



# 03

## Amadeus business overview



### 3.1 Distribution

#### Business overview

Within the travel and tourism industry, GDS platforms connect a large number of travel providers with a large number of travel agencies, through which corporations and end consumers can buy travel. As such, Amadeus creates value in the travel distribution chain for both travel providers and travel agencies:

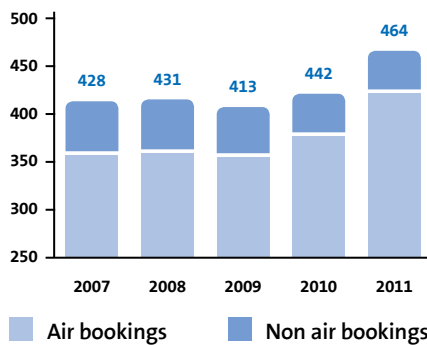
- > Amadeus creates value for travel providers by extending their sales distribution reach to countries and market segments they would not be able to sell to through other distribution channels.
- > At the same time, Amadeus creates value for travel agencies by aggregating inventory from multiple travel suppliers into an integrated display and by offering enhanced functionalities, such as advanced search and booking engines, to enable them to efficiently access this wide inventory and sell a wide variety of choices, prices and itineraries to their customers.

We operate within a two-sided business model where (i) success in attracting and retaining travel agency customers and (ii) breadth of travel provider offering can create a virtuous cycle: the more comprehensive our content, the more attractive we are to travel agencies and the more travel agency subscribers we have, the more attractive we are to travel providers in offering them enhanced global reach.

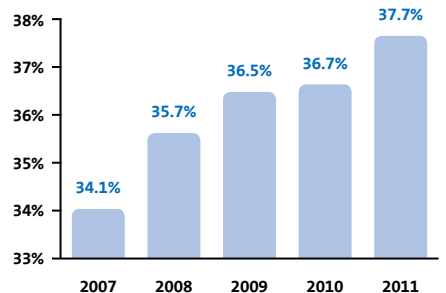
We operate primarily on a fee-per-transaction basis, collecting a booking fee from the relevant travel provider for travel bookings processed through our platform. Although such bookings are initiated and completed through travel agencies, the fee is paid by the travel provider.

Amadeus is the largest GDS provider serving the worldwide travel and tourism industry, with an estimated market share of 37.7% in 2011<sup>2</sup>. Amadeus holds the number one position in travel distribution in Western Europe and Central, Eastern and Southern Europe (CESE), as well as in faster growing emerging regions such as the Middle East and Africa and the Asia-Pacific region.

Total bookings (in millions)



Global market share



<sup>2</sup> Based on air travel agency bookings processed by the international GDS providers according to our own estimates.

## Financial performance in 2011

2011 was a challenging year for the industry, with both air traffic volumes and travel agency bookings showing a slowdown with respect to 2010. However, despite the high levels of uncertainty and against the backdrop of a challenging global macroeconomic and financial situation, Amadeus delivered strong results in its distribution business. This strong performance evidences the resiliency of our transactional business model, which, together with our market share gains resulted in like-for-like revenue growth of 5.2%<sup>3</sup>. The contribution to the group also increased, by 2.6%, representing a margin of 45.7% over revenue. In addition, we continued to invest significantly in R&D projects, as part of our commitment to further evolve the business despite difficult macroeconomic conditions.

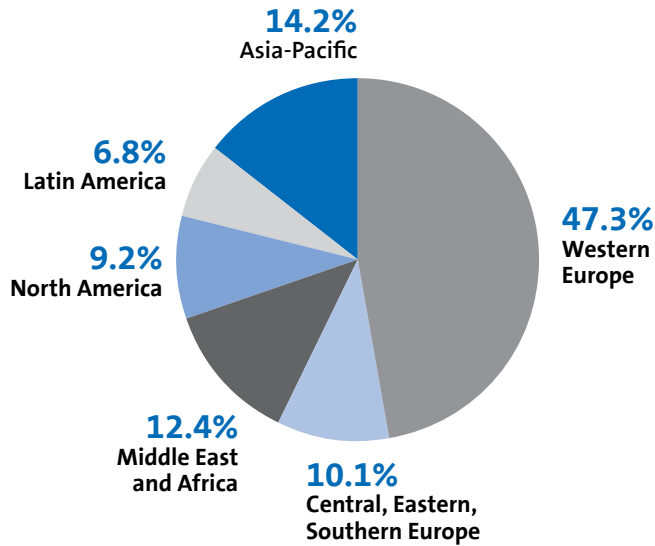
## Distribution. Key operating and financial highlights

Figures in million euros	2010	2011	% change
<b>KPI</b>			
<b>GDS industry growth</b>	<b>7.9%</b>	<b>2.2%</b>	
<b>Air TA market share</b>	<b>36.7%</b>	<b>37.7%</b>	<b>1.0 p.p.</b>
Air TA bookings (m)	382	402	5.2%
Non air bookings (m)	59	61	3.7%
<b>Total bookings (m)</b>	<b>442</b>	<b>464</b>	<b>5.0%</b>
<b>Results</b>			
<b>Revenue</b>	<b>1,992</b>	<b>2,079</b>	<b>4.4%</b>
<b>Like-for-like Revenue<sup>(1)</sup></b>	<b>1,977</b>	<b>2,079</b>	<b>5.2%</b>
Operating costs	(1,103)	(1,174)	6.3%
Direct capitalisations	38	45	18.6%
<b>Net operating costs</b>	<b>(1,066)</b>	<b>(1,129)</b>	<b>5.9%</b>
<b>Contribution</b>	<b>926</b>	<b>950</b>	<b>2.6%</b>
As % of Revenue	46.5%	45.7%	(0.8 p.p.)

(1) 2010 figures adjusted to exclude the impact of the sale of Vacation.com in 2010.

<sup>3</sup> 2010 figures adjusted to exclude the impact of the sale of Vacation.com in 2010.

**2011 Amadeus Air travel agency bookings split by region**



**Evolution of KPI**

During 2011, the volume of air bookings processed through travel agencies connected to Amadeus increased by 5.2%, reaching 402.4 million. This growth in bookings, the main driver of our Distribution business, was the result of both a 2.2% increase in the GDS industry and a 1.0 p.p. market share gain by Amadeus, taking our global market share for 2011 to 37.7%.

The GDS industry growth rate in 2011 showed a slowdown vs. 2010, as the strong performance in regions such as Latin America or Central, Eastern and Southern Europe was partially offset by a weak performance in North America, a slowdown in Middle East – due to political instability in certain countries - and the increase in disintermediation trends in some Asian countries as a result of the success of some low cost carriers. In addition, the base of comparison was higher due to the strong recovery experienced in 2010.

The slowdown in the GDS industry had a lower impact on Amadeus' volumes given our lower exposure to the US, as well as our outperformance in some of our key markets in Asia-Pacific and in Latin America. As a result, these two regions continue to gain importance in our booking mix, reflecting our commitment to grow in emerging markets. Bookings from Western Europe now represent 47.3% of our total, down from 47.9% in 2010 and 49.0% in 2009.

Within non air distribution, our bookings for 2011 increased 3.7% to 61.4 million vs. 2010, driven by the increase in hotel bookings and car rentals. On the other hand, rail bookings decreased slightly when compared to 2010.

## Revenue

Our Distribution like-for-like Revenue increased by 5.2% driven by growth in both our revenue lines: booking revenue increased by 4.7% and non booking revenue<sup>4</sup> rose by 7.7%:

- > **Booking revenue:** 4.7% increase driven by a 5.0% growth in total bookings. Unit booking revenue remained broadly in line with that of 2010, despite a negative impact of USD depreciation.
- > **Non booking revenue:** 7.7% increase mainly driven by higher revenue from the sale of data and advertising and from TravelTainment. We also recorded higher gains in 2011 derived from certain of our hedging instruments. On a reported basis, non booking revenue grew 2.4%, negatively impacted by the sale of Vacation.com (€14.9 million revenue in 2010).

## Contribution

The contribution of our Distribution business is calculated after deducting from our revenue those operating costs which can be directly allocated to the business (variable costs, mainly related to distribution fees and incentives, and those product development, marketing and commercial costs which are directly attributable to each business).

The contribution of our Distribution business reached €950.4 million in 2011, up 2.6% vs. 2010. As a percentage of revenue, this represents a margin of 45.7%, slightly lower than the 46.5% contribution margin in 2010.

Our total operating costs in 2011 grew by 6.3%. This increase was principally driven by (i) R&D expenditure in new products and applications for travel agencies, airlines and corporations, regionalisation efforts to address the specific needs of US and Asia clients, investment in hotel and rail distribution and the Topas distribution agreement, (ii) an increase in incentive payments to travel agencies, as a result of the competitive situation and the mix of travel agencies originating our bookings and (iii) higher commercial expenses mainly related to the full year impact of certain commercial initiatives undertaken during the course of 2010. The above were partially offset by certain cost control efforts as well as a favourable impact of the USD depreciation in our cost base.

## Products and services

As a GDS platform, Amadeus serves both the sales and distribution needs of travel providers, mainly airlines, as well as providing travel agencies with access to a wide travel content inventory, with enhanced functionality and management solutions for their key business processes.

The following pages describe our business proposition to both groups of clients, including an overview of some of the key solutions in our portfolio.

Figures in million euros	2010	2011	% change
<b>Distribution - Revenue</b>			
Booking revenue	1,689	1,769	4.7%
Non booking revenue	303	311	2.4%
<b>Revenue</b>	<b>1,992</b>	<b>2,079</b>	<b>4.4%</b>
Booking revenue	1,689	1,769	4.7%
Like-for-like Non booking revenue <sup>(1)</sup>	288	311	7.7%
<b>Like-for-like Revenue <sup>(1)</sup></b>	<b>1,977</b>	<b>2,079</b>	<b>5.2%</b>
<b>Average fee per booking (air and non air) <sup>(2)</sup> (euros)</b>	<b>3.82</b>	<b>3.81</b>	<b>(0.3%)</b>

(1) 2010 figures adjusted to exclude the impact of the sale of Vacation.com in 2010.

(2) Represents our booking revenue divided by the total number of air and non air bookings.

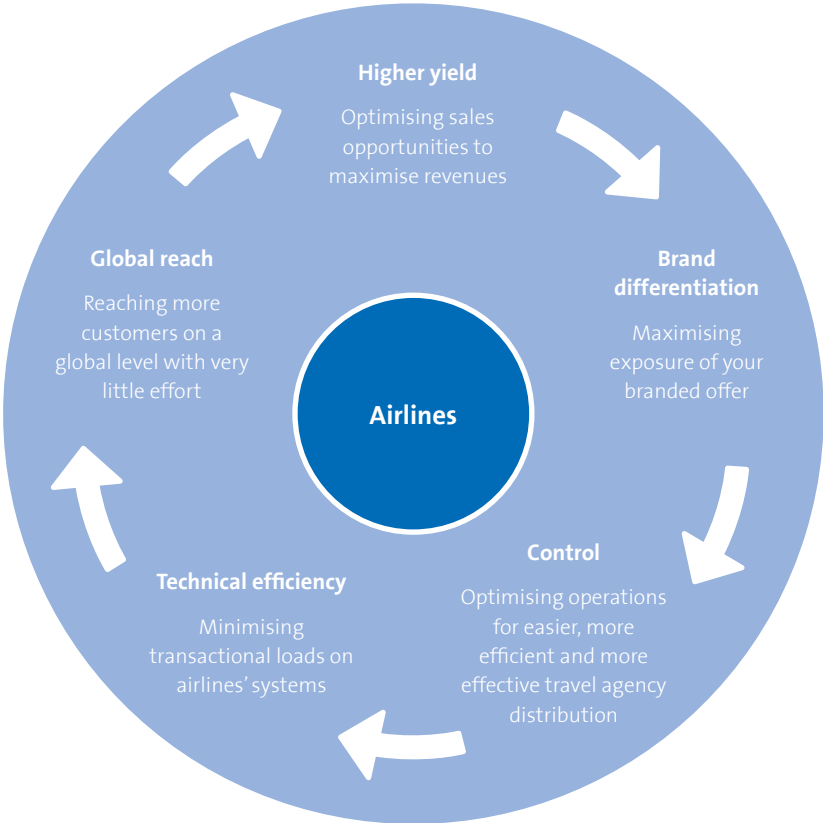
<sup>4</sup> Non booking revenues include (i) fees charged to travel agencies for the provision of IT products and services, such as front-, mid- and back-office applications, corporate online booking tools and interfaces for pricing display and comparison, (ii) sale of data and advertising products, (iii) revenue from certain of our subsidiaries, including TravelTainment, and certain other non booking sources of revenue.

## Airlines

### Business impact

With the Amadeus distribution platform, airlines can benefit from global reach, higher value sales and brand differentiation, as well as enhanced control and reduced time to market. Our improved distribution portfolio offers the best of the traditional strengths of a GDS combined with the target marketing and brand differentiation techniques offered by direct channels.

### How Amadeus benefits airlines



Portfolio overview  
Airline Distribution

Availability &  
schedules

Our **Availability** portfolio helps customers to ensure that their product is available and accurately reflected on the agency desktop.

Fares

The **Fares** portfolio is designed to enable customers to get the right fares to the right agents.

Customer

The **Customer** portfolio helps airlines make sure that their top-tier customers receive a differentiated service, and also prevent errors and data misuse.

Booking

Our **Booking** portfolio is used to inform agents about airlines' booking policies. It lets them book airline inventory and request related services with ease and efficiency. It also enables them to service agency bookings and perform quality checks.

Fulfilment

The **Fulfilment** portfolio facilitates automated ticketing and fulfilment by agents, including fee collection.

Revenue  
maximisation

Our **Revenue maximisation** portfolio is designed to boost sales and develop the target marketing capabilities of airlines.

Booking integrity

The **Booking integrity** portfolio enhances control over travel agency sales.

Merchandising

The **Merchandising** portfolio assists airlines in making a real brand impact and up-selling their product offer.

Business  
intelligence

The **Business intelligence** portfolio facilitates informed decision making in the areas of sales, marketing, network planning, scheduling, pricing and yield management to optimise revenues and identify the potential for cost-cutting.



## 1. Availability & schedules

Offers instant visibility with over 91,000 travel agencies.

**Facilitates management and distribution of airline availability and schedule information to travel agents.**

### Standard schedule and availability




The Amadeus system makes flight details available to over 91,000 travel agencies worldwide, giving them access to all the information and features necessary to price and sell seats, issue accountable documents and report sales back to the airline.

### Direct access

Provides travel agents with real time schedule and availability information, taken directly from an airline's inventory system, as well as instant booking confirmation through secondary, 'direct access' displays.

### Access update (dynamic schedules, daily schedule update and numeric availability)

Provides travel agents with real time schedule and availability information through Amadeus principal neutral displays and to load flight schedule information directly into Amadeus on a daily basis.

Business benefits	
	<b>Reduced time to market</b> Provides real time availability and schedule information to travel agents, enabling them to book flights with total confidence
	<b>Enhanced brand awareness</b> Instantly distributes availability and schedule information to over 91,000 travel agents
	<b>Superior customer service</b> Makes sure that the airline product is rightly reflected on the agency desktop and therefore lets customers have access to accurate schedules and availability information

## 2. Fares portfolio

Makes sure the right fares are available to the right agents.

**Facilitates management and distribution of fares and related information to travel agents.**

### Fare data loading

Enables the distribution and display to travel agents of public fares and related information, which are seamlessly uploaded from the airlines' preferred fare filing source.

### Web fare access in meta pricer

Enables the display of content to travel search companies without incurring the costs associated with them.

### FareXpert filing platform

Allows airlines to load and update all non-public fares in the Amadeus system for display, pricing and ticketing by selected travel agencies.

#### Business benefits



##### Reduced time to market

Makes confidential fares instantly available to target travel agency points of sale



##### Superior customer service

Serves preferred agents and consolidators with automated pricing and ticketing of fares with any type of incentive schemes supported, all in line with an airline's revenue accounting



##### Optimised distribution costs

Reduces transaction related costs generated by travel search companies



##### Increased productivity

Facilitates fare filing with a graphical user interface that saves up to 80% of the time required for cryptic entries and minimises training efforts through a guided filing process

### 3. Customer portfolio

Provides superior levels of customer service.

**Supports Client Relationship Management (CRM) initiatives and facilitates management of high-yield customers by travel agents.**

#### Frequent flyer

Enables agents to use customer data when making reservations, giving an airline the ability to track frequent flyer Passenger Name Records (PNRs) and/or identify frequent flyer requests in real time.

#### Business benefits



##### Superior customer service

Enhances service for frequent flyers by easily identifying their requests and acting accordingly, and improves service to travel agents by enabling them to handle frequent flyer reservations in a much faster, professional and secure manner



##### Optimised distribution costs

Prevents errors and misuse of customer data through real time validation and the automatic transmission of frequent flyer information to all the partners of the airline



## 4. Booking portfolio

Easy and efficient sales through over 91,000 travel agents.

**Facilitates information provision and enables sales execution and customer servicing by travel agents, as well as Passenger Name Record (PNR) servicing and quality checks.**

### Standard access

Provides standard booking facilities in accordance with IATA AIRIMP (universally agreed upon communications standards for the handling of passenger reservations interline messages).

### Interactive Sell (previously access sell)

Enables real time sales by travel agents using an interactive process that sends a request to your system when a sell request is made by an agent.

### Interactive seat map and advance seat reservation

Provides travel agents with real time seat map information on flights and the ability to request specific seats in real time and receive an instant acknowledgment from an airline's system.

### Automatic special service request (SSR) handling

Helps to automatically handle special service requests in the Amadeus system based on a powerful set of defined business rules.

### Auxiliary services

Facilitates the ordering of value-added non air services provided by the airline. e.g. taxi pick-up, limousine services, etc.

### Negotiated space

Allows an airline to define blocked space and assign it to preferred travel agents whilst retaining full synchronisation with the inventory of the airline.

### PNR claim

Lets travel agents retrieve Passenger Name Records (PNRs) initially created in the system and take control of them for the purpose of ticket fulfilment or further PNR servicing.

### PNR synchro

Amadeus PNR Synchronisation product provides non-Altéa airlines with the ability to synchronise PNRs created in Amadeus and subsequently updated in the airline system. Thanks to this feature PNR items are kept in sync between Amadeus and the airline system.

### Operational flight information

Provides travel agents with access to full flight details before and after departure, including departure gate and take-off times, estimated time of arrival, real landing and final arrival times.

### System servicing

Allows servicing of agency bookings and quality checks via the connection of terminals to the Amadeus system.

### Amadeus Group Passenger Name Record

Allows agents to handle groups of up to 99 passengers in one single booking record with flexibility.

Group bookings are managed efficiently thanks to features like advanced group seating and individual name management.



#### Business benefits



##### Superior customer service

Facilitates sales in real time and enables travel agents to provide superior levels of customer service to the customers of the airline



##### Increased productivity

Performs servicing functions required for distribution through travel agents, including PNR servicing, past date booking requests, availability and fare checks



##### Optimised distribution costs

Decreases the amount of messages that the airline has to process manually or automatically, eliminates unproductive bookings and saves time and money by sharing the responsibility for PNR follow up directly to travel agents

## 5. Fulfilment portfolio

Facilitates automated ticketing and fulfilment.

**Facilitates ticketing and issuance of relevant documentation by travel agents as well as collection of fees.**

### Ticketing

Enables travel agents all over the world to issue electronic tickets for customers, facilitating instant access to ticketing and fare information for revenue accounting systems. We also support Electronic Miscellaneous Documents (EMD) for the fulfilment of miscellaneous charges including ancillary services.

### Airline service fees

Facilitates the processing, collection and reporting of the airline's credit card fees by travel agents. These fees are seamlessly integrated into the agency booking flow being applied automatically at the time of fare pricing and ticket issuance.

### Card acceptance

Allows the airline to establish credit card acceptance and process authorisation for major international credit and payment cards.

#### Business benefits



#### Increased revenue

Enables the collection of credit card fees through the Amadeus travel agency channel in a fully automated manner



#### Superior customer service

Encourages transparency by enabling end users to view the total price associated with their tickets as well as the breakdown of fees at any step of the booking process



#### Optimised distribution costs

Reduces fraud through the issuance of electronic tickets and improves the cash flow of the airline by increasing security and speed of ticket data reporting to its revenue accounting system



#### Increased productivity

Tracks collection performance with real time information about tickets, fares, customers and sales channels

## 6. Revenue maximisation portfolio

Allows airlines to make smarter sales and increase revenue.

**Facilitates distribution decisions in line with revenue management policies and customer and market segmentation.**

### Carrier preferred display management

Gives the opportunity to influence the selling behaviour of Amadeus travel agents by creating and managing an airline's own biased displays to support its business requirements and customer and market segmentation objectives.

### Availability management

Enables airlines to differentiate their offer in line with their customer and market segmentation. By applying revenue management controls at the channel level, an airline can tailor availability information to individual points of sale.

### Dynamic availability

Works in conjunction with the airline's own system to reflect its recommendations through Amadeus powered channels.

This allows an airline to reply to availability requests by agents in real time, customising its offer based on the value of the booking, taking into account origin and destination (O&D) information as well as its customer and market segmentation.

### Availability calculator

Provides the airline with the ability to get automatic computed availability information directly in the Amadeus system using a calculation algorithm provided by the airline, therefore reducing the volume of polling transactions.

### Journey data

Allows an airline to receive real time information about the rest of a passenger's journey and make more accurate decisions about what offer to propose and/or how to react to a booking request.

### Married segment control

Links connecting flight segments together to be treated as a single unit during the booking process and beyond, for the entire existence of the booking record.

### Business benefits



#### Increased revenue

Improves the profitability of sales across the network and ensures that forecast yield translates into revenue collected, plus gets agents to book preferred flight connections



#### Optimised distribution costs

Controls travel agency sales more effectively through the prevention of agency abuse, and ensures travel agents sell in the way that the airline wants them to sell



#### Enhanced brand awareness

Targets the airline's offer based on customer and market segmentation, and customises the offer based on customer value and who is selling

## 7. Booking integrity portfolio

Enhances airlines' control over travel agency sales.

**Facilitates travel agents' adherence to an airline's reservation policies.**

### Automates ticketing limits

Facilitates advanced, real time flight firming to ensure a product is sold strictly in compliance with its terms and conditions, so that non-committed inventory is not released for sale.

### Pricing override management

Provides the ability to restrict or inhibit the use of pricing override functions by Amadeus travel agents when pricing an itinerary.

### Image Passenger Name Record (PNR)

Allows access to a complete picture of the PNR created by a travel agent, over and above the standard information provided in a PNR wrap-up message as defined by IATA.

### Name change controller

Allows control of the ability of travel agents to perform name changes on an airline's flights by defining rules directly in the Amadeus system.

### Passive segment notification

Allows an airline to be notified each time a travel agent inserts a passive segment on the airline's flights into an Amadeus PNR, helping to identify how and by whom the customer has been serviced.

#### Business benefits



#### Superior customer service

Encourages pricing and policy transparency to passengers



#### Optimised distribution costs

Protects revenues through increased control over travel agency sales



## 8. Merchandising portfolio

Allows airlines to make a real brand impact and upsell.

**Facilitates the communication of airlines and their airline products and the ability to promote special offers to travel agents in the most relevant and visually impactful manner.**

### Flight features

Helps communication of products to and through travel agents in the most relevant and visually impactful manner. Captures the attention of travel agents by highlighting the value added services that make an airline stand out from the rest.

### Airline ancillary services

Offers airlines the ability to distribute (book, price and pay) optional services across all distribution channels in compliance with industry standards.

### Banners

Provides the means to deploy real time and extremely visual promotional campaigns to selected travel agents, communicating product offering, positioning, special promotions, new services and others.

### Business benefits



#### Superior customer service

Provides additional information about products and services and facilitates real time promotion on a worldwide basis or selectively to the agent(s) or on the displays of the airline's choice



#### Enhanced brand awareness

Communicates promotional news at the right time to the right, targeted audience in a cost-effective way



#### Increased revenue

Generates new revenues as well as higher revenues per sale by offering a wide range of chargeable services

## 9. Business intelligence portfolio

Provides a firm foundation for informed decisions.

**Provides powerful sales and market data as a basis for informed decision making and channel performance analysis.**

### Market Information Data Tapes (MIDT)

Facilitates identification of business opportunities and traffic patterns, demand and market size through detailed reservation data.

### Amadeus Total Demand by airconomy

Provides airlines with a comprehensive and accurate view of market demand on any given route. Total Demand includes market intelligence data on bookings made with low-cost carriers and on airlines' websites and call centres.

### Ticket data

Provides fast and automated access to comprehensive information on ticket sales.

### City pair data

Provides airlines with relevant information to monitor booking activity for specific city pairs.

### Billing information

Provides the foundation for analysis of an airline's distribution through the travel agency channel, giving detailed billing data covering every booking made on an airline's flights by travel agents as well as any distribution service for which it has been billed and/or received an invoice or credit report.

### Business benefits



#### Reduced time to market

Determines how and where to focus market spend



#### Optimised distribution costs

Identifies different areas of distribution expenditure with data on cancellation rates as well as waitlisted and passive segments and abusive travel agents or sources of unproductive bookings



#### Increased productivity

Identifies the most productive agents and monitors how they are booking an airline's services and those of its competitors

## Travel agencies

### Business impact

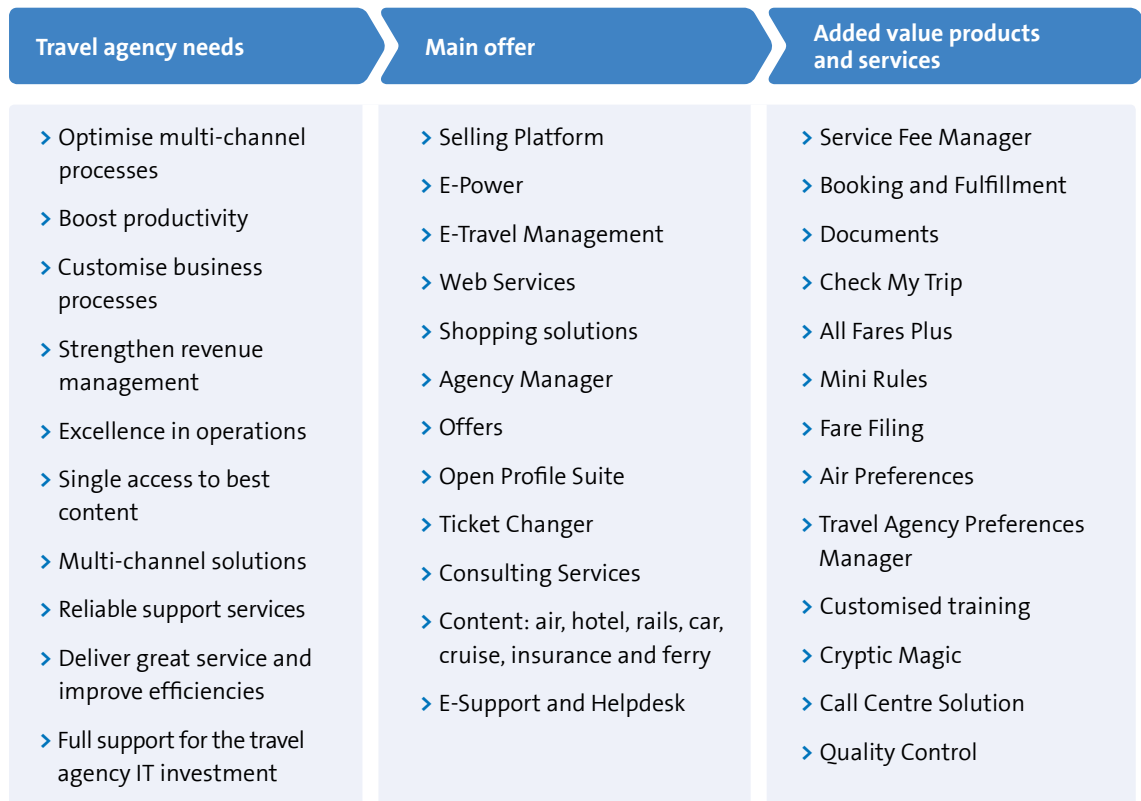
At Amadeus, we have developed a complete range of products and services designed to benefit every area of the travel agent's business.

Because not all our customers are the same, Amadeus has developed specific products for specific travel agency segments, based on their priorities and business needs.

### Amadeus' range of products and services for travel agencies



**Portfolio overview**  
**Travel agencies Distribution**



## Amadeus Selling Platform

### Portfolio overview

**Amadeus Selling Platform is a truly scalable solution that in its simplest form is suitable for the smallest start-up agency, yet is robust enough to be scaled up and customised to suit the most demanding multinational customers. The solution allows multinationals to seamlessly integrate their own packages to provide a truly customised solution.**

### Main features

Amadeus Selling Platform is built on state-of-the-art technology delivering the most sophisticated features:

#### Dual usage with combined graphic/ cryptic interface

> The fully integrated graphical user interface and cryptic host window make Selling Platform an ideal platform for all levels of user expertise and allows consultants to choose how they work. It gives travel professionals fast, integrated, single-screen access to all travel content and fares.

#### Ancillary services

> Increased parity with the airlines' own online offer strengthens aggregated content and consultancy value.

#### Amadeus All Fares Plus

> Amadeus All Fares to access, browse and sell the widest range of aggregated air fare content, saving time and enabling optimal service package: the best deals with professional advice.

> Fully web-based, new features are available immediately over the web – no install or upgrade required.

#### Ticket changer

> The Amadeus solution to automate the calculations necessary to reissue a ticket and store the results in the correct ticketing formats ready for travel documents issuance.

#### Travel preference manager

> Automatic highlighting of customers' preferences.

### Multi-content deskop

> All third-party content and applications, integrated into one professional booking tool.

#### Hotels Plus and Cars Plus

> Professional and intuitive graphical interfaces which bring web application benefits to travel agents' sales: easy to use & quick to book for improved efficiency and added value to customer offer.

#### Hotel Multisource

> Integrated non-GDS content from aggregators, including features such as pre-paid rates, and with guaranteed commissions.

#### Speedmode

> Enables experienced agents to work even faster.

#### Electronic Miscellaneous Documents

> Amadeus Selling Platform enables travel agencies to issue electronic documents for standalone services.

> EMD facilitates the sale of ancillary services which are not necessarily linked to a flight segment but which can be issued in connection with the ticket for reference. Amadeus EMD is fully integrated with standard PNR workflows, including Amadeus Ticket Changer and document print facilities, making it a real cost saver.

### Amadeus Profiles Plus

- › The quickest way to make a booking, while remaining fully compliant with the travel agency customers' preferences.
- › Manage all profile types (traveller, company, agency and group), and get unified access to business and leisure profiles. In addition, traveller preferences can be managed for your non air bookings: cars, hotels and rail.
- › Quick and easy search for profiles thanks to internet search engine type technology. The new 'merge' display combines data from the traveller, the linked company and the owning agency for a much clearer view. Easy transfer data to the PNR.

### Business benefits



#### Increased selling capabilities: single access to all fares and broadest content

- › Access to comprehensive air and non air content in a fully integrated way
- › Access to the same ancillary services offered by the airline web sites



#### Streamlined processes to keep costs down

- › Amadeus Selling Platform is loaded with tools designed to speed up the booking process and boost productivity
- › Built-in efficiency tools and integration enabling faster sales
- › Instant integration from front to back-office
- › Easier and faster bookings using the Hotels Plus and Cars Plus interfaces



#### Improved service and personalised services

- › Wide offering and flexibility for corporate clients to provide for trouble-free travelling
- › Ability to comply with clients' preferred supplier agreements
- › Automated processes for easy handling of customer profiles, policies and preferences
- › Customer profiles are easily created and their purchase history and preferences can be saved

## Amadeus Selling Platform Connect

**Amadeus Selling Platform Connect is the next generation of front office platforms for travel professionals. It empowers agencies with a web-based multi-purpose application which offers the core functionalities required to perform key reservation tasks. Amadeus Selling Platform Connect is a powerful web-based platform, requires minimal training, no installation and can be tailored to specific travel agency needs.**

Selling Platform Connect is designed around the travel agent, it provides access to the very best global, regional and local content and it delivers optimal efficiency. In addition it is highly customisable and can be adapted to specific needs. Because it is web-based, it is accessible anywhere at any time.

### Main features

#### Customisable

› Get your desktop defined the way you want it to behave and specify the exact content you need. Configure the behaviour of your platform (activate/deactivate features, change default settings, integrate useful widgets and more) or work directly with Amadeus to develop specific customisation. Integrate the third party content that you specifically want, directly into your booking flow.

#### No installation

› Amadeus Selling Platform Connect is not only a new graphical interface completely re-thought, it also features industrial-strength tools needed by the travel professional and is fully accessible on the web!

› Access any time and from any machine simply using your credentials. No lengthy or costly installation or deployment required. You can also deploy new features even faster and get them instantly over the web.

#### Intuitive workflow

› The air, hotels, cars, and profiles components have been re-thought to gain the same intuitive workflow across the board. Selling Platform Connect includes many productivity enhancing features, such as pre-population from the air segment, auto-complete entries, progressive displays for fast results and filtering options that instantly adjust your displays.

#### Booking File

› At the core of the new Amadeus Selling Platform Connect framework is a re-engineered interface boasting new toolbars and menus with a navigation that's centred around the Booking File. The Booking File concept offers one unique repository for all information an agency needs to store for a passenger's trip.

› Trip components can be easily accessed from the 'Go To' panel and use 'Your check list' to remind you of key steps when building a customer's itinerary.



### Cryptic Magic

- > Cryptic Magic is a unique feature that allows to enter cryptic commands and get the results in a rich graphical display. Speed can be maintained with control over workflow while enriching the results display thanks to Amadeus Selling Platform Connect's powerful graphical interface.
- > Cryptic Magic will truly improve productivity and give an optimal balance between the speed of cryptic entries and the rich content of the graphical page. It also brings significant cost savings.

### Integrated Partners

- > As well as the external web sites that can be brought into Amadeus Selling Platform Connect through the 'external links' feature, it is also possible to fully integrate specific providers through the Integrated Partners framework. Integrated Partners allows booking non-GDS content using the same workflow and integrate it fully into the Booking File and back office.

### Productivity Suite

- > Amadeus Selling Platform Connect already boasts revolutionary, time-saving features, but even more options can be added to further increase productivity and quality.
  - > **File finishing:** facilitates the completion of booking files based on defined rules
  - > **Agent assistant:** the evolution of 'smart keys,' predefined workflows to help you complete tasks more efficiently
  - > **Quality monitor controls in the booking file:** ensure adherence to rules. Includes warnings, "stop signs" and checks triggered by predefined actions
  - > **Booking file templating:** facilitates the creation of standardised booking files by pre-filling specific data



## Amadeus Shopping Solutions

### Amadeus Master Pricer

**Amadeus Master Pricer is Amadeus' leading shopping solutions portfolio, allowing travel agencies to generate more revenue and benefit from state-of-the-art technology.**

It is the most revolutionary and comprehensive low fare search and merchandising solution for online travel agencies and online sites of traditional travel agencies. As their technology partner, we are committed to ensure that our travel agencies remain at the forefront of the industry equipped with the most innovative online products.

Based on state-of-the-art technology, the Amadeus Master Pricer Portfolio is specifically designed to meet the needs of different end consumers and is composed of the following products, dedicated to online travel agencies:

#### Amadeus Master Pricer Travelboard

> Specifically designed for the cost-conscious traveller seeking the lowest fares.

#### Amadeus Master Pricer Calendar

> Expertly addresses the needs of travellers who are flexible with their dates in order to obtain the most cost-effective options.

#### Master Pricer Special Offer

> Allows travel agencies to differentiate beyond price to attract choice conscious

customers. Customers will be led to be able to book the most attractive or profitable content allowing travel agencies to drastically improve the efficiency of marketing campaigns.

#### Master Pricer Agent Fare Families

> Allows travel agencies to offer an improved shopping experience to customers and direct them to the most profitable content using the travel agencies' own defined fare families.

### Amadeus Extreme Search

**Amadeus Extreme Search is a unique inspirational shopping solution for online travel agencies that revolutionises the way customers search for air travel online.**

Amadeus Extreme Search provides intuitive and efficient options where users can explore and determine their trip based on their holiday requirements. Travellers are engaged right at the beginning of the shopping process, before decision on destination has been made. Using flexible parameters and open search criteria the best deals from hundreds of airlines are returned instantly over a full calendar year and results can be displayed using interactive maps.

Amadeus Extreme Search is based on Massive Computation Platform which computes huge volume of prices on itineraries and dates defined by the traveller. The platform is capable of computing billions of combinations in batch mode and stores them into a cache called the Massive Search Platform. These results are searched in transactional mode enabling almost instantaneous results.

#### Business benefits



##### Increased business growth

- > Increased level of service to customers by proposing a list of relevant alternatives
- > Competitive travel solutions, finding the lowest fare for heavily price-driven customers
- > Enable corporate clients to control travel costs



##### Improved productivity

- > Specific features such as cryptic, PNR search and context management
- > Efficient and reliable shopping tool with high bookability and price accuracy rates
- > Ability to manage complex itineraries with up to six separate city pairs



##### Enhanced customer satisfaction

- > Ability to find travel solutions matching your customer's profile and preferences (thanks to flexible, powerful options allowing customer's expectations to be met) and corporate travel policies

## Amadeus Offers

**Amadeus Offers is a comprehensive demand management solution, from handling trip proposals in the pre-booking phase to offering alternative travel arrangements after departure.**

The management of pre-booking activities typically constitutes about a half of the daily agency activities, but to date there has been a lack of appropriate tools to facilitate this complex and essential phase of the reservation process.

Amadeus Offers provides a central, innovative cross-channel solution that allows managing pre-booking activities, proposing and storing a list of saved travel quotes, or offers, in a single location, with the possibility to exchange trip proposal details with travellers via e-mail.

In addition, the travel data stored provides the opportunity to generate reports for analysis, as well as business intelligence on pre-booking behaviours and trends, giving a valuable source of information to optimise operations management.

### Main features

#### Automated process with full integration

- › Using the existing booking flow, pricing methods and tools itinerary proposals are stored in the same Total Travel Record (ie. PNR), offers can be refreshed to ensure information is up-to-date, and an offer can be confirmed into a booking in a single transaction.

#### Offer Notice

- › The Offer Notice is a customisable, preformatted e-mail that includes flight and/ or hotel details, pricing and a summary of fare conditions, providing fast and efficient communication.
- › The Offer Notice simplifies follow up, saving valuable time and enhancing the support delivered.

#### Business intelligence and reporting

- › As all itinerary proposals are stored, the data enables the generation of reports for analysis and business intelligence on pre-booking behaviour and trends.

#### Business benefits



##### Increased productivity and revenues

- › Replaces time consuming workarounds, saving time and money
- › Facilitates pro-active chase-up by proposing additional services based on stored trip data
- › Manages constraints during a trip with alternatives accessible at any time



##### Enhanced customer satisfaction and retention

- › Transparent and efficient communication channels provide customers with a faster, more convenient travel experience
- › Allows travel agencies to demonstrate the value delivered to the customer, comparing the price of booked items with the price of offers made



##### Optimised operations management

- › Products are tailored to customer's needs by tracking the details of confirmed bookings with offers made
- › Synchronised management of customer requests
- › Improved negotiating power with providers using business intelligence from compared offers

## 3.2 IT Solutions

### Business overview

IT Solutions refers to (i) the development and the provision of IT solutions and (ii) the provision of consulting, bespoke system integration and migration services, application hosting, training and other services to travel providers.

Our current product offering primarily addresses the Passenger Service Systems (PSS) segment of the airline IT market, enabling processes such as central reservation, inventory management, departure control and e-commerce, as well as providing direct distribution technologies. We are also expanding our airline IT solutions offering and we are seeking to grow our market share within the non-airline IT solutions markets, including the hotel, rail and airport IT markets.

Travel providers have historically developed many of their core technology systems in-house, but given the increasingly complex operating environment and greater competitive and cost pressures they are increasingly looking to replace inflexible in-house legacy systems. By moving towards outsourced IT systems with a provider of scalable next-generation technology platforms such as Amadeus, our customers enhance the quality and functionality of their product and service offerings and improve their ability to respond to changing market conditions, while reducing their spend on development and ongoing maintenance of their legacy systems and converting the fixed costs associated with such systems into variable costs.



## Amadeus Altéa Suite

The principal service of this business area is the Amadeus Altéa Suite, a new-generation set of passenger management solutions which address airlines' mission-critical operating functions: sales and reservations, inventory management and departure control.

- **Altéa Reservation** enables our airline customers to manage all their bookings, fare prices and ticketing through a single interface and is compatible with distribution via direct and indirect channels, both online and offline. We launched our initial airline IT offering, known as System User, in 1991 and are gradually converting System Users to our other Altéa PSS modules.
- **Altéa Inventory** permits airlines to create and manage schedules, seat capacity and associated fares on a flight-by-flight basis. This allows the airline to monitor and control availability and reassign passengers in real time. Altéa Inventory also incorporates a seat-mapping functionality. Since we introduced Altéa in 2000, with British Airways and Qantas, we have successfully migrated 100 airlines. Each airline that uses our Altéa Inventory module must also have implemented our Altéa Reservation module.
- **Altéa Departure Control** covers many aspects of flight departure, including check-in, issuance of boarding passes, gate control and other functions related to passenger flight boarding, while enabling airlines to manage disruptions and other flight events efficiently. In addition, Altéa Departure Control offers aircraft load control functionality, which enables airlines to evaluate and optimise fuel utilisation. As of December 31, 2011, 42 airlines were using our Altéa Departure Control solution. Each airline that uses our Altéa Departure Control module must also have implemented our Altéa Reservation and Altéa Inventory modules.

### Altéa Reservation

Customer profiles

Availability

Bookings

Fares & pricing

Ticketing & e-ticketing

### Altéa Inventory

Inventory control

Schedule management

Re-accommodation

Seating management

### Altéa Departure Control

Check-in

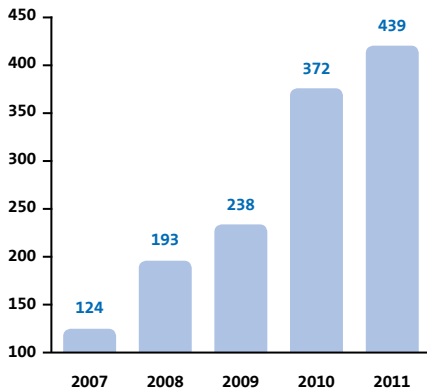
Boarding pass issuance

Baggage management

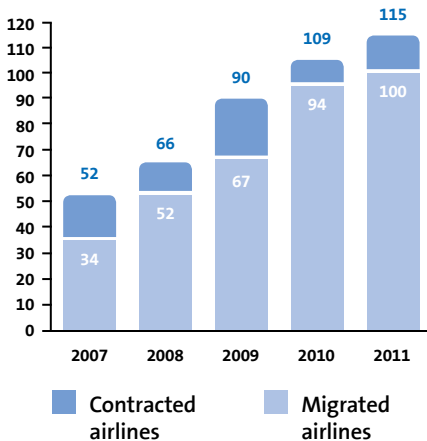
Flight boarding

Aircraft weight & balance

**Passengers Boarded**



**Contracted and migrated airlines**



Altéa is complemented by our e-Commerce product offering.

> Amadeus airline e-Commerce Suite is a set of solutions that seeks to improve the profitability and efficiency of the airline e-Commerce sales and support process. The suite comprises solutions that can be fully integrated such as Amadeus FlexPricer, for pre-sales faring and multi-currency online shopping, or Amadeus e-Retail, a sophisticated booking solution for airline websites, for post-sales servicing, including online award redemptions and online ticket changes. As of December 31, 2011, over 100 airline clients were using our e-Commerce solutions (operating over 280 websites), including more than 25 of the top 50 IATA airlines (measured in terms of total annual passenger numbers) and our airline e-Commerce Suite is available in 28 languages.

Unlike the carriers' legacy IT systems, which use different technologies, the Altéa platform is based on a common technical infrastructure and software. With Altéa, airlines outsource their operations onto a community platform which delivers superior operational efficiency and allows them to share information with both airline alliance and code-share partners.

The Altéa Suite offers a high degree of flexibility through standardised, modular products that can be selected by airlines to suit their particular needs. We offer our Altéa Suite on a community-based platform, with all of our airline customers sharing the applications on a single system fully hosted by us. We believe that this approach, unique among passenger service system providers, enables us to provide users, simultaneously and at a low cost, with upgrades and enhancements we make to the platform, incorporating new industry standards or adapting to the changing needs of a dynamic and rapidly evolving market. In addition, this approach facilitates our connecting of new users and adding new functionalities at limited marginal costs, providing us with significant operational leverage as we grow our business. The development of Altéa was based on the following five core principles:

- › **Single data source:** elimination of duplication and inconsistency by sharing a single version between components of all key data.
- › **Customer centricity:** core processes driven by customer value; full customer and journey information captured and made available.
- › **Automation & flexibility:** business rules drive the main business processes; intuitive graphical user interfaces and customisable workflows facilitate efficient and consistent service.
- › **Common platform:** benefits from the combined input of a community of world leading airlines; seamless integration with alliances and partners.
- › **Designed for Change:** modular architecture based on next-generation, open systems technology; highly configurable solutions, designed with latest business concepts, such as self-service and customer value in mind.

Airline Passenger Service Systems (PSS) are mission-critical and highly complex platforms. To migrate and run such systems requires a particularly high level of competence and experience. Since launching our Altéa Suite, we have acquired and developed the tools, methodologies and experience necessary to ensure an efficient and seamless migration of our Altéa customers, securing the transfer of their critical data and delivering a smooth migration without any downtime affecting our customers' systems. We place a strong emphasis on ensuring a low-risk implementation through a detailed migration planning process and a focus on ensuring critical business functions are protected throughout the implementation.



## Amadeus Stand Alone IT solutions for airlines

In addition to our core Altéa Suite, we offer a range of stand-alone IT solutions to support airlines in certain critical customer-related processes, including:

- › **Ticketing Platform:** a sophisticated ticketing tool that allows airlines to issue all standard paper and e-ticket traffic documents, to maintain a ticket database and generate sales and transaction reports, to cross-sell additional content (such as car, hotel and insurance products) and to produce highly customisable revenue accounting reports.
- › **Revenue Integrity:** a revenue management tool designed to assist airlines to increase capacity utilisation through the reduction of no-shows and cancellations and to eliminate distribution costs associated with non-productive bookings. This tool also enables a better enforcement of the fare conditions and avoids revenue leakage related to fraudulent activities. Airlines benefit from these advantages at any time from pre-sales to after travel stages.

- › **Amadeus Payment:** facilitates airline's access to the complex and fragmented payment industry. The tool offers payment transactions management for sales performed across all channels on behalf of an airline merchant, through a wide range of international and local methods of payment. It provides protection of revenue via a number of sophisticated checks, including 3D secure for web payments and a full fraud prevention module. The payment processing is fully integrated within the airline's selling flow and across all systems, creating an enriched capture file, and leading to very detailed statistical capabilities.
- › **Altéa Revenue Management:** combines innovative demand forecasting techniques and perfect integration with Altéa to ensure the maximum revenue return over an airline's full network. Altéa Revenue Management provides network optimisation through a combination of traditional airline revenue management techniques, plus demand forecasting for a customer's 'willingness to pay' in markets where fare fences have been removed. This allows airlines to directly reverse the 'spiral down' effect increasingly affecting markets across the globe. A number of complementary products further help to improve yield including Yield Generation - which calculates yields based on Revenue Accounting/Fares information, Altéa Group Negotiator - which supports the analyst in group quotation, and Altéa Revenue Availability with Active Valuation - which further maximises revenue through more precise customer segmentation.



➤ **Amadeus Ticket Changer (ATC):** ATC was launched in 2006 to simplify the ticket re-issuing process. ATC combines the state-of-the-art Amadeus Fares and Pricing engine with a powerful, multi-channel ticketing functionality. Since its launch, ATC has evolved in response to the changing requirements of airlines in the area of customer servicing, and today boasts a full portfolio of products and features known as the Amadeus Ticket Changer Suite. Based on the ATPCO Category 31 and 33 rules governing airline re-issue and refund conditions, the ATC suite is now used by almost 60 customers, including major airlines from all regions of the world. Today ATC Suite is comprised of ATC Reissue, ATC Refund, ATC Upgrade, ATC Disruption and ATC Shopper.



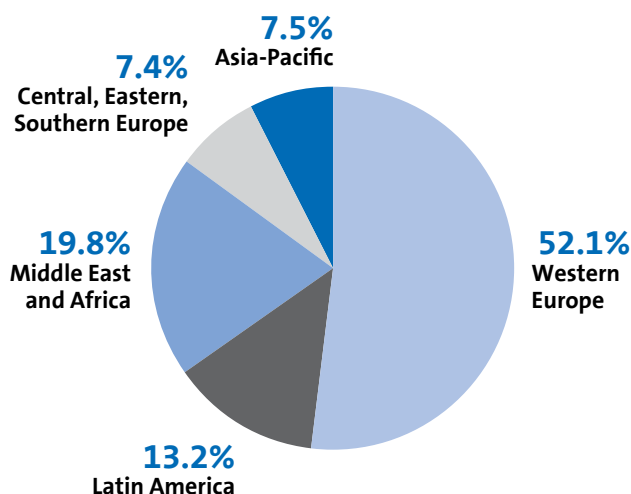
➤ **Amadeus Airline Ancillary Services:** delivers a comprehensive solution that enables airlines to create a highly profitable ancillary services offering and deliver unmatched levels of customer service. Amadeus Airline Ancillary Services is fully integrated with all Amadeus Airline IT solutions including the Amadeus e-Commerce Suite. In addition, it is fully industry compliant so can be distributed through other participating GDS and airlines.

➤ **Amadeus Electronic Miscellaneous Document Server (EMS):** provides an electronic solution for airlines to issue, store, manage and distribute Electronic Miscellaneous Documents (EMD). EMD is the industry standard electronic document used to track the sale and usage of fees for services currently collected with paper or virtual MCO such as ancillary services. The Amadeus EMS solution is fully integrated across the Amadeus Altéa Suite including Reservation, Inventory and Departure Control systems.

Each of our stand-alone IT solutions has been designed to integrate fully with our Altéa solutions, to take advantage of their customer-centric features, but they can also be used, on a stand-alone basis, with other in-house or third-party systems.



2011 Amadeus Passenger Boarded split by region



## Financial performance in 2011

During 2011, like-for-like revenue from IT Solutions grew by 7.8%<sup>5</sup> compared to 2010, reaching €632.6 million. Contribution also increased significantly during the year, 11.3%, reaching a total of €455.9 million. This represents a contribution margin of 72.6%, a significant increase vs. 68.1% in 2010.

This growth in revenue and contribution is mostly driven by the 17.4% increase in IT transactional revenue, as growth continues in our main business lines. In Altéa, we mainly benefitted from the positive impact of migrations that took place in 2010. The e-Commerce and the Stand Alone IT solutions business areas also performed strongly.

In terms of commercial activity, 2011 was also a very successful year. We continued to add new clients to the Altéa contracted pipeline, with the signing of 11 new contracts in the year, adding further visibility to this business: based on our signed contracts, Amadeus estimates that the number of Passengers Boarded (PB) will be more than 735 million by 2014<sup>6</sup>, which represents an increase of over 67% vs. the 439 million PB processed on our Altéa platform during 2011.

Finally, we continued to invest significantly, in preparation for the airline migrations to Altéa in 2012 and the coming years, and in order to reinforce our technology leadership position and our competitive edge: we continue to enhance our product portfolio as well as explore new revenue opportunities in the travel industry.

## IT Solutions. Key operating and financial highlights

Figures in million euros	2010	2011	% change
<b>KPI</b>			
Passengers Boarded (PB) (million)	372	439	17.9%
Airlines migrated (as of December 31)	94	100	
<b>Results</b>			
Revenue	601	628	4.4%
Like-for-like Revenue (1)	587	633	7.8%
Operating costs	(272)	(264)	(3.0%)
Direct capitalisations	80	92	14.5%
Net operating costs	(192)	(172)	(10.3%)
Contribution	410	456	11.3%
As % of Revenue	68.1%	72.6%	4.5 p.p.

(1) Figures adjusted to exclude (i) the impact of the sale of Hospitality Group in 2010, and (ii) the impact of the change in the treatment of certain bookings within IT Solutions, based on which the related revenue is recognised net of certain costs.

<sup>5</sup> Revenue comparability in 2011 is affected by (i) the sale of Hospitality Group in 2010 and (ii) by a change in the treatment of certain bookings made within airline groups, which negatively affected the reported growth within the direct distribution revenue line during the first quarter of 2011.

<sup>6</sup> 2014 estimated annual PB calculated by applying IATA's regional air traffic growth projections to the latest available annual PB figures, based on public sources or internal information (if already in our platform).

## Evolution of KPI

Total number of Passengers Boarded in 2011 increased to 439.1 million, or 17.9% higher than in 2010, despite the loss of traffic from Mexicana, which ceased operations in August 2010. Excluding the impact of migrations, total PB grew by 7.3%, ahead of traffic growth, given the positive mix in our client base. As of December 31, 2011, 52.1% of our total PB volume was generated by Western European carriers, with the remainder generated in high growth geographies. Latin America was the only region where our PB base did not grow, due to the above mentioned Mexicana bankruptcy.

During 2011, 11 airlines were contracted onto our Altéa Reservations and Inventory systems and 21 onto our Departure Control system. At December 31, 2011 we had 115 airlines contracted to our Altéa product, out of which 100 were already implemented. Of these, 42 were already using the full Altéa Suite and the remaining 58 were using the Reservation and Inventory modules.



## Revenue

Total like-for-like IT Solutions revenue increased by 7.8% in 2011 driven by the strong growth in IT transactional revenue which was somewhat offset by declines in Direct Distribution.

### IT transactional revenue

As shown in the table below, IT transactional revenue increased by 17.4% in 2011, from €366.6 to €430.3 million. This growth was supported by very solid performance in all main revenue lines:

- Altéa: strong increase in PB volumes.
- e-Commerce: Passenger Name Record (PNR) volumes increased significantly during the year, both as a result of organic growth and new implementations.

- Stand Alone IT solutions: growth driven by (i) high organic growth in products such as our automatic ticket changer solution, (ii) additional fees from the implementation of new applications and additional functionalities to the Altéa inventory and departure control modules, such as Availability calculator, Self Service check-in, etc. and (iii) new client cutovers.

Our IT transactional revenue per Passenger Boarded for 2011 was €0.98, in line with 2010.

### Direct distribution

Like-for-like revenue from direct distribution dropped 15.9% in 2011. This decrease was driven by a decline in bookings resulting from the full year effect of existing Reservations module users (notably Air France-KLM and LOT) migrating to, at least, the Altéa Inventory module. Once migrated on to the Altéa Inventory module, these clients are charged a fee per PB, and revenue is accounted for under IT transactional revenue, rather than Direct Distribution.

### Non transactional revenue

Non transactional revenue decreased from €80.3 million in 2009 to €70.2 million in 2010, driven by a decrease in revenue from our Property Management System product given the disposal of our equity stake in Hospitality Group in September 2010. Adjusting for Hospitality, non transactional revenue would have had a positive growth.

Figures in million euros	2010	2011	% change
<b>IT Solutions - Revenue</b>			
IT transactional revenue	367	430	17.4%
Direct distribution revenue	165	134	(18.7%)
Transactional revenue	531	564	6.2%
Non transactional revenue	70	64	(9.0%)
<b>Revenue</b>	<b>601</b>	<b>628</b>	<b>4.4%</b>
IT transactional revenue	367	430	17.4%
Like-for-like Direct distribution revenue <sup>(1)</sup>	165	138	(15.9%)
Like-for-like Transactional revenue <sup>(1)</sup>	531	569	7.1%
Like-for-like Non transactional revenue <sup>(1)</sup>	56	64	14.8%
<b>Like-for-like Revenue<sup>(1)</sup></b>	<b>569</b>	<b>633</b>	<b>7.8%</b>
<b>IT transactional revenue per PB<sup>(2)</sup> (euros)</b>	<b>0.98</b>	<b>0.98</b>	<b>0.0%</b>

(1) Figures adjusted to exclude (i) the impact of the sale of Hospitality Group in 2010, and (ii) the impact of the change in the treatment of certain bookings within IT Solutions, based on which the related revenue is recognised net of certain costs.

(2) Represents our IT transactional revenue divided by the total number of PB.

## Contribution

The contribution of our IT Solutions business is calculated after deducting from our revenue those operating costs which can be directly allocated to this business (variable costs, including certain distribution fees, and those product development, marketing and commercial costs which are directly attributable to each business).

Total contribution for 2011 amounted to €455.9 million, up 11.3% vs. 2010. There was also a significant margin expansion from 68.1% in 2010 to 72.6% in 2011.

The 11.3% increase in the contribution of our IT Solutions business in 2011 was driven by higher revenues, the significant decrease in operating costs and higher capitalisations. This decline in operating costs was the net result of a number of factors. The key drivers for the decline in costs were certain cost control measures, a favourable FX impact and certain one-off effects such as the reduction in variable costs from the change in the treatment of certain bookings, and the sale of Hospitality Group in 2010. These effects were partially offset by an increase in R&D expenditure associated with upcoming migrations to the Altéa Inventory and Departure Control System modules, as well as other product implementations (within e-Commerce and Stand Alone IT solutions as well as in relation to ancillary services) and to new projects for portfolio expansion (mainly related to Revenue Management and Revenue Accounting). We also continue to work in product evolution, adding new functionalities such as code sharing, customer experience, availability control, etc. Finally, commercial costs related to account management and local support also increased.



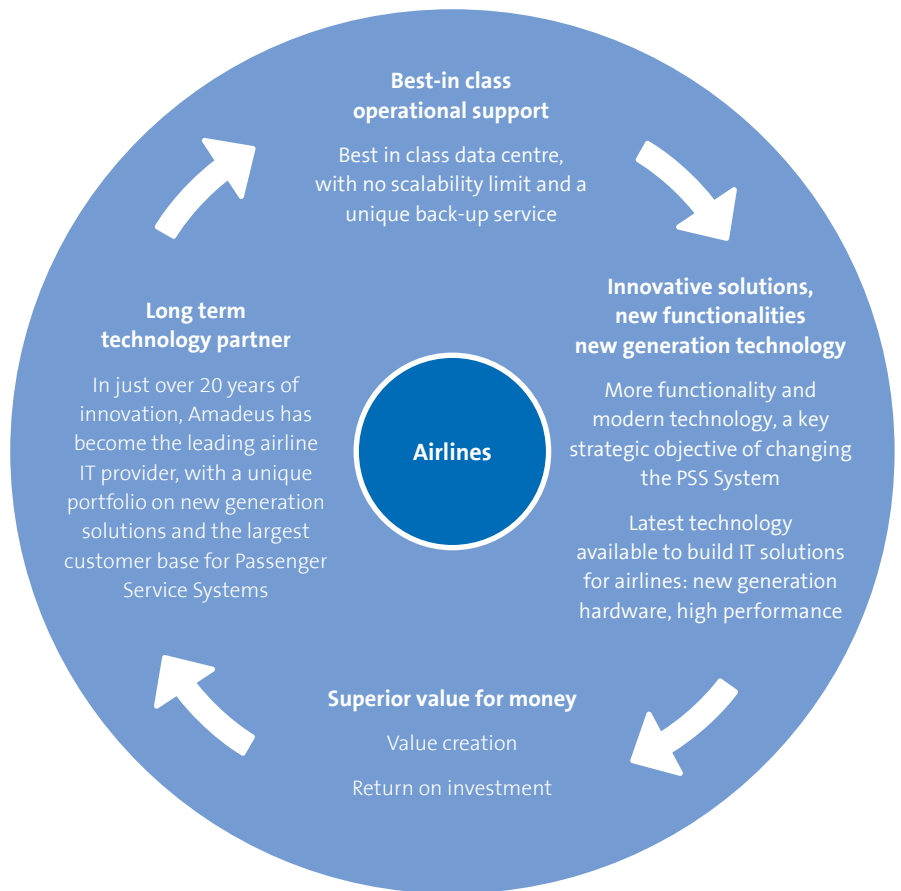
### Products and services

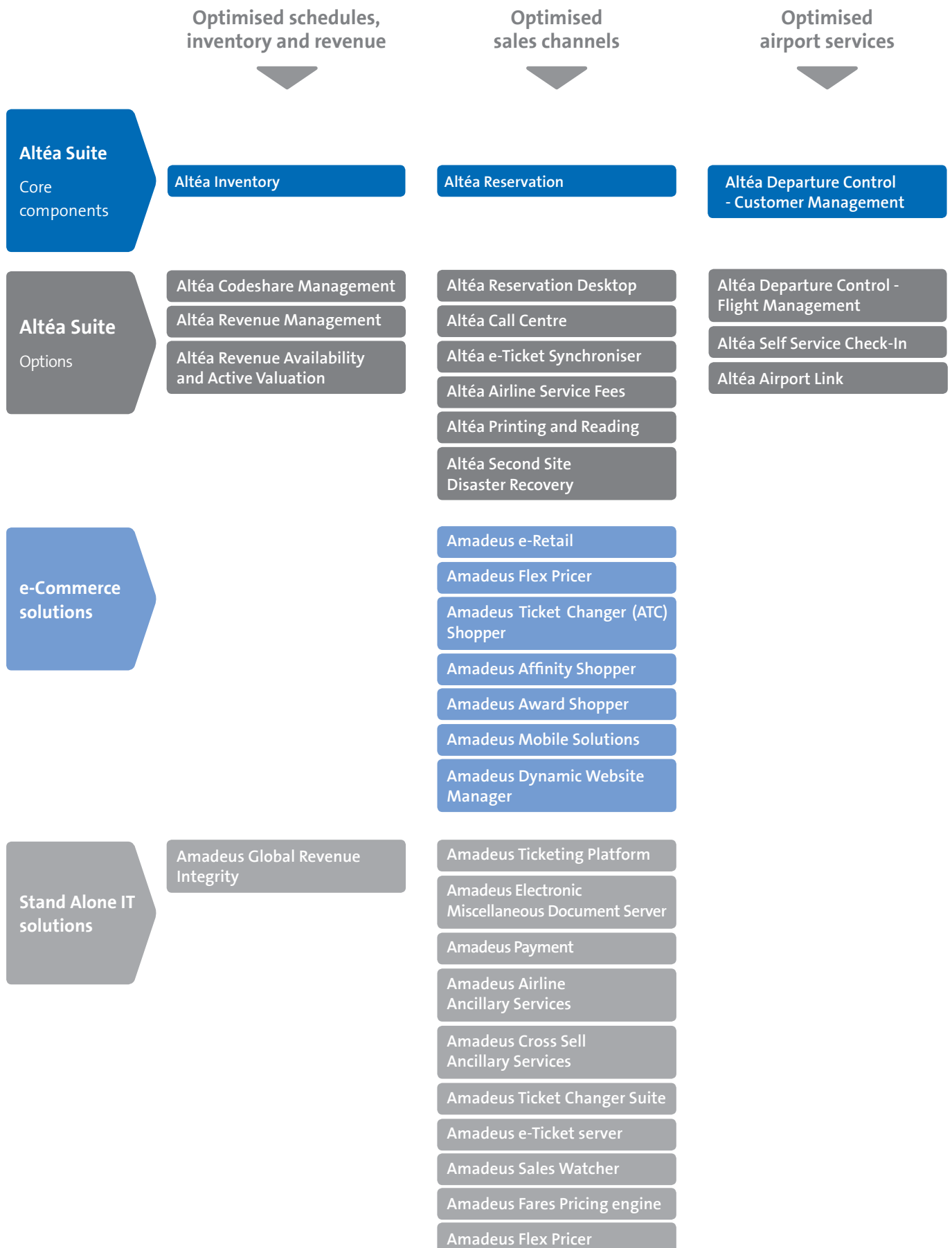
Through our portfolio of innovative IT solutions, we believe that we can help airlines differentiate and ensure a competitive advantage, not only in the short-term by rapidly delivering cost savings and revenue gains, but also in the long-term by improving market agility and adapting quickly to their business model.

The following pages describe the value that our new generation technology can bring to airlines, as well as an overview of some selected solutions in our portfolio.

### IT Solutions business benefits

The airline's passenger system is as vital as their aircraft. It can simplify processes, lower cost structures, ensure differentiated and consistent customer service, facilitate seamless alliances and enable faster decision making. Airlines migrating to new generation passenger management solutions can radically transform their business instead of just making incremental changes. What is more, they can do this for a minimal cost while also building a sustainable competitive advantage that will make the difference for their customers and shareholders alike.





## Altéa Inventory

Altéa Suite

e-Commerce solutions

Stand Alone IT solutions

**A new generation inventory management solution, which maximises yield and automates schedules, seating and re-accommodation.**

### Main features

#### Schedule management

- › Automated schedule reception and publication
- › Market pair logic for flight setting
- › Automated and customised schedule publication

#### Inventory control

- › Full origin and destination (O&D) availability
- › Availability calculated by revenue bid price and market based yields
- › Support for all revenue management techniques
- › Inventory control up to the point of sale level
- › Real-time interaction with Revenue Management Systems and Departure Control

#### Seating management

- › Single seat map used across reservation and departure control
- › Automated seating rules using customer value
- › Graphical seat map

#### Waitlist management

- › Customised customer access to waitlist
- › Automated waitlist clearance based on customer value

#### Re-accommodation

- › Fully automated re-accommodation mode based on full itinerary and customer value

**Altéa Inventory can be adapted to meet every airline's needs and a number of optional features are available to meet specific business requirements**

### Main options

**Altéa Automated Schedule and Re-accommodation**

**Altéa Point of Sale Inventory Control**

**Altéa Revenue Inventory Control**

**Altéa Customer Value**

**Real-Time Interface**

## Business benefits



### Increased yield

› Maximises the yield of an airline's entire network by using the latest revenue management techniques



### Improved time to market

› Allows airlines to respond instantly to competitors' actions, change business policies dynamically (seating, schedule) using market based rules, saving several days or weeks depending on the processes of the airline



### Customer satisfaction

› Applies customer preferences consistently and gives priority to high value customers (waitlist clearance, re-accommodation), increasing revenue from repeat customers



### Increased productivity

› Saves time for the whole schedule, seating and re-accommodation agents, as well as flight controllers, reducing processing time by up to 30%



### Efficient IT model

› Airlines move to variable IT costs and benefit from shared infrastructure and community development, reducing total cost of ownership





## Altéa Reservation

Altéa Suite

e-Commerce solutions

Stand Alone IT solutions

A new generation reservation solution, offering seamless service across channels and partners.

### Main features

#### Booking management

- > Default carrier preferred display
- > Unique automation features to create bookings
- > Automated PNR update with customer profile
- > Easy cross-selling with Amadeus hotel, car, insurance and rail content as well as PNR integration
- > Real-time access to archive PNR to facilitate servicing
- > Management of airline specific bookings and processes (frequent flyers, staff, groups and non-commercial)

#### Fares and pricing

- > Most up-to-date fare databases
- > Best-in-class algorithms to calculate pricing

#### Ticketing

- > Best-in-class e-ticketing capability, including rapid deployment of interlining

#### Sales via direct channels

- > Easy integration of solutions for both offline and online channels

#### Distribution via indirect channels

- > Unique distribution via Amadeus travel agencies and airlines on the Amadeus platform, sharing the same PNR and best access to availability
- > Distribution via any other GDS as well as other airlines channels

#### PNR data feed

- > Daily batch PNR data feed

Altéa Inventory can be adapted to meet every airline's needs and a number of optional features are available to meet specific business requirements

### Main options

Altéa Reservation Desktop

Altéa Airline Service Fees

Altéa Credit Card Acceptance

Altéa Real-Time Data Feeds

Customer Value

Altéa Data Nexus

Notification

## Business benefits



### Increased productivity

- › Reduces the time it takes for an airline's reservation agents to complete bookings by using automated processes, saving up to 30% of reservation time



### Increased revenue

- › Increases sales from and to alliance partners using the carrier-preferred display, plus increases revenue by optimising the distribution of selling classes at points of sale



### Enhanced customer satisfaction

- › Applies customer preferences consistently across all channels and partners during reservation, plus speeds up servicing



### Increased revenue from CRM action

- › Captures full journey information into enriched PNRs and uses them dynamically to launch more efficient CRM activities



### Efficient IT model

- › Airlines move to variable IT costs and benefit from shared infrastructure and community development, reducing total cost of ownership



## Altéa Departure Control – Customer Management

Altéa Suite

e-Commerce solutions

Stand Alone IT solutions

A complete, new generation departure control solution, enhancing customer experience at the airport through differentiated customer service.

### Main features

#### Customer Value

- › Enabling to offer differentiated customer service
- › Adaptable to each airline using business rules

#### Check-in

- › Easy customer identification
- › Smart check-in workflow
- › Automated validation of tickets and regulatory checks through check-in
- › Flow forward search for earlier flight possibility

#### Self service support

- › 100% self-service enabled, with advanced self-service logic

#### Customer management

- › Full automation of activities
- › Proactive onload and re-grade
- › Automated, optimised seating based on customer preference
- › Same seat map used for pre-seating and departure

#### Baggage management

- › Automated enforcement of airline baggage policies
- › Easy collection of baggage fees

#### Disruption management

- › Powerful decision support tool
- › Process starts as soon as flight information is updated
- › Automated or guided transfer of passengers
- › Priority given according to customer value

#### Boarding management

- › Customer tracking
- › Centralised control of flight departures
- › Integrated dynamic agent alert system

#### Ground handling management

- › Manage all handled airlines customers and proceed to customer records update with the same fully graphical application

A number of additional functional options are also available to allow an airline to customise the solution to meet their specific business needs

### Main options

Altéa Check-in Desktop

Altéa Self Service Check-in

Altéa Automated Passenger Transfer

Altéa Passenger Watchlist and Altéa Ticket Blacklist

Altéa Airport Link

Altéa Customer Value

## Business benefits



### Increased productivity

- › Saves time for all airport customer service agents at check-in, boarding and the management of disrupted passengers. Also automates back office tasks and performs them for multiple carriers without switching systems



### Increased revenue

- › Ensures collection of all excess baggage charges and ensures that any seats released at the airport are immediately available for re-sale. In addition, it increases revenue from repeat customers



### Enhanced customer satisfaction

- › Offers faster and simpler check-in, allows airlines to apply customer preferences for seating consistently, enables effective service recovery actions and gives priority to high-value customers



### Reduced costs

- › Reduces cost of penalties due to regulatory requirements as well as reducing cost of flight delays due to early detection of passenger issues that could impact flight departure



### Efficient IT model

- › Airlines move to variable IT costs and benefit from shared infrastructure and community development, reducing total cost of ownership
- › Airlines also benefit from the tight integration of Altéa Departure Control – Customer Management with Altéa Reservation, Altéa Inventory and Altéa Departure Control – Flight Management

## Altéa Departure Control – Flight Management

Altéa Suite

e-Commerce solutions

Stand Alone IT solutions

A new generation load control platform to ensure efficient flight departures and optimises the weight and balance process.

### Main features

#### Flexible flight activity plan

- › Very flexible flight activity plan, customisable down to flight level and aircraft type amongst others
- › Scheduled activities initiated automatically

#### Flight departure monitoring

- › Graphical user interface, enabling supervision of multiple flights on the same screen
- › Automated alerts if any activity needs attention

#### Load distribution and balance

- › Detailed allocation of passenger weight, improving capacity and trim management
- › Automated and optimised aircraft load distribution
- › Graphical user interface for easy handling
- › Apply operating carriers preferences and processes into the ground handling environment

#### Powerful staff management tools

- › Powerful tools to support shift management, load controller licensing and recency, dangerous goods certification, etc.

#### Ground handling management

- › Airlines or ground handlers can handle any carrier (Altéa or Non-Altéa )
- › A unique user interface to manage all flights from all handled airlines

A number of additional functional options are also available to allow an airline to customise the solutions to meet their specific business needs

### Main options

Automated feed of archived departure plans and related data to an airline's data warehouse

## Business benefits



### Increased productivity

› Significantly increases productivity for load controllers with automated flight departure monitoring and business rules



### Reduced costs

› Centralises an airline's load control sites and reduces fuel costs due to improved capacity management and optimised aircraft trim



### Increased revenue

› Gains load capacity for freight due to optimised weight and balance



### Increased reliability

› Reduces the cost of delays due to unexpected or late changes in load or other contributing factors. Also, it achieves flight departures excellence and fast turn around



## Amadeus e-Retail

Altéa Suite

e-Commerce solutions

Stand Alone IT solutions

The world's most widely used integrated airline internet booking engine. Offering the widest range of travel services to customers through.

### Main features

#### Flight search

- > Powerful and easy-to-use flight search capability
- > Powerful search by city pair

#### Fares and prices

- > Best-in-class faring and pricing capabilities, including advanced low fare search and an improved framework for special offers

#### Ticketing and payment

- > E-ticketing fully integrated with online credit card validation

#### Booking notification

- > Automatic delivery of booking confirmation e-mail for each booking, including total fares and rate information

#### Cross-selling

- > Ability to distribute and cross-sell a growing amount of additional content including car, hotel, insurance, etc.

#### Fully customisable interface

- > Hundreds of customisable settings to choose from in order to fully adapt the layout and structure of the interface

#### Reporting

- > Online Performance Improvement, backed-up by an expert e-Business Consulting team and integration with any web analytics platform

#### Global solution

- > Available in over 28 languages
- > Fare calculations in all major currencies

### Business benefits



#### Enhanced customer loyalty

- > Efficient online reservation service 24/7, establishing a direct relationship while promoting the airline's brand and offer



#### Reduced costs

- > Reduces distribution costs by boosting channel shift from offline to online and from indirect to direct



#### Increased revenue

- > Increases market share in the online market and thus allows airlines to generate additional bookings



#### Efficient IT model

- > Airlines move to variable IT cost and benefit from shared infrastructure and community development.
- > In addition, airlines can manage their website cost-efficiently in various markets

## Amadeus Flex Pricer

A powerful online search interface, offering comprehensive and easy-to-find fares by product family, enabling an airline to strengthen customer loyalty and significantly increase yield.

### Main features

#### Advanced grouping of fares

- > Flexible grouping of fares by family
- > Up to six customisable fare families proposed for each booking

#### Advanced calendar search capability

- > Ability to propose up to 200 availability or fare options per request at once for up to 15 days around the preferred date of departure in an easy to understand format
- > Best in class fare accuracy for both domestic and international flights, including code share and interline partners' flights

#### Fully customisable graphical interface

- > Hundreds of customisable settings to choose from in order to fully adapt the layout and structure of the interface

#### Global solution

- > Available in over 28 languages
- > Fare calculation in all major currencies

Altéa Suite

e-Commerce solutions

Stand Alone IT solutions

### Business benefits



#### Increased yield

- > Maximises the yield per online booking by offering not only the lowest fare, but also a choice of dates and various fares with clear fare conditions



#### Increased revenue

- > Increases online sales and market share



#### Enhanced customer satisfaction

- > Boosts customer loyalty by providing very efficient service and multiple choices



#### Efficient IT model

- > Airlines move to variable IT cost and benefit from shared infrastructure and community development
- > In addition, airlines can manage the shopping solution in various markets cost-efficiently





## Amadeus Mobile Solutions

Enables airlines to accelerate the mobile shift.

### Main features

#### Booking

- › Easy booking on mobile devices

#### PNR Servicing

- › Ability to modify information or change preferences in the booking
- › Schedule disruption management in a very simple manner
- › Ability to buy Airline Ancillary Services directly on the move

#### Information

- › Live flight status
- › Airline information

#### Check-in and boarding pass

- › Seamless integration with Altéa mobile modules for mobile phone check-in and boarding pass

#### Dynamic portal

- › Customised portal with relevant information and promotions depending on the customer, moment in time or location

### Business benefits



#### Enhance customer satisfaction and loyalty

- › Passengers kept in touch at all times along their journey with real-time, relevant and value-adding information
- › Fast and easy check-in on the move
- › Flexible content tailored for each customer: right service at the right time



#### Reduced costs

- › Increased automation of re-accommodation disruption management
- › Reduced call centre needs, airport footprint (personnel or kiosk hardware), time spent by transfer staff on simple information
- › Dynamic and easy to use mobile portal management (content, campaign, etc.). Portal can be managed by existing commercial teams rather than by specialised programmers



#### Increased profitability

- › New sales opportunities: last minute bookings, flight ancillary services
- › Higher revenue per passenger
- › Faster reschedule and disruption process to release sales staff and seats for additional sales
- › Increased product exposure and visibility

## Amadeus Airline Ancillary Services

A unique integrated solution that enables airlines to implement their ancillary services strategy, adding more profitability to their business.

### Main features

#### Completeness

- > Unique integrated solution encompassing sales, service delivery and revenue tracking and reporting via all sales channels
- > Available at all customer touch points from shopping to arrival
- > Seamlessly integrated with all airline processes (planning, sales, accounting, airport operations, etc.)

#### Consistency

- > Centralised control and administration, ensuring consistent policies across all touch points
- > Synchronisation between all business areas
- > Able to comply with industry standards

#### Flexibility

- > Designed to manage all types of flight and non flight related services
- > Enabling sales at any time
- > Multiple fee filing mechanisms
- > Able to tailor the offer for each channel
- > Equally able to follow industry standards or a bespoke approach

#### Simplicity

- > Easy to add new ancillary services to all channels
- > High levels of automation
- > Seamless integration with airlines' loyalty systems and CRMs
- > Airlines able to control and maintain their own offering via a business rules framework



### Business benefits



#### Increased efficiency

- > High levels of automation avoiding the need for manual processing



#### Enhanced customer satisfaction

- > Consistent and seamless service delivery, even following flight disruptions
- > Automatic recognition of loyalty program status
- > A solution that works across all airline partners



#### Reduced costs

- > Single solution covering all channels
- > Simplified systems integration



#### Increased profitability

- > Multi channel solution able to capture every sales opportunity
- > Full visibility of payment status at airport enabling control of waivers
- > Systematic tracking of revenues enabling improved decision making on services offer, pricing and targeting
- > Automated cancellation of booked services when payment not received in time

## Amadeus Electronic Miscellaneous Documents Server



Provides an electronic solution for airlines to issue, store, manage and distribute Electronic Miscellaneous Documents (EMDs), which enhance ticket services and enables airlines to distribute a wide range of products that help customise their journeys.

### Main features

#### Streamlined from preparation to post-issuance

- > Storage of EMD records and database management
- > Validation of the airline's electronic document issuance, eligibility and security checks
- > Post-issuance handling (exchange, refund, void)

#### Fully integrated with Amadeus Altéa Reservation

- > Integrated with Amadeus Airline Ancillary Services to provide shopping and automatic pricing feature
- > Integrated with Amadeus Ticket Changer, where residual value, refundable balance, penalty fees are issued on EMD

#### Support to DCS systems

- > Delivery of an electronic document working copy to the DCS
- > Connect to the revenue accounting system for data delivery

### Business benefits



#### Reduced costs

- > Eliminates the need for expensive exceptional processing
- > Enables sales via all channels
- > Simplified systems integration



#### Increased profitability

- > Enables the creation of profitable additional revenue streams
- > Enables multi channel solution, allowing the airline to capture every sales opportunity
- > Allows interline service offerings
- > Enables visibility of payment status at airport and therefore control of waivers
- > Allows for systematic tracking of revenues



#### Increased efficiency

- > High levels of automation avoid the need for manual processing and allows self service



#### Enhance customer satisfaction

- > Eliminates the need for paper documents and airport queues for collection of paper compensation vouchers
- > Increases flexibility and speed

## Amadeus Global Revenue Integrity

Enables an airline to minimise revenue leakage by detecting and eliminating non-productive bookings at any source or stage from shopping to post-travel.

### Main features

#### Booking Integrity

- › Supports the firming process to convert bookings into sales
- › Enforces airline policies from booking to flying

#### Passenger Integrity

- › Ensures that passengers are eligible to fly, for security purposes
- › Avoids credit card fraud

#### Ticketing Integrity

- › Performs audits on fares, taxes and fees in e-Ticket
- › Ensures fare and ticketing rules are observed

#### Agency Integrity

- › Minimises agency risk
- › Ensures agencies comply with airline booking requirements

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### Business benefits



#### Increased revenue

- › Allows airlines to cancel unproductive bookings and recycle unused space for sale
- › Increases the likelihood of bookings being fulfilled in a timely fashion
- › Ensures a better enforcement of the collection of ticket change fees



#### Reduced revenue leakages and improved fraud management

- › Ensures compliance with ticket time limit
- › Improves enforcement of the fare conditions
- › Increases control of airline sales made in non-BSP or risky markets



#### Reduced disputes and debit memos

- › Reduces disputes with travel agencies over lost revenue from no-show passengers or incorrect fare and taxes calculation by the agent



#### Increased control over policies

- › Allows airlines to self-administer the flight firming business rules
- › Provides automated, customisable actions for every identified booking



#### Reduced costs

- › Decreases manual processing
- › Eases data processing in Revenue Accounting



#### Improved passenger satisfaction

- › Enhances the check-in experience