voucher solution for car rentals. Ten years later, in December 2006, Amadeus pioneered the launch of the e-Voucher and following the path initiated by the airline industry, Amadeus takes the next step forward and moves to greener, more efficient processes for travel agencies with the full withdrawal of the traditional paper vouchers.

2008

Amadeus extended its revenue integrity portfolio with the launch of the **Automated Ticketing Limits** solution, which provides innovative flight firming features as it delivers real time assignment of ticketing time limits and instant prompts directly onto travel agents' desktops.

Amadeus announced that the **number of properties in its Global Distribution System (GDS) has reached 80,000**, providing a vast choice for travel agents and greater visibility for the participating hotels. Overall hotel bookings made through the Amadeus GDS during the first nine months of 2008 rose by 7.4% compared to the same period in 2007, generating close to 1.7 bn Euros for hotels using the system.

Amadeus is rolling out the **Amadeus e-Support Centre**, an online support tool for travel agents to browse support information, resolve problems and log a case to the Amadeus Help Desk. The online resource is currently in use in France, Australia, Malaysia, the Philippines and Hong Kong, and will shortly be launched in North America, Brazil, Scandinavia, Singapore, the United Kingdom, Ireland, Portugal and Latin America.

Amadeus won the prestigious **'Aviation Technology Provider of the Year' Award** at the 2nd Aviation Business Awards Middle East 2008 ceremony held in Abu Dhabi. Amadeus was chosen as the clear winner among other global industry players for its demonstrated commitment in helping airlines, airports and travel agencies increase their efficiencies and effectiveness with its technology solutions.

Amadeus launched a **new version of its self-booking tool for corporations** which include a feature enabling users with mobility impairments to request special assistance at airports at the time of booking their trip. Visually impaired travellers or those with reduced mobility will be able to easily request assistance, such as a wheelchair or a guide in advance of travel, for every necessary stage of their flight.

Amadeus announced that **David V. Jones has been appointed to take over as President & CEO of Amadeus IT Group from 1 January, 2009**. David Jones has headed up Amadeus global commercial operations since 1992 and has a deep knowledge and experience of the travel industry and Amadeus' business. He has worked side by side with José Antonio overseeing the evolution of the company from the newest and smallest GDS competitor, to its current position as the world's leading supplier of travel distribution and IT solutions for the global travel industry. José Antonio Tazón will become Chairman of the Amadeus Board of Directors from January 2009.

Spanair, the second largest airline in Spain, is now managing all its reservations, sales and inventory activity using the **Amadeus Altéa Customer Management Solution (CMS)**. Adoption of the new generation technology platform allows Spanair to flexibly manage all its inventory, pricing, flight schedules and seat planning activity, as well as gain greater control over its sales channels.

Amadeus announced **Golden Tulip Jaipur** as its first **Property Management Solution (PMS)** customer in India. The installation paves the way for up to twenty similar implementations for other Golden Tulip hotels in India throughout the next two to five years. Amadeus is already providing PMS solutions to over 70 hotels in the wider Asia region.

Cost Control and Beyond, a new report published by CFO Europe Research Services in collaboration with Amadeus has found that less than 40% of CFOs are satisfied with the levels of savings delivered by corporate travel programmes in their company. The study is a result of research with CFOs in Europe, the US and Asia Pacific in a variety of industry sectors and investigates their perspectives on corporate travel management - an area which, to date, has not been widely explored.

Amadeus announced hotels offering their **Best Available Rates** through Amadeus now account for 75.3% of Amadeus' hotel bookings. Hotels which participate in Amadeus' Best Available Rate programme guarantee to supply Amadeus with public rates that are the same or lower than those available through other distribution systems, branded websites or the hotel's own call centre. 22,000 hotel properties in North America, 17,200 in Europe and 5,500 in Asia Pacific all guarantee their best rates are available through Amadeus.

Amadeus announced it has successfully deployed its **e-Retail solution** to power global online sales at **Hainan Airlines**. Further cementing Amadeus' e-commerce leadership in China this deal sees Hainan become the fourth major Chinese carrier to partner with Amadeus.

Amadeus announced the formation of the **Amadeus Rail Business Group** as a result of the integration of the existing Amadeus Rail unit and the recently acquired rail IT company "Onerail". The move comes following the full integration of the two companies which means Amadeus now has at its fingertips a suite of quality Rail distribution technology products for both travel agents and Rail providers across the globe.

It was launched the latest version of Amadeus' corporate self-booking tool, **Amadeus e-Travel Management (v11.2)**, which includes an unused ticket trader feature and extended carrier content from two key Brazilian airlines, **Gol** - a low cost carrier - and **TAM**.

Amadeus and **Heathrow Express** implemented an agreement which allows Amadeus travel agencies worldwide to book tickets on Heathrow Express using Amadeus Selling Platform. Heathrow Express, which operates a high-speed, non-stop service between Heathrow Airport and central London, is the first air-rail link to be available on Amadeus. Today's announcement is a key part of Amadeus' strategy to bring all rail services onto a single booking platform for the travel agent.

transavia.com, the European low cost carrier and Amadeus have executed a strategic distribution agreement that makes the airline's entire inventory available in the Amadeus system, using the Amadeus Ticketless Access solution. As a result, travel agencies working with Amadeus can now make transavia.com bookings within their preferred GDS environment.

Amadeus announced the successful implementation of the **Amadeus Ticket Changer (ATC) Shopper with Air France**. The airline launched the new ticket rebooking technology in July across its 80 websites to allow online rebooking of tickets sold through all direct channels. The solution has proven to be successful by increasing online rebooking transactions by 35% in its first month. Travellers can now easily change their bookings directly on the airline's website.

The **Real Hotel Company's purplehotels** selected the **Amadeus Property Management Solution (PMS)** to help underpin its expansion in the UK. The multiproperty solution will be installed in the first 15 hotels by the end of 2008 with an additional 40 hotels and 4000 rooms planned in time for the London 2012 Olympics

It was announced the successful roll-out of **Amadeus Banners**. Finnair was the first airline to use this solution to launch a graphical campaign and better promote their offer to travel consultants. Amadeus Banners is the first new development from a range of airline merchandising features through the Amadeus Airline Retailing Platform, a new distribution proposition launched earlier this year.

Amadeus announced an expanded partnership with **SAP AG**, the world's leading provider of business software, to market an enhanced travel management and expense solution for corporations.

Royal Air Maroc (RAM), Morocco's national carrier, signed a 10-year distribution agreement with Amadeus. RAM joins 12 other carriers from the Arab Air Carriers Organisation (AACO) that selected Amadeus as an exclusive distribution partner in their home markets, for ten years, effective 01 January 2009.

Amadeus announced the launch of the first module of **Amadeus Airline Service Fees**, the industry's first solution to automatically price and collect ticketing fees through multiple channels in compliance with ATPCO and IATA regulations defined for OB Fees.

Thai Airways grows online bookings by 200% with Amadeus e-Merchandise. By adopting the industry-leading e-Merchandise solution to provide advanced shopping capabilities on their website, Thai Airways increased online domestic bookings by 200 percent over three months and furthermore has set a target to quadruple online bookings by year end 2009.

Amadeus registering a record uptake of **Amadeus Ticket Changer (ATC)**. In the past 15 months, 30 airlines have signed up for the solution in order to fully automate their ticket change and re-issue processes, accurately collect associated additional revenues and improve the productivity of their customer service agents.

Amadeus acquired a controlling interest in **Onerail**, which provides a suite of technology solutions to the rail industry. The acquisition is a major milestone in Amadeus' strategy to expand its range of technology solutions for its customers in the travel industry.

Singapore Airlines powers its next generation passenger systems with Amadeus' Altéa Customer Management Solution.

Amadeus was selected by **Air Algérie, Afriqiyah Airways, EgyptAir, Etihad Airways, Kuwait Airways, Libyan Airlines, Qatar Airways, Saudi Arabian Airlines, Sudan Airways, Syrian Arab Airlines, Tunisair and Yemen Airways - from the Arab Air Carriers Organisation (AACO)** - as their exclusive distribution partner in their respective home markets. Following the signing, the 12 airlines will each establish 10-year distribution agreements with Amadeus, which will be effective on 1st January, 2009.

British Airways and Amadeus announced they were extending their existing relationship for another 10 years until 2017. The new agreement covers the entire IT Services relationship between British Airways and

Amadeus, and is the continuation of the strategic arrangement which started in 2000 between the two companies, designed to provide British Airways with a 'new generation' technology platform for the management of passenger services.

A report by Amadeus and the **Association of Corporate Travel Executives (ACTE)** has found that mobile technology is set to transform the entire travel experience for business travellers by improving access to information and services to ease their trip and by enabling corporate travel managers to increase travel policy compliance.

Amadeus launched **Amadeus Revenue Management System (RMS) for Ferries**. A sophisticated pricing and revenue management system, Amadeus RMS for ferries helps operators achieve the best possible profit on each of their crossings. It makes capacity and inventory recommendations based on analysis of historical, 'on the books' and forecast reservations.

Amadeus announced the launch of its **Middle East Regional Hub in Dubai**. The new structure will serve as Amadeus' regional operations centre in the Middle East.

Amadeus won three awards for its **20/20 campaign** in the **Internet Advertising Competition (IAC)**, established by the US-based Web Marketing Association.

Amadeus signed a major agreement with international corporate services company, **Hogg Robinson Group (HRG)** to become HRG's primary GDS partner in Switzerland, Austria and Lichtenstein.

Amadeus signs 60 hotel brands to pioneering **Worldwide Commission Manager** and launches solution in France. Over 20,000 hotel properties in Amadeus have subscribed to this initiative and the solution is today available to all 4,400 travel agencies in France.

Amadeus created a new unit to provide tools for international leisure distribution. The unit is called **TravelTainment - The Amadeus Leisure Group** and brings together three Amadeus leisure technology businesses: TravelTainment, Amadeus Tours, and the product management and development for TOMA, a tour package distribution solution.

Amadeus presented the Amadeus **Airline Retailing Platform**. The new platform will transform the company's global distribution system from a purely distribution channel to a retailing platform through which airlines can also access and leverage functionality to clearly differentiate their brand as in their direct distribution channels.

Iberia first to enhance website offering with **Amadeus' Activities & Entertainment** destination services platform.

Amadeus saw hotel bookings increase by 7.5% in 2007. Half of Amadeus' hotel bookings come from a different country from the hotel which is being booked so the rise in bookings reflects a global growth in international guests. Similarly, trends in Amadeus' IT business indicate hotels are preparing for international expansion; sales of **Amadeus' multi-property Property Management System** increased by 33.4% in 2007. These two trends show that hotel chains are gearing up for welcoming foreign guests and opening properties in new countries.

25 of the top 50 airlines listed in **IATA's** member ranking table have selected Amadeus to underpin their direct relationships with online customers. These world's leading airlines rely on Amadeus technology and services for their domestic or international websites and, more specifically, their shopping, booking, or servicing functionalities. 80% of these airlines have also chosen to outsource their User Interface Web design and related hosting for the Amadeus solutions they have selected.

Amadeus opens **IT Competency Center in Chicago** to support commitment to the North American Travel Industry. The new Center will initially support the implementation of the company's Altéa airline IT suite for its North American launch partner, United Airlines. Amadeus also plans to utilize the Center in the future to provide localized technical and engineering support for other airline and travel industry customers as the company continues to expand its technology presence in North America.

Amadeus announced a total of 18 award wins in 2007 for its airline e-commerce solutions and customer's websites'. Wins included six **World Travel Awards**, three Interactive Media Awards and three Web Awards recognising IT leadership.

Amadeus has agreed to sell its 50 percent stake in **Rumbo** to Orizonia Corporación, a leading company in the Spanish tourism sector. The other 50 percent of Rumbo will continue to be owned by Telefónica, the Spanish telecommunications company. Orizonia and Telefónica have applied to the EU competition authority for

	<p>approval of the agreement.</p> <p>Amadeus launched a three-year full content programme in Europe in January 2008. Already, 34 airlines have signed up to the programme, including Air France-KLM, Iberia, Alitalia, TAP Air Portugal, Air Europa and Malev. A further 29 airlines have signed one-year full content agreements.</p> <p>Amadeus signed a long-term, pan-European agreement with European Travel Interactive (eTRAVELi). Amadeus will provide eTRAVELi, the Nordic region's largest online travel agency and parent company of Seat24 and SRG Online, with key travel content and fare-search technology.</p>
2007	<p>Amadeus has won three prestigious awards including the World's Leading Internet Booking Engine Technology Provider, the World's Leading CRS/GDS System and the World's Leading Travel Technology Provider, at the annual 2007 World Travel Awards ceremony. It is the fourth year running that Amadeus has picked up the award for the World's Leading Internet Booking Engine Technology Provider.</p> <p>Virgin Blue and Amadeus announced a technology partnership which will see Amadeus equip the airline with leading-edge technology solutions to support its continued growth.</p> <p>Amadeus has completed the migration of 75,000 hotel properties onto a next-generation distribution technology platform. The open systems technology allows Amadeus to introduce new search capability and provides the foundation for even more advanced search capability in the future.</p> <p>The United Nations World Tourism Organisation (UNWTO), the United Nations agency for sustainable tourism and the leading international organization in the field of tourism, signed a collaboration agreement with Amadeus aimed at the development of joint initiatives in relation to studies and analyses of the tourism sector at a global level.</p> <p>easyJet signs break-through distribution deals with Amadeus and Galileo for the corporate travel market.</p> <p>Nearly all companies using a self booking tool (SBT) are failing to benefit from increases in productivity by not integrating their SBT with expense management systems. This is according to a new study commissioned by Amadeus and undertaken by the Business Travel Research Centre at Cranfield University, and the Association of Corporate Travel Executives (ACTE).</p> <p>Qantas and Amadeus expanded IT relationship following 7 years of innovative collaboration.</p> <p>Sabre Holdings and Amadeus, leading providers in global travel distribution and technology, announced the approval and launch of Moneydirect, a joint venture that will provide an industry solution for secure, automated payment processing, clearing and reconciliation for the travel and tourism industry.</p> <p>Amadeus' travel agency channel generated revenue of EUR 31.7 billion for airlines in six months.</p> <p>Cathay Pacific Airways signed a landmark ten-year contract which will see the carrier and its subsidiary, Dragonair, adopt the complete Altéa Customer Management Solution (CMS) to manage their passenger service chain, including reservations, inventory and departure control systems.</p> <p>Qantas became the first airline in the world to roll-out the Amadeus developed next generation load control system, known as Altéa Departure Control-Flight, providing increased efficiency and accuracy of flight departures managed by the airline's Sydney and Melbourne load control centres.</p> <p>Amadeus announced that Air France and KLM successfully launched the Amadeus Award Calendar solution, to make redemption of award miles more convenient for their frequent flyers on both www.airfrance.com and www.klm.com. Amadeus Award Calendar is part of the Amadeus e-Service Solution, a full post-sales e-commerce service package, specifically designed to enable airlines to enhance customer loyalty levels, reduce costs and increase yield.</p> <p>Amadeus signed an exclusive deal with Wandrian, a global rail specialist, to distribute rail content to travel agents outside Europe who want to book rail globally. Through the advanced web-based system Amadeus RailAgent, travel agents outside Europe will have online connectivity and tools enabling them to book global rail passes and point-to-point tickets for travel in Europe, the US and Canada, Australia, New Zealand and India.</p> <p>British Airways adopted Amadeus Flex Pricer to enhance the experience of booking connecting flight itineraries through its website www.ba.com.</p>

	<p>Austrian Airlines announced the replacement of its inventory and check-in systems and is joining the Common IT Platform, a Star Alliance initiative. Star Alliance Common IT Platform (CITP), is a joint, centralised platform for customer management, hosted by Amadeus for participating Star Alliance member carriers.</p> <p>Amadeus and British Airways signed an agreement for the distribution of the airline's fares and inventory to Amadeus travel agencies and corporations.</p> <p>Amadeus and Destinations of the World (DOTW), the only dedicated global wholesale travel company and a leader in the travel wholesale industry, announced a strategic partnership. The agreement will enable the organisations to share each other's content, boosting their ability to serve the global travel agency community, the hospitality industry and travellers.</p> <p>Air Berlin, Germany's second-largest airline and Europe's third-largest low fare carrier, is now managing its sales, reservations, inventory and route network worldwide, using the Amadeus Altéa Customer Management Solution (CMS).</p> <p>Over twenty major hotel companies sign up to Amadeus' commission management solution. Amadeus has received strong support for its pioneering hotel commission management solution.</p> <p>Amadeus announced that Auto Europe, a leading broker in European car rental services for over 50 years, has signed a worldwide agreement to distribute Auto Europe's 4,000 car rental locations and content through Amadeus with Complete Access Plus, the highest connectivity level within the Amadeus reservation system.</p> <p>Austrian Airlines adopted Amadeus Web Services which provide online access to the complete range of Amadeus applications.</p> <p>Amadeus is providing technology to help support Kayak.co.uk, the largest travel search company in the UK. Its recently launched Meta Pricer solution will also be used for Kayak sites launching in France and Germany in the second quarter of 2007.</p> <p>A landmark report commissioned by Amadeus, Future Traveller Tribes 2020, has for the first time identified the major social, geopolitical, economic, consumer and technology trends that will determine who will be travelling in the future, which groups will potentially be most dominant and what their individual needs will be.</p> <p>Amadeus was chosen as a technology provider to four of the leading Indian online travel agencies: Indiatimes, MakeMyTrip, Sify and Yatra.</p> <p>Amadeus wins 'Best Technology Provider' Award at Buying Business Travel Diamond Awards 2007.</p> <p>Amadeus has won the award for 'Best Business Travel Product' for its Amadeus e-Travel Management Solution at this year's Business Travel World Awards 2007.</p> <p>SNCF, France's primary rail provider of local and long-distance passenger and freight services, signed a strategic agreement with Amadeus. SNCF will expand its availability in the Amadeus system to travel agencies across Europe.</p> <p>Amadeus and Etihad Airways announce that they have successfully implemented Amadeus Altéa Inventory for the airline. Adoption of the new generation IT solution strengthens Etihad Airways' capacity to maximise revenue on every seat.</p> <p>Airlines are generating increased revenues using Amadeus Revenue Maximisation tools. Amadeus has registered a marked increase in the number of the world's leading carriers using its revenue maximisation tools to increase revenues through travel agency distribution.</p> <p>Amadeus announced that it is the first in the market place to provide e-vouchers for car rental reservations worldwide. Amadeus has signed a global partnership with National Car Rental, which will offer travel agents the possibility of providing e-vouchers for car rental reservations booked through Amadeus and National on a worldwide basis.</p>
2006	<p>Amadeus chosen by lastminute.com to launch the first online multi-carrier flight search display in a calendar format.</p> <p>Amadeus pioneers travel agency commission management solution to boost hotel bookings.</p>

	<p>Amadeus signs a major global technology deal with AccesRail. AccesRail supports rail providers who wish to sell their products and services in the GDS principal displays, by taking responsibility for all associated administrative tasks to achieve that. In a phased approach throughout 2007, AccesRail's customers will have access to the advanced Amadeus Electronic Ticketing Server, a solution to fulfill electronic document storage and data management needs.</p> <p>EgyptAir transforms operations and migrates successfully to Amadeus Altéa Customer Management Solution.</p> <p>Amadeus launches a new generation, multi-channel solution for the distribution of leisure travel content. Amadeus developed the solution with Area Travel Agency and Finland Travel Bureau, two of Finland's three largest travel agencies.</p> <p>Amadeus/ACTE study finds companies can save up to 45% of travel spend through implementation of global travel programmes.</p> <p>Amadeus launches Amadeus Meta Pricer; a solution which brings quality, global air content to travel search engines (meta search engines) and helps airlines to cost-efficiently maximise their distribution.</p> <p>Amadeus completes the acquisition of TravelTainment, a booking engine technology provider in the German leisure travel market.</p> <p>Alitalia signs Amadeus Full Content Option.</p> <p>KLM to switch all sales and reservations operations to Amadeus.</p> <p>Amadeus: 70% of tickets will be electronic by end 2006.</p> <p>Etihad Airways signs up for Amadeus' Altéa Customer Management Solution.</p> <p>Eurostar signs global technology partnership with Amadeus.</p> <p>EgyptAir is 27th airline to select Amadeus Altéa Customer Management Solution (CMS).</p> <p>Thirty-seven leading hotel brands have signed up to Amadeus' Best Available Rate programme. Participating hotels guarantee to supply Amadeus with rates that are the same or lower than those available through other distribution systems, branded websites or the hotel's own call centre.</p> <p>The European Commission confirms Amadeus as the first European travel company in R&D investment. Amadeus is ranked for the second year as the first European travel and tourism company in terms of R&D investment.</p> <p>Amadeus sets its sight on becoming the IT leader for the travel industry by 2010.</p> <p>In his address at the Latin American Leaders Forum, hosted recently by AITAL, José Antonio Tazón, President and CEO of Amadeus, said: "We want to be the world's top IT service provider for the travel industry."</p>
2005	Acquisition of Optims , the leading European supplier of IT services to the hospitality industry, is completed.
2004	<p>Amadeus annual sales revenues exceed €2bn for the first time.</p> <p>Qantas, Australia's largest domestic and international airline, cut over to Amadeus Altéa Inventory, becoming the first airline in the world to process its yield, pricing and inventory via this solution.</p>
2003	Acquisition of Airline Automation Inc. (AAI) , a leading provider of Revenue Integrity Services for the airline industry and currently servicing 60% of US domestic reservations

2002	Amadeus completes its largest ever data migration, with no data loss, when British Airways' offices switched to Amadeus Altéa Reservation . Amadeus launches e-Travel, to provide global on-line solutions for airlines, corporations, travel agencies and other travel partners.
2001	Acquisition of e-Travel, Inc , a leading supplier of hosted corporate travel technology products.
2000	Amadeus broadens its Airline IT Services activities, with British Airways as first customer Amadeus and Qantas Airways sign a 10-year airline IT services agreement; Amadeus acquires Vacation.com, the largest U.S. marketing network for leisure travel.
1999	Amadeus begins trading on the Madrid, Barcelona, Paris and Frankfurt Stock Exchanges .
1998	Amadeus successfully consolidates all System One users - the largest migration in the travel distribution industry.
1997	Amadeus launches travel booking website www.amadeus.net .
1995	Amadeus establishes Asia Pacific regional offices in Bangkok System One , a major US computer reservation system, merges with Amadeus Continental Airlines becomes a shareholder.
1994	Launch of Amadeus India marks first step into Asia Pacific.
1993	Creation of Amadeus América , the regional office for South America.
1992	The Amadeus System is operational.
1990	Opening of the Amadeus Data Processing Centre in Erding , Munich, Germany.
1989	Amadeus is the first global distributor to offer a neutral flight availability display, following EC regulations.
1988	First National Marketing Company (now called local Amadeus Commercial Organisation (ACO)) is created in Finland.
1987	Amadeus is founded by Air France, Iberia, Lufthansa, and SAS.

2. Customer solutions

Amadeus is the leading technology partner of providers, sellers, and buyers in the travel and tourism industry.

Our diverse products and services fall into four distinct solution categories:

Distribution & Content

These solutions allow the aggregation and provision of comprehensive content and the means to optimise its distribution through our extensive points-of-sale network.

Sales & e-Commerce

Providing the ability to access, market and sell content across all channels, these solutions also improve workflows, profitability and customer service throughout the entire sales process.

Business Management

We optimise our customers' business operations, processes and administration, and maximise their customer relationships with these solutions.

Services & Consulting

Customers can leverage the full value of their business processes and IT investments with our Services & Consulting solutions.

Amadeus offers many hundreds of products and services, and our portfolio is continually evolving to help our customers improve their business.

2.1 Flagship solutions

Among the many solutions that Amadeus offers are certain industry-leading, flagship solutions:

2.1.1 Amadeus Sales Management Solution and Shopping

Integrated point-of-sale solution that combines all front- to mid-office functions that increases productivity, improves customer service and boost revenues. It includes:

- ▶ **Amadeus Selling Platform** - is the world's most used retailing application for travel professionals helping them to increase sales with a single access to all fares and to the broadest content. It allows travel professionals to move faster and, thanks to streamlined business processes and personalized services, to exceed customers' expectations. To support travel professionals optimally Amadeus is leading the way in offering the first intuitive catalogue of services integrated into a professional selling interface, allowing travel professionals to easily browse and sell ancillary services on top of the base fare.
- ▶ **Amadeus All Fares** provides the graphical low fare search solution within Amadeus Selling Platform to access, browse and sell the widest range of aggregated fare content. Public and private fares can be browsed and booked from full Amadeus content as well as for over 40 non-Amadeus airlines, all merged into a single display. All fares provides a fully integrated booking flow and travel professionals can build complex itineraries and work more efficiently with the intuitive and time saving calendar option – a feature unique to Amadeus
- ▶ **Amadeus Ticket Changer** - Airline debit memos, 30 minute calls to your call centre, lengthy and expensive staff training...these are just some of the factors involved in manual ticket reissuing. Amadeus Ticket Changer, an automated solution which puts customers in control, can service travellers' change requests anywhere on the world in a matter of seconds, giving them the right fare with the right penalty charge or reimbursement at any point of sales. Amadeus Ticket Changer is an automated end to

end solution that helps travel sellers to significantly reduce their cost and better serve their customers.

- ▶ **Amadeus Master pricer** - As the travel industry's technology partner, Amadeus is committed to ensuring that our customers to remain at the forefront of the industry with an arsenal of the most innovative online products. Amadeus Master Pricer is a revolutionary and comprehensive low faresearch solution available in the international online travel industry. Amadeus Master Pricer Standard has unbeatable content, with the broadest and cheapest range of fares, and it's so easy to use that travellers will be able to find and select a flight in seconds. Amadeus Master Pricer Standard allows effortless flight comparison so your customers will no longer have to make multiple searches
- ▶ **Amadeus Agency Manager** - Agency manager is designed to improve efficiency of agents because it facilitates highly complex tasks and automates data flows to ensure both speed and accuracy. It helps to increase revenues through intelligent revenue management tools that guarantee fee collection and controls margins by giving visibility on performance. The advantage of Agency manager is that it can be highly customized and provided with dedicated travel back office system compliant with all local requirements or it can be used with 3rd party back office solutions.

2.12 Amadeus Altéa Customer Management Solutions (CMS)

Amadeus has always used the latest technology available to build IT solutions for airlines. In particular Amadeus has progressively decommissioned costly TPF Systems to move to more open platform systems and maintain cost-effective processing power. The benefit of open systems is in the ability to scale up processing capacity and integrate new features fast and efficiently.

Amadeus' objective is to maintain a state of the art Customer Management Solution which can serve the needs of any airline. With over 140 airlines contracted for Altéa Reservation, over 110 airlines using or about to use Altéa Inventory and more than 90 airlines moving to Altéa Departure Control, Amadeus is now the market leader in passenger service systems. New clients continue to join this unique common platform, to reap the benefits of integration and seamless management of the full customer travel experience. Amadeus Altéa airlines span all sizes and levels of sophistication, ranging from 70 million to below 1 million passengers and from well established airlines to start ups. The Altéa community embraces airlines from every part of the world and we have a truly balanced customer base, enabling genuine experience sharing across regional boundaries. This common platform approach entails upgrading the platform continuously, not only to incorporate new industry mandates, but also to fulfill emerging needs within an evolving market.

Key components of the Altéa CMS offering

Altéa Reservation

Since its launch in 1992, Altéa Reservation has continually evolved to become the leading new generation reservation solution used by airlines of all sizes and in all markets. It enables airlines to ensure seamless reservation service across all sales channels.

Altéa Inventory

Altéa Inventory is a brand new inventory management solution, which was launched in 2004. Using advanced availability management techniques and dynamic customer identification, Altéa Inventory enables airlines to implement the latest revenue management techniques and streamlines the management of flight schedules and the introduction of new fare products, significantly speeding up time to market.

Altéa Departure Control - Customer Management is an innovative, new generation customer-centric system which is seamlessly integrated with Altéa Reservation and Inventory. It has been designed to automate as much as possible all airport passenger processes - from check-in to disruption. It enables

airlines to support 100% self service check-in as well as offering preferred service to their most valuable customers.

Altéa Departure Control - Flight Management in only 4 years has become the leading flight weight and balance solution available in the market. Altéa Departure Control - Flight Management improves the productivity of load controllers and enables airlines to centralise load control operations. Altéa Departure Control Flight Management analyses the passenger load more precisely and automatically defines the optimal load distribution to ensure the most accurate forecasting of the fuel required for each flight departure.

Altéa e-Commerce

Having experienced uninterrupted growth since they were first launched, Amadeus e-Commerce solutions are now the most widely used in the travel industry. We power over 260 websites in more than 110 countries for over 100 airlines.

In 2008, Amadeus announced a total of 13 awards wins for its airline e-commerce solutions and customers websites, and in 2009, Amadeus Affinity Shopper won the PhoCusWright travel technology innovation award.

Amadeus Airline Consulting

Successful airlines need a partner that can respond rapidly and effectively to an ever-changing business environment. Amadeus has provided IT services to airlines for more than two decades. Its consultancy arm draws on this experience to give advice to airlines of any size, in any market, operating different business models.

With a product offering based around the Altéa and e-commerce Suite and standalone solutions, Amadeus Airline Consulting assist airlines to increase business efficiency, process improvements, increase revenue pipeline, interactive marketing strategies, data insight and analytics.

2.13 Amadeus solutions for corporations

Amadeus' vision is to provide next generation travel technology that encourages collaboration amongst all players within the travel industry. To realise this we are investing in technology that will allow the seamless integration of content, data and systems whether they are part of Amadeus or whether they are from third party suppliers. Over the coming years, Amadeus will expand its unique approach to Corporate Travel. By providing the technology solutions that span before, during and after all travel steps, the existing Online Booking tool is evolving beyond trip booking to provide the Total Trip Experience for Corporate Travellers. The move towards mobile technology is an integral part of the vision of what the travel experience should be.

Amadeus' corporate travel solution, Amadeus e-Travel Management, helps corporations manage their global travel programmes more efficiently and cost-effectively. The solution helps business travellers plan, personalise and purchase their trip while remaining compliant with the global travel policy. Over 5,200 corporations worldwide utilise Amadeus e-Travel Management to integrate all the elements of their programmes into one intuitive and easy-to-administer solution. Customers include Phillip Morris International, Nokia Siemens Networks, Swiss Re (Swiss Reinsurance Company), Volvo, Nordea Bank, Cemex, Daimler, France Telecom, Bosch and Total..

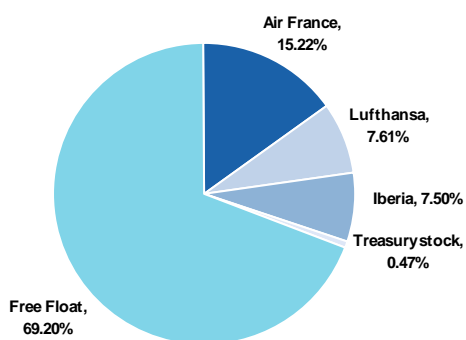
More information about Amadeus is available at: www.amadeus.com/corporations

3. Facts & figures

3.1 Ownership

Shareholding structure

As of 19 October 2011



3.2 Figures

Last updated September 30 2011

The Organisation

195 countries served by Amadeus and its **73** local Amadeus Commercial Organisations (ACOs)

The People

10,215 employees work in the Amadeus group worldwide, representing **123** nationalities worldwide

Worldwide Presence

	Locations
Travel agency points of sale	91,149
Airline Sales Offices	65,907

Providers Available in Amadeus

Airlines storing flight schedules in Amadeus	721		
Airlines bookable	427		
Car rental locations	35,585	Hotel properties	110,000+
Car rental companies	30	Hotel chains	288
Cruise Lines	22	Rail	103
Ferry	30	Tour Operators	203
Travel Insurance (34 airlines and 24 Online Travel Agencies sell insurance with Amadeus)	76 markets, 23 insurance provider groups with a wide range of local affiliates		
Amadeus Airline IT customers			
Amadeus Altéa Reservation airlines Including: <ul style="list-style-type: none"> • 9 of the 12 oneworld airlines • 18 of the 27 Star Alliance airlines (includes regional members) • 6 of the 15 Sky Team airlines (includes associates members) 	145		
Amadeus Altéa Inventory Airlines contracted:	114		
Airlines implemented:	96		
Amadeus Altéa DCS Airlines contracted:	91		
Airlines implemented:	41		
Amadeus Altéa e-commerce	106 airlines		

3.3 Facts

Last updated: September 30 2011

1. Unlike its peers which outsource this function, Amadeus owns its data centre in Erding. Amadeus' data centre in Erding, Germany, is one of the biggest worldwide dedicated to travel. It can process 10,000+ user queries per second with less than 0.3 second system response time. The centre processes 301+ MIPS (Million instructions per second). The systems boasts an average availability of 99.99%.
2. Amadeus is the preferred technology provider and partner of the world's leading companies. These include British Airways, Qantas, Finnair, Iberia, AMEX, Carlson Wagonlit, TUI, Siemens, Nestlé, Daimler-Chrysler, IBM, SAP, lastminute.com and Lufthansa.
3. Amadeus leads the travel industry, as the only global distributor with ISO 9001:2000 Quality certification. This certification, which Amadeus has successfully renewed every three years since 2000, is granted by Det Norske Veritas (DNV), one of the world's leaders in the provision of services to safeguard life, businesses, property and the environment.
4. Amadeus is the largest distributor of leisure packages worldwide.
5. With 366 carriers implemented and 163 markets deployed, Amadeus offers travel agents the largest community of carriers and markets with electronic ticketing around the world.
6. Amadeus services over 5,200 corporations worldwide such as Phillip Morris International, Nokia Siemens Networks, Volvo, Nordea Bank, Cemex, Daimler, France Telecom, Bosch, and Total.
7. Presently, travel agencies using Amadeus can make bookings with **more than 70 low cost** carriers.
8. Some 100 of the world's leading airlines use the Amadeus e-Commerce Airline Suite in more than 110 markets.
9. Over 80% of all 2010 air bookings made by travel agencies through the Amadeus system globally come from carriers having signed 3 to 5 years content agreements with Amadeus.

4. Senior management biographies

Luis Maroto President & CEO

Luis became President & CEO of Amadeus on 1 January 2011.

From January 2009 to December 2010, Luis was Deputy CEO of Amadeus, with responsibility for overall company strategy as well as line management of the finance, internal audit, legal and human resources functions. He has also been instrumental in Amadeus' return to the stock market with the company's successful IPO in April 2010.



Luis joined Amadeus in 1999 as Director, Marketing Finance. In that role, he was instrumental in supporting Amadeus' commercial organisation throughout its international expansion and consolidation, supervising the strategic and financial control of over 50 Amadeus subsidiaries around the world.

He was promoted in 2003 to Chief Financial Officer (CFO), taking responsibility for the global Amadeus Finance organisation.

Prior to joining Amadeus, Luis held several managerial positions at the Bertelsmann Group.

A Spanish citizen, Luis holds a degree in Law from the Complutense University, Madrid, an MBA from the IESE Business School and further postgraduate qualifications from Harvard Business School and Stanford.

Philippe Chérèque Executive Vice President, Commercial

Philippe Chérèque replaced David V. Jones as Executive Vice President, Commercial on 1 January 2009. Philippe is responsible for the worldwide commercial organisation and marketing strategy.

Previously, Philippe was Senior Vice President, Corporate Strategy, responsible for driving and coordinating the company's business development, marketing, technical architecture and product plan.

He began his career at Amadeus in the early days of its creation (1987), as Director, Product Definition, based in Miami, US. His focus on the strategic and marketing elements of Amadeus' product initiatives has brought the company to the forefront of product offerings for the travel industry. He was appointed Senior Vice President, Corporate Strategy at Amadeus Global Travel Distribution in July, 1999.

Prior to joining Amadeus, Philippe was an officer in the French Navy and subsequently went on to work from 1974 to 1980 with Télématique SA in Grenoble, France, where he was Product Manager of Mini Computer Programming Languages.

In 1980 he joined Air France where he held a number of managerial positions in operational research, computer analysis and passenger application software development.

A graduate Engineer of the Institut Supérieur d'Électronique de Paris, Philippe also holds a Master of Science degree in Electronics from the University of Paris.



Jean- Paul Hamon

Executive Vice President, Development

Appointed in March 2004 to the position of Executive Vice President, Development, Jean-Paul is responsible for all Amadeus software development branches, managing a team of 2,700 in 12 sites worldwide (Nice, London, Sydney, Antwerp, Aachen, Frankfurt, Munich, Boston, Miami, Toronto and Bangalore). He also holds the position of President of the Development site based in Nice, France.



He began his career in Operational Research initially at the French Defense Operations Centre and then at Air France.

In 1986 he was a core member of the group that pioneered the creation of Amadeus, which he joined in 1988. Appointed Senior Vice President, Development, his work grew in line with Amadeus' success and expansion. In March 1998, he left Amadeus to become Executive Vice President of Information Technology and Chief Information Officer for Air France. In 2000 he joined the Amadeus Board of Directors.

A French national, Jean-Paul graduated from l'École des Mines, Paris, and has extensive experience in the travel technology sector.

Eberhard Haag

EVP, Global Operations and GM Data Processing

Eberhard Haag was appointed Executive Vice President, Global Operations on 1 January 2009. He has overall responsibility for Amadeus Operations including the Data Processing Centre, located at Erding in Germany. This facility operates and maintains the systems and network for all Amadeus products.



Under Eberhard's leadership Amadeus substantially enhanced its IT Operations by consolidating and changing the network architecture, by implementing a global support organisation for system management and operations and by converting the mainframe oriented system architecture to a future-oriented client server architecture accompanied with significant organisational changes.

Eberhard joined Amadeus on 1 January 2000 as Deputy General Manager of Amadeus Data Processing, bringing with him more than 24 years of experience in software development and IT Architecture. Prior to Amadeus, he held managerial positions in Carl Zeiss, a leading optical company, culminating in his appointment as CIO in 1991.

Eberhard holds a combined degree of Engineering and Business Economics from the University of Stuttgart.

Tomás López Fernebrand

Vice President, General Counsel & Corporate Secretary

On 1 January 1999, Tomás López Fernebrand was appointed VP and General Counsel of Amadeus. In December 2000, the Board of Directors appointed him Corporate Secretary as well, becoming therefore the Chief Legal Officer of the Amadeus Group.

In 1999 and 2005, he guided the Group through the legal and regulatory steps required for the company's IPO (1999), and leveraged buy-out (2005) with the private equity firms BC Partners and Cinven, and Air France, Deutsche Lufthansa AG, and Iberia.



As recently as April 2010, he successfully led the Group through the proceedings for an IPO in the Madrid Stock Exchange.

Tomás joined Amadeus in 1988 as Senior Corporate Counsel. He assisted in the creation of the two main subsidiaries in the Amadeus Group: Amadeus Development (France) and Amadeus Data Processing (Germany). He also assisted in the drafting of the European Code of Conduct for CRSs.

In April 1996, Tomás was made Associate General Counsel, providing legal counsel to Amadeus Marketing, in both Madrid and Nice. In addition, he supervised and co-ordinated the legal and contractual support required by Amadeus National Marketing Companies (NMCs) worldwide.

In addition to his role as Chief Legal Officer, he currently leads the Industry Affairs unit in Amadeus, which also supervises and coordinates the worldwide CSR and sustainability programmes in the Group.

He served as the first Chairman of the newly created European Technology and Travel Services Association (ETTSA), a Belgian non-profit association based in Brussels with membership composed of Global Distribution Systems, on-line Travel Agencies, and other industry stakeholders. He remains as a Board member in the Association.

Tomás holds a Law degree from the Universidad Autónoma of Madrid, Spain and an MBA from Florida International University in Miami, Florida. He is a native of Gothenburg, Sweden and a Spanish national.

Sabine Hansen Peck

Vice President, Human Resources, Communications & Branding

Sabine Hansen Peck was appointed VP, Human Resources in November 2009. As Head of Human Resources, Sabine has global responsibility for all Human Resources activities as well as Internal Communication. She is based in Madrid and is a member of the Amadeus Executive Management team.

Sabine joined Amadeus from Citigroup where she was Head of Human Resources and responsible for over 30,000 employees across the Global Consumer Group in Europe, Middle East & Africa. Before that, she served as Vice President Human Resources EMEA at Gate Group.



After studying in the USA and Germany, Sabine started her career as Global Management Associate in Citibank, where she worked in Marketing, Finance, Risk, and Human Resources.

Sabine brings with her almost 20 years of Human Resources and Business expertise in several industries - technology, aviation, financial services, and private equity.

Her specific expertise includes Talent Management - in particular, the development of talent and succession pipelines in competitive markets, Engagement, and large-scale organisational & business transformation including turnarounds. Sabine has also managed the human capital aspects of significant, multi-billion dollar, global mergers and acquisitions.

Sabine served as Executive Director on the board of Bank Handlowy, one of Poland's largest listed financial institutions. She was a member of the Risk as well as the Remuneration Committee.

Sabine has lived and worked in the USA, UK, Belgium, Switzerland, Germany, and Spain. She holds an MBA from Thunderbird School of Global Management (USA). In addition, Sabine has a Masters Degree in Organizational Psychology from the Catholic University in Eichstaett (Germany). She is a German native and speaks English and French.

Ana de Pro

Chief Financial Officer

As Chief Financial Officer, Ana has global responsibility for financial management and control for the Amadeus Group. She is based in Madrid and is a member of the Amadeus Executive Management team.

Ana contributes a wealth of management and financial experience in a range of multinational positions. Previous to her appointment in Amadeus, Ana was Corporate General Manager at Sacyr Vallehermoso since 2002 and was instrumental in leading the international expansion of one of the major construction groups in the world. Reporting directly to the Chairman, she was responsible for the areas of corporate development, investor relations, marketing, e-business and communication. Prior to this position, she worked for eight years at Metrovacesa as Deputy General Manager & Finance Director and her duties included accounting and administration, treasury, management control, institutional relations and strategic planning.

Between 1990 and 1994, she was senior auditor at Arthur Andersen, working for companies from various sectors including telecommunications, engineering and construction.

She holds a BSc in Business Studies, specialising in Auditing, from Universidad Complutense de Madrid, and completed IESE Business School's PDG executive programme.

Ana is a Spanish native and speaks English and French.



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