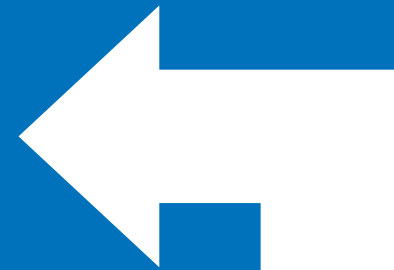


Did you know that Amadeus Altéa
manages on average



22
passengers
every
second?



Customer service and customer satisfaction

Customer support
24 hours
a day, seven days a week

+100 million
travel fares handled

+120,000
customers using
Amadeus
e-Support centre



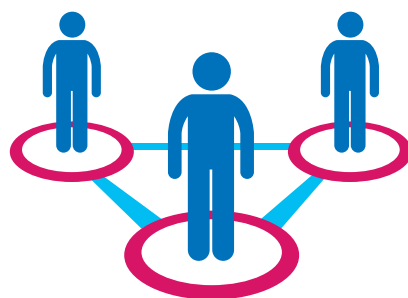
Customer service and customer satisfaction

Our company value 'customers first' reflects our committed approach towards the success of clients. It is a key strategic byword for Amadeus to ensure that we deliver efficiency and operational excellence.

We focus on building and maintaining mutually beneficial relationships. This has helped us to develop an understanding of how we can maximise our customer achievements, through the provision of technological solutions and services.

Our commitment to customers is based on:

- Understanding their business needs and technical requirements.
- Dedicating efforts and resources to continuously evolving products and solutions according to customer needs.
- Providing the broadest range of travel provider content.
- Servicing our customers through motivated and experienced staff with round-the-clock support available globally.
- Ensuring the highest levels of connectivity and operational service for our technical platforms.



Customer service

Amadeus Customer Service provides support, learning, content management and security services to all our customers by leveraging the company's technology, people and processes.

The closest support to travel agencies

First-level customer support services for travel agency customers are generally provided by the **Amadeus Commercial Organisations** (ACOs) locally in each market. These are the backbone of our service organisation: as close as possible to the customer, supporting local language and market-specific products.

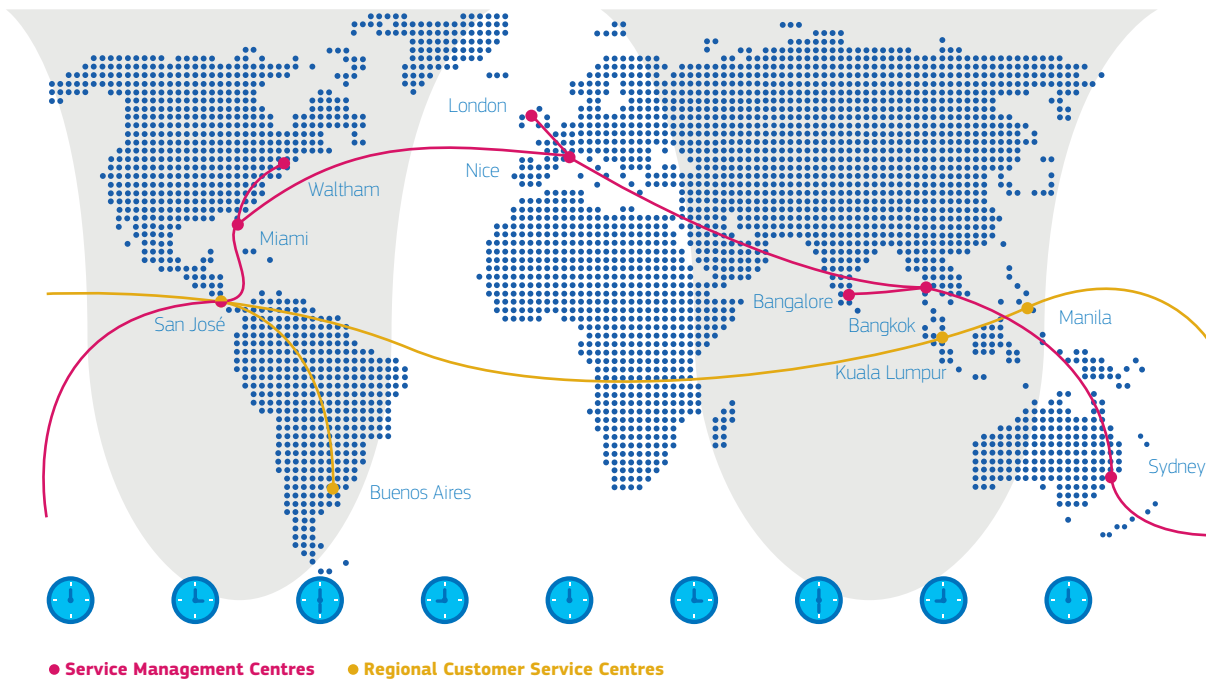
In the case of the Americas, the Amadeus Customer Service organisation operates the **Amadeus Customer Service Centres** (ACSC) based in San José (Costa Rica) and Buenos Aires (Argentina), as the sole point of contact for all travel agency customers in North America and Latin America. These functional and technical support services are provided in both English and Spanish. In addition, we deliver front-line support to travel agency subscribers in the Brazilian market in the local language. In Asia-Pacific, the Amadeus Customer Service operates in English, Filipino and Chinese from our sites in Manila (Philippines) and Kuala Lumpur (Malaysia).

To answer to the needs of global and regional customers, we offer functional support outside of business hours. This service is delivered by our

Regional Service Centres, which are interconnected in a virtual service centre so that a call coming from any part of the world can be answered in any ACSC. This service is available for first-level support in English 24 hours a day and 7 days a week, and in Spanish 24 hours a day and 5 days a week.

Second-level support is provided by Amadeus **Service Management Centres**, a virtual support network distributed across our centres in Australia, Costa Rica, France, India, Thailand, UK and US.

24/7 customer service



A 'Follow-the-sun' service for our global customers

In most cases, our customers using the Follow-the-sun second-level support model manage their own first-level helpdesks. However, multiple customers have selected Amadeus to provide first-level support on their behalf.

Our Follow-the-sun organisation provides seamless 24-hour coverage, 7 days a week. The Follow-the-sun concept has always been at the core of Amadeus Customer Service as a tried-and-tested way of providing seamless global support to customers. The Service Management Centres are comprised of specialised global teams dedicated to serving our customers by product expertise and by customer segment. Follow-the-sun aims to guarantee that all our customers worldwide receive technical and functional support at any time, ensuring their business continuity.

Training

In order to be close to our customers and to be able to respond to their local and regional needs, we have a global, regional and local training presence. Amadeus Commercial Organisations provide a wide range of training services to travel agencies in their local language.

Regional facilities for training are available in Bangkok (Thailand), Nice (France), London (United Kingdom) and Bad Homburg (Germany) to continue supporting our growth and to better respond to the needs of a very wide range of customers. In our regional offices, we also offer customised training and, whenever possible, we deliver training in local languages such as Arabic, French, German and Korean.

Right content at the right time

To ensure that the right content is available, reliable and accurate for our customers 24/7, Customer Service offers content management and security services to all our customers through our Follow-the-sun organisation. The **Content Management and Security** team integrates, implements and secures all travel industry content, ranging from schedules, fares, currencies, and airport codes to security settings for offices, terminals and printers and credentials for employees and new customers. For example, we manage more than 100 million fares that we load on an hourly basis. We also provide additional services for the filing of content, reporting and consulting in order to help our customers succeed.

Online presence

Amadeus has also invested in innovative online self-service solutions for its customers. The **Amadeus e-Support Centre** provides a knowledge base in 15 different languages, a powerful search function, case and claims logging capabilities, real time latest news, etc. Today, more than 120,000 customers, including offline and online travel agencies, airlines, ground handlers, airports and hotels are serviced online via the Amadeus e-Support Centre. Customers can also access online, when they need it, product user guides, short 'how to' videos, e-learning courses and training catalogues, and can self-enroll in training programmes.

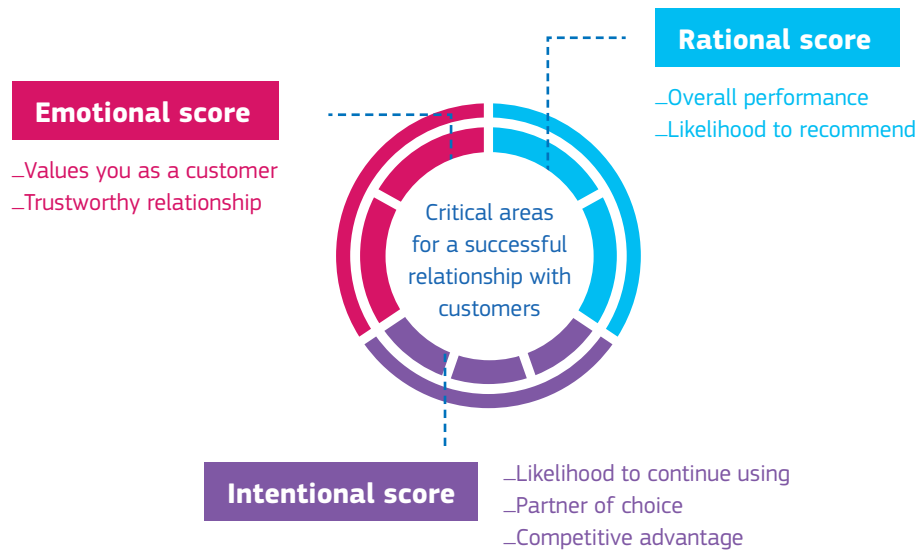


Customer satisfaction and loyalty

A good understanding of customer needs is required in order to fulfil our company value 'customers first' and deliver on our brand promise to 'shape the future of travel' in collaboration with customers.

To this end, Amadeus has put in place a solid process to ensure that we capture customer feedback on ongoing relationships.

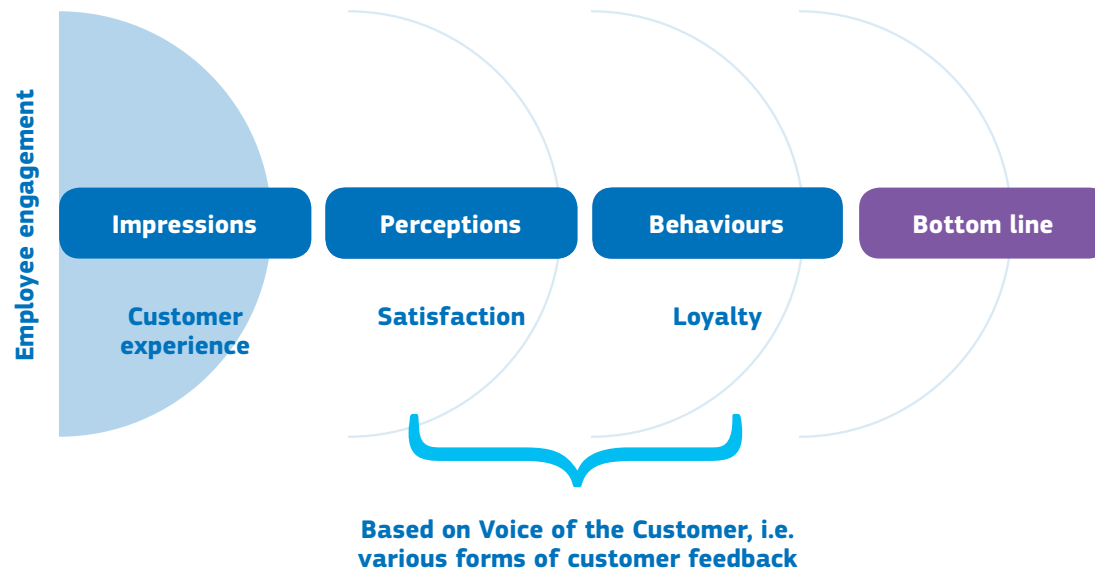
Customer loyalty score areas



Customer Loyalty Programme - the Big Picture

In 2014, Amadeus executed five customer satisfaction studies under the umbrella of the Customer Loyalty Programme. Additionally, it ran a series of Customer Experience projects to 'deep dive' into some areas where customers requested improvements, and activate the concept of the Big Picture, with all its building blocks. One of the elements that has been added to the Big Picture is Employee Engagement and the direct impact it has on Customer Experience.

Amadeus Customer Loyalty 'value chain'



Dow Jones Sustainability Index

The Amadeus Customer Loyalty Programme is one of the elements assessed in the evaluation process for the Dow Jones Sustainability Index (DJSI).

In 2014, DJSI again recognised the Amadeus Customer Loyalty Programme as a valid and reliable way of gathering customer feedback to better understand customers' needs and ensure their retention.

Amadeus was evaluated on the following criteria:

- _ Level of customer satisfaction and its long-term evolution.
 - _ Percentage of customers covered by measurement
- As part of the process, Amadeus was required to present full documentation of the measurement process, as well as the follow-up actions taken as a result: dissemination of the results, action planning, implementation of the action plans, governance, etc.

Amadeus has been ranked among top sustainability scorers and has therefore remained in the DJSI for the last three consecutive years.



5. Customer service and customer satisfaction

The process of aligning business to customer expectations involves the following steps:

Amadeus' customer satisfaction strategy process (CSS)

- local, regional and global implementation



4 ACTION PLANNING

In-depth analysis of results at global, regional and local level and action planning

Step 4. Action planning

The action planning process is scheduled around the time when business planning for the next year takes place, to ensure alignment between customer feedback and business objectives. The workshops arranged to organise the plan are moderated by the research provider together with a growing number of Amadeus Customer Experience specialists.

5 EXECUTION AND FOLLOW-UP

Implementation of action plans and follow-up

Step 5. Execution and follow-up

Depending on the business unit or segment, process owners have between 6 to 18 months to put the plans into action. To ensure consistent execution of the action plans, quarterly performance reviews are organised.

As a result of the customer satisfaction measurement last year, a series of Customer Experience workshops have been delivered in various markets to gain a better understanding in areas such as customer services and communication. Actions are also produced at the business unit level addressing some specific customer touch points, for instance account management or issue resolution. The implementation of the action plans is sponsored by general managers and directors in the markets, and senior management in the regional and central organisations.

Governance

The Customer Loyalty Programme is sponsored by senior management from respective business areas, and at the operational level managed by the Corporate Strategy team. It is also supported by the Global Brand Engagement, Business Process Transformation and Customer Experience team. The annual Amadeus Excellence Awards* contest for employees includes a category called Customer Experience.

In 2015, Amadeus will be gearing-up towards revision of its current Customer Loyalty Program and laying the groundwork for the introduction of a more comprehensive and actionable 'Voice of the Customer' (VOC). The full roll-out will take place throughout 2016.

* The Amadeus Excellence Awards is a corporate event to recognise extraordinary achievements and behaviours in Amadeus, as well as enabling best practice sharing and valuable networking building. Open to all permanent staff and ACOs who are at least 75% owned, the Awards have four categories linked to the strategic pillars of Amadeus and one of the core enablers for success, namely collaboration.