

Non-financial information 2019

(This statement of non-financial information is part of the consolidated Directors' report approved by the Board of Directors at the meeting held on February 27, 2020)

Non-financial information 2019

(This statement of non-financial information is part of the consolidated Directors' report approved by the Board of Directors at the meeting held on February 27, 2020)

Contents

1. INTRODUCTION	5
1.1 Scope and limitations of the non-financial information statement	5
1.2 Methodology	5
2. AMADEUS' BUSINESS MODEL	8
2.1 Amadeus business lines	9
2.2 Amadeus strategic priorities and expected business evolution	9
2.3 Trends with a potential to impact travel volumes	10
2.4 Headcount information	12
3. CORPORATE RISK MANAGEMENT	13
3.1 First Line of Defense: executive management, management and staff	13
3.2 Second Line of Defense: internal governance functions	14
3.3 Third Line of Defense: Group Internal Audit	15
4. AMADEUS POLICIES – FIGHT AGAINST BRIBERY, CORRUPTION AND MONEY LAUNDERING	17
4.1 Code of Ethics and Business Conduct	17
4.2 Anti-Bribery Policy	18
4.3 Anti-Fraud Policy	18
4.4 Anti-Money Laundering	18
4.5 Training and communication	18
5. AMADEUS' ENVIRONMENTAL SUSTAINABILITY STRATEGY	20
5.1 Amadeus Environmental Management System (EMS)	20
5.2 Detailed information on environmental matters	22
5.3 Climate change-related risks and opportunities	27
5.4 Tables related to environmental sustainability	30
6. AMADEUS WORKFORCE	32
6.1 Employment	32
6.2 Work-life balance and absenteeism	38
6.3 Health and safety	39
6.4 Relationship with employees	39
6.5 Training and development	42
6.6 Accessibility	43
6.7 Equity	43
6.8 Human Rights Policy	44
7. SOCIETAL INFORMATION	47
7.1 Social commitment	47
7.2 Relationship with vendors	49

7.3	Customer services	52
7.4	Industry relations	53
7.5	Fiscal information	53
8.	ANNEX A. TABLE OF CONTENTS AS REQUIRED BY LAW 11/2018	57

1. Introduction

1.1 Scope and limitations of the non-financial information statement

This document includes the information required by the Non-Financial Reporting and Diversity Law (11/2018), of 28 December 2018, and details the main aspects of Amadeus Group business model and corporate risk management, as well as its sustainability plans, environmental matters, social issues and subjects related to workforce, human rights, prevention of corruption and bribery and societal information.

The document provides a summary of Amadeus business model, a description of the policies in relation to these matters and the measures adopted, the results of these policies, the related risks identified, the management of these risks and the indicators of its non-financial results.

The reporting scope for each material aspect includes the entire Amadeus Group unless otherwise is indicated. In terms of the data-gathering process and scope of this document, we have considered the materiality of the information on one hand and the effort of collecting the data on the other to provide a sensible balance between these two elements.

This document includes certain information that is also provided in other documents, such as the annual Amadeus Global Report.

The principal objective of the Amadeus Global Report is to provide a comprehensive and transparent view of Amadeus' activities, operations and performance from a commercial, financial and sustainability perspective. As a communication tool, the Report contains a basic explanation of our business lines for any internal or external audience, as well as a summary of our financial results and management review of the year. A significant portion of the report is dedicated to environmental, social and governance matters (ESG), in addition to a description of our activities in the areas of industry relations and corporate risk management.

The Amadeus Global Report is verified by an external firm, and it follows the Global Reporting Initiative (GRI) in accordance with the GRI Standards (core option) for the reporting of non-financial information.

1.2 Methodology

1.2.1 Reporting principles

Based on our materiality analysis, this non-financial information report has been produced following the requirements of the Spanish Law 11/2018 on non-financial information reporting, as well as the Global Reporting Initiative (GRI) standards. Annex A of this report includes a table of content in which all the information items required by the Law are listed, with a reference to the page(s) where the information is included and the corresponding, if any, GRI indicator.

According to the Spanish Law 11/2018 requirements, this non-financial report has been externally reviewed by external consultant EY. The external assurance of this document by an independent organization (EY) ensures that the quantitative and qualitative material issues are reported accurately. The corresponding Limited Assurance Report is attached to this report.

1.2.2 Materiality analysis

A principal driver for the selection of the specific non-financial indicators chosen is the materiality analysis carried out by Amadeus.

The travel industry is rapidly changing and growing, and all players need to adapt to new demands and contexts. This evolution is highly dependent on technology and, as a travel technology provider, Amadeus' business has also adapted to

this complex environment. This fact, together with the new trends in non-financial reporting, led us to the decision to make an in-depth review of our materiality analysis in 2019.

In this review process we have relied on the expertise of external consultants (Mazars Group) to identify the material issues relevant to our stakeholders and to our business.

The assessment process consisted of the following phases

1. Identification and update of relevant material issues

The pre-selected issues were classified in three areas: business and corporate governance, social dimension (labor and social responsibility) and environmental sustainability. The selection was mainly based on our previous materiality analysis, the latest ESG trends, best practices and new regulation. The result included renaming and clustering some of the issues.

2. External assessment of relevant issues

The aim of this phase was to identify our stakeholders' concern to every issue, including peers, industry opinion makers, mass media, employees, main reporting standards (GRI, Sustainability Accounting Standards Board, the United Nations Sustainable Development Goals), ESG investors and ratings (Dow Jones Sustainability Indices, FTSE4Good, Ecovadis or BlackRock).

3. Internal assessment of relevant issues

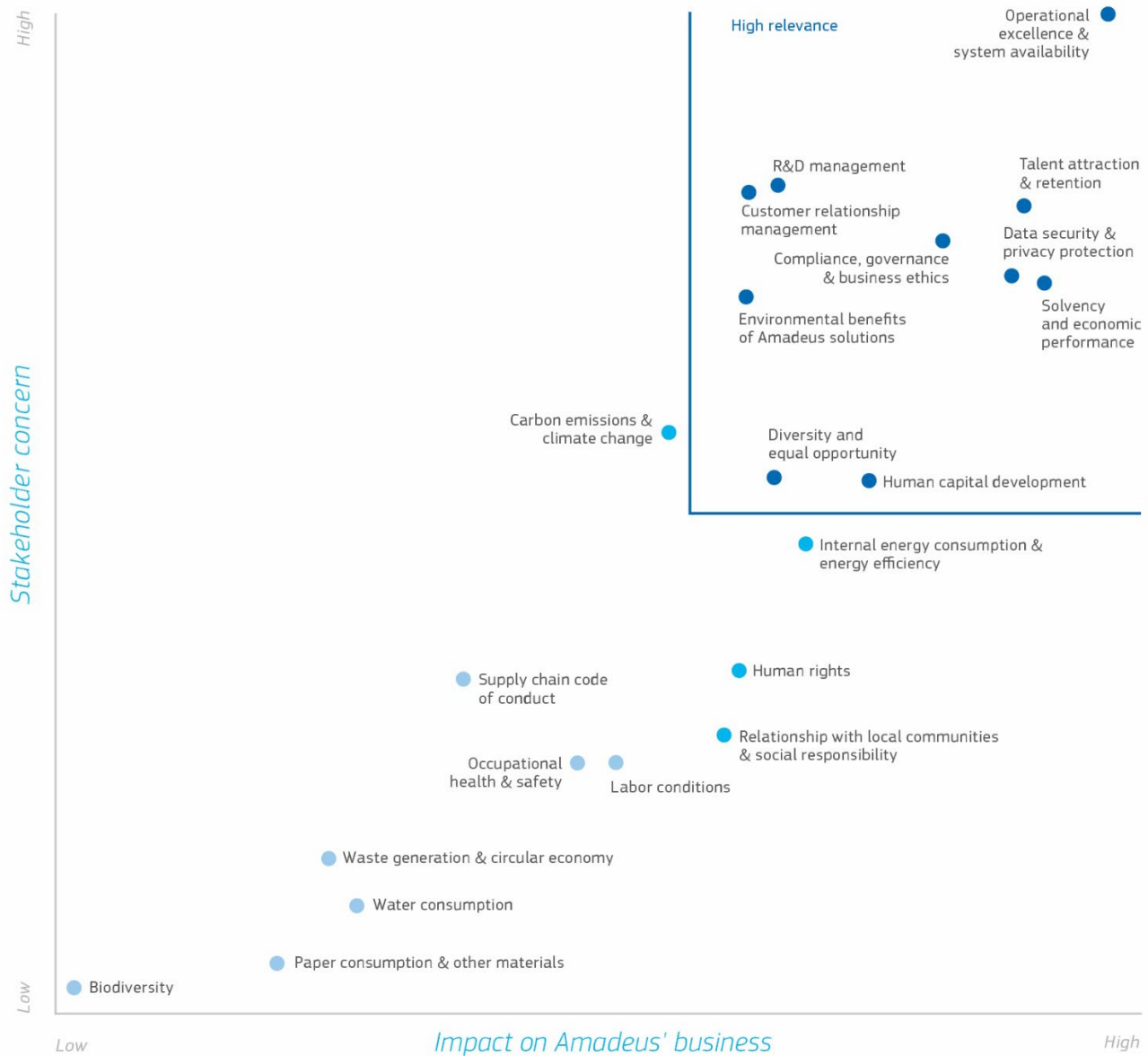
The consultants interviewed Amadeus' top management to identify the relevance and impact of each material issue to Amadeus for the short to medium term.

4. Prioritization and materiality matrix

The results of the assessment of the previous phases were aggregated in order to create the materiality matrix. The graphic below represents the material matters resulting from the assessment. The materiality matrix is created with two axes, showing in the Y axis the relevance to Amadeus stakeholders and in the X axis the internal significance to Amadeus. Material issues are those that exceed the average scoring on both axes. Some issues are classified as internally or externally relevant if they only exceed the average score internally or externally respectively.

It is important to note that this chart is not meant to be a precise representation, but rather an indication of principal factors. In addition to the overall revamp of the materiality matrix carried out in 2019, the materiality matrix is reviewed on a yearly basis.

Amadeus materiality matrix



In addition to the most relevant aspects determined from the materiality analysis, we report on other matters for the purpose of improving overall transparency and stakeholder engagement. The requirements of the Spanish Law 11/2018 on non-financial information reporting and key sustainability rankings determined the reporting of issues located in a lower position in our materiality matrix. Therefore, we have included indicators on carbon emissions and climate change, energy consumption and energy efficiency, social responsibility, human rights, occupational health and safety, labor conditions, materials, water, waste generation and circular economy, biodiversity and supplier (social and environmental) assessment.

2. Amadeus' business model

Amadeus is a leading provider of technology solutions and services for the travel industry: airlines, airports, ground handlers, car rental agencies, corporations, cruise and ferry operators, hotels and event venues, insurance providers, travel sellers, tourism boards, travelers themselves and more. Amadeus facilitates complex transactions between travel providers and travel sellers and provides mission critical IT solutions for travel providers. Amadeus operates in more than 190 countries with more than 70 commercial offices worldwide. Amadeus workforce exceeds 19,000 (internal and external) people.

Amadeus was founded in 1987 to develop a standard system for connecting airlines with travel agencies. The company created the world's leading Global Distribution System¹, offering unmatched search, pricing, booking, ticketing, and servicing capabilities.

In the year 2000, Amadeus pioneered the development of a revolutionary reservation technology that provided airlines and travel agencies with a shared view of travelers and allowed for truly seamless reservation servicing across direct and indirect channels to create a state-of-the-art airline Passenger Service System². Building on this success, Amadeus has continued to expand our IT portfolio to include a variety of other applications.

At the beginning of 2016 Amadeus acquired the US-based company Navitaire, allowing us to broaden the scope of our services, particularly for low-cost carriers. Regarding the hospitality sector, Amadeus strengthened its position into the sector with the acquisition of Newmarket in 2014. The latest acquisition of TravelClick in 2018, the largest in Amadeus history, confirms its strong commitment to the hospitality industry.

Amadeus has also expanded its portfolio to merchandising, revenue management, travel intelligence and travel expense management, harnessing the potential of cloud computing, mobile and big data for our customers. In fact, investment in research and development has been integral to Amadeus growth.

Over the years Amadeus has built a global commercial and operational network that has become one of the key components of our value proposition. The corporate headquarters are in Madrid, Spain. The main research and product development site is located in Nice, France, while the core components of Amadeus operations are run from the site in Germany.

Amadeus is a publicly listed company and part of the Spanish IBEX 35, as well as stock indices worldwide like the EURO STOXX 50. Amadeus has more than 99.8% of its equity in free float³ as at December 31, 2019.

Amadeus invested close to 990 million EUR in R&D in 2019. Amadeus is constantly exploring new business models that will drive our own and our customers' growth, experimenting with technologies that will make travel more rewarding and sustainable. Amadeus continues to recruit the best people in the industry – a workforce that is multi-cultural, multi-generational and multi-skilled. Amadeus investment in innovation is a strategic priority. As the travel ecosystem expands, Amadeus also continues to broaden its focus, collaborating with industry partners, investing in acquisitions and new ventures and nurturing start-ups to ensure the most comprehensive travel offer.

¹ A Global Distribution System (GDS) is a computer network containing travel-related information such as schedules, availability, fares and related services, which also enables automated travel-related transactions between travel providers and travel sellers. GDSs offer travel-related content to a broad range of agents worldwide, making global reach an important element of their value proposition.

² Passenger Service System (PSS), a series of mission-critical systems used by airlines. The PSS usually comprises a Reservation System, an Inventory System and a Departure Control System.

³ This figure includes significant direct and indirect shareholders reported to the CNMV as of December 31, 2019.

2.1 Amadeus business lines

Amadeus offers solutions and services for travel companies all over the world. Amadeus powers commerce and mission-critical operations for the entire travel ecosystem through its highly synergistic business lines.

2.1.1 Distribution

Through the Distribution business area, Amadeus acts as a global network providing comprehensive real-time search, pricing, booking, ticketing and other processing solutions to our travel providers and travel agency customers.

Amadeus offers a full range of commercial services and complementary technologies that:

- Connect sellers, buyers and partners across the global travel industry and beyond
- Create opportunities to increase revenue by maximizing existing and new sales channels
- Provide economies of scale and unparalleled efficiency in delivering high-yield travel reservations

2.1.2 IT solutions

Through the IT Solutions business area, Amadeus offers travel providers an extensive portfolio of technology solutions which facilitate mission-critical business processes, such as reservations, ticketing, inventory management and departure control.

Airline IT

Amadeus supports airlines so they can provide travelers with a consistent, personalized customer experience throughout every stage of the journey. Amadeus offers airlines integrated Passenger Service System (PSS), standalone software, analytics and consulting solutions that:

- Grow revenues by helping travel business reach more potential customers more profitably through direct sales and merchandising.
- Optimize costs by streamlining marketing, sales and business operations.
- Increase customer loyalty with better brand differentiation and data-driven personalization.

Hospitality

Amadeus is focused on helping its hospitality customers in three key ways:

- Understanding their guests and market
- Enhancing guest experience
- Driving loyalty and increasing profitability

Other areas of diversification

Complementing the offer in the travel industry, Amadeus diversified its business, providing cutting-edge technology to other key sectors in the industry like airports and ground handlers, railways and ground transportation, as well as to transversal segments that are relevant to all travel industry players such as payment systems or travel advertising.

2.2 Amadeus strategic priorities and expected business evolution

Given that Amadeus operates transaction-based business models, our operating results are highly linked to travel volumes (mainly bookings made by travel agencies connected to the Amadeus Distribution system, or passengers boarded by airlines using our IT solutions) at a global scale. Amadeus' businesses and operations are largely dependent on the evolution of the worldwide travel and tourism industry, which is sensitive to general economic conditions and trends.

In the Distribution business area, we see growth coming from adding travel providers and travel agencies to our network, as well as from expanding the content offering distributed through Amadeus. In Airline IT, future growth will be driven by (i) implementing new customers to our current solutions, (ii) increasing the penetration of our solutions within our current customer base, and (iii) expanding our portfolio of solutions to address customer needs. Additionally, we expect growth to come from our new businesses, including Hospitality, Airport IT and Payments, as we further progress in each of them.

In 2020, we expect to continue evolving positively. In Distribution, we expect to maintain our leadership position, supported by our sustained investment in R&D and focus on innovation, global presence, local market understanding and travel industry expertise.

In Airline IT, our PSS business will continue to expand as we implement our upcoming, contracted migrations, while also benefiting from the full-year impact of the 2019 customer implementations such as Air Canada. Beyond PSS business, we will focus on the areas of merchandising, personalization, revenue optimization, digitalization, and disruption management.

In Hospitality, 2019 saw a solid performance, with a double-digit growth giving us a good foundation to deliver growth in the coming years. During 2020, we will continue to progress in seamlessly integrating our offering, to reap the synergies and address the opportunity we have to cross-sell across our technology stack, creating a hospitality leader that provides a broad range of innovative solutions to hotels and chains of all sizes across the globe.

Investing in technology is a key pillar to our success. In 2020, Amadeus will continue to invest in R&D to support long term growth through new customer implementations, product evolution, portfolio expansion (including non-air IT diversification) and cross-area technological projects. We will continue investing for our NDC⁴ vision, which is to develop an integrated solution that can be widely adopted by both travel agencies and airlines. Also, we will progress on our shift to next-generation technologies and cloud services, as well as the application of new technologies, such as artificial intelligence and machine learning.

We are proud of our digital technology leadership in the travel and tourism industry and of improving consumer choice and transparency about travel options to travelers. Amadeus makes a significant contribution to improving the efficiency and sustainability of the travel industry. Combating climate change is a priority for every globally responsible corporate. In 2019, we achieved a significant milestone at our data center, reducing our emissions to zero. This was achieved through the use of renewable energy. Our goal is to be a driving force within the industry to help accelerate the speed at which emissions are being tackled at a global level.

2.3 Trends with a potential to impact travel volumes

Travel volumes can be affected, among others, by geopolitical events, economic growth levels, capacity constraints, the evolution of multimodal travel, and sustainability issues.

2.3.1 Geopolitics

Geopolitical and security events in certain parts of the world are affecting travel significantly.

Political tensions and an increased level of protectionism are affecting travel negatively. Indeed, in 2018 the International Air Transport Association (IATA) projected significant differences in the growth of air travel over the next 20 years under a

⁴ NDC refers to New Distribution Capability, a program launched by the International Air Transport Association (IATA) for the development and market adoption of a new xml-based data transmission standard (NDC standard) between airlines and travel agencies. IATA establishes various levels of NDC certification, depending on the NDC capabilities.

base case scenario ("Constant Policy": 3.5% growth p.a.) and two extreme scenarios ("Reverse Globalization": 2.4% p.a.; "Maximum Liberalization": 5.5% p.a.).⁵ These different scenarios translate into a projected number of passengers by 2037 that can differ by almost a factor of two between the best- and worst-case scenarios.

At the same time, threats of terrorism are leading to restrictions on travel, increased security and border control, and an increased administrative burden on the traveler. This, coupled with a reduced appetite for travel, can have a dampening effect on demand. But experience has shown that security issues tend to only affect specific countries or regions and are generally short-lived. In addition, Amadeus' broad geographical reach helps to limit the impact of such issues on our business.

Technology has provided solutions for security issues in the past, and this is likely to continue, presenting further opportunities for large travel IT providers with the required scale and reach such as Amadeus.

2.3.2 Economic growth

Economic growth levels are significantly correlated with travel industry growth. Although this correlation varies substantially over time and from one region to another, overall economic recessions or upturns do have a strong impact on travel volumes.

2.3.3 Capacity constraints

The increase in travel volumes is leading to strains on travel infrastructure, and in particular on airports. In the summer of 2018, 204 airports were designated Level 3 slot-coordinated facilities, meaning that they do not have the runway, ramp or gate capacity to handle all of the flights that carriers would like to operate.⁶ As technology can facilitate more efficient use of these scarce resources, the industry will need to invest in IT systems.

2.3.4 Multimodal travel

Multimodal travel means using different modes of transport for a particular journey. Multimodal travel is gaining ground not just because there's an increasing demand for seamless door-to-door travel, but also because governmental agencies and transport authorities are seeing an opportunity to reduce carbon emissions and to alleviate congestion and pollution at urban transit levels. The extent to which travel supply chains can integrate multimodal transport services into a one-search, one-ticket, one-click purchase could boost both future travel volumes and travel satisfaction levels.

The European Union declaration of 2018 as the Year of Multimodality⁷ is a clear illustration of policy intent to support "one-stop-shop" technology solution that can enable the sale of multimodal travel. Amadeus' strong business lines in distribution and IT position us well to deliver solutions for this emerging trend.

In fact, Amadeus has been working with the European Commission on multimodality projects for some years now. Among other projects, we have been involved in Shift 2 Rail and All Ways Travelling. As a facilitator of connectivity, Amadeus is in a unique position to make multimodality a reality, which we are committed to.

⁵ <https://www.iata.org/pressroom/speeches/Pages/2018-10-24-01.aspx>.

⁶ https://www.iata.org/pressroom/facts_figures/fact_sheets/Documents/fact-sheet-airport-slots.pdf.

⁷ https://ec.europa.eu/transport/themes/logistics-and-multimodal-transport/2018-year-multimodality_en.

2.3.5 Sustainability

The travel and tourism industry faces issues such as overcrowded destinations, income inequalities and climate change. The climate issue, in particular, has received increasing attention over recent years. Social movements like “flight-shaming” have attracted unprecedented attention, and the industry needs to respond with facts and action. We expect a more specific and stricter legal framework on these and other issues to emerge, which could have a negative impact on travel, at least on the short term.

Regarding aviation, however, the industry is determined to grow sustainably, committing to cutting net emissions to half the 2005 levels by 2050.⁸ As such, many airlines have taken an active role in addressing this issue. For example, a number of carriers have announced ambitious carbon offsetting plans. Technology from IT companies such as Amadeus can contribute to the more efficient use of infrastructure and energy.

2.4 Headcount information

Amadeus total workforce as of 31 December 2019 was 19,437 FTEs (Full-Time Equivalent). In terms of Amadeus headcount, the total was 17,789 people, including acquisitions carried out in 2019. This figure is the one reflected on section six, Amadeus workforce, as reporting is based on Amadeus employees (excluding external manpower).

For environmental reporting, given the fact that resources consumption take place across the year, we use average FTEs in the year (19,402).

December 31, 2019

FTEs (internal + external)	19,437
Headcount including 2019 acquisitions	17,789
Average FTEs internal + external 2019	19,402

⁸ <https://www.iata.org/en/pressroom/pr/2009-12-08-01/>

3. Corporate risk management

Amadeus adopted the Three Lines of Defense Model in 2015, with the endorsement of the Board of Directors and the Executive Committee. This model integrates, coordinates and aligns all Amadeus support and assurance functions for the effective management of risk across the group.

Since its adoption, the model has fostered effective risk management across Amadeus, especially through the adoption of a Combined Assurance concept, through which we have expanded the coordinated management of control activities and the sharing of results.

Three Lines of Defense and Combined Assurance



3.1 First Line of Defense: executive management, management and staff

Amadeus' commitment to integrity and transparency begins with its own staff. Amadeus employees adhere to the ethical standards set forth in the Amadeus Code of Ethics & Business Conduct and related policies. We do not see this code and our core policies purely as a 'rule book', but as a mutual agreement across the company to promote positive behaviors that will add value to our business and ensure the highest standards of integrity at all times. The areas covered in the Code are as follows:

- Commitment to the environment
- Avoiding conflicts of interest
- Protecting personal data and confidentiality
- Handling relations with third parties and the media in a sensitive manner
- Handling company property, equipment and installations with care

We also respect and promote international human rights and expect all our vendors and business partners to uphold internationally recognized standards regarding working conditions and the dignified treatment of employees.

Human rights form part of Amadeus' risk analysis. The company evaluates the risks of infringing on the following rights: non-discrimination, collective bargaining, freedom of association, fair wages, no child or forced labor and adequate health and safety working conditions. Although such risks fall very low on our risk map, we have a series of mitigating and monitoring procedures to manage them, both internally and with our vendors and business partners.

Our mergers and acquisitions process also include due diligence on human rights-related risks. Our Integration team ensures that the company's policies are effectively implemented into newly integrated companies. Furthermore, our Speak Up Policy encourages employees to report any breach of the Code of Ethics & Business Conduct and possible resulting human rights violations.

3.2 Second Line of Defense: internal governance functions

Control activities are embedded in all areas of the company. Major control activities are carried out from departments such as Risk & Compliance, Security, Privacy, Legal, Finance, Human Resources and others.

Risk management and controls

Risk & Compliance is responsible for centralizing the continuous monitoring of major risk and compliance issues within Amadeus and also leads a transversal Combined Assurance program involving the Risk & Compliance Office, the Group Privacy Unit and the Information Security Office. Through this Combined Assurance program, we have expanded the coordinated management of oversight control activities and the sharing of results.

Risk & Compliance develops the Corporate Risk Map and establishes control and monitoring procedures for each of the identified risks, in conjunction with the 'owner' responsible for each risk. The risks ascertained from analysis as well as monitoring measures are reported on a regular basis to the Risk Steering Committee and the Audit Committee, as well as to the Executive Committee and the Board of Directors.

We continually monitor the most significant risks that could affect Amadeus and the companies that make up the Group, as well as Amadeus' own activities and objectives.

Amadeus' general policy regarding risk management and monitoring focuses on:

- Achieving its long-term objectives as per its established strategic plan
- Contributing the maximum level of guarantees to shareholders and defending their interests
- Protecting the company's earnings
- Protecting the company's image and reputation
- Contributing the maximum level of guarantees to customers and defending their interests
- Guaranteeing corporate stability and financial strength over time

The ultimate aim of the Corporate Risk Map is to provide visibility on significant risks and facilitate effective risk management. Risk analysis is a fundamental element of the company's decision-making processes, both within the governing bodies and in the management of the business as a whole.

The Corporate Risk Map also takes into account the global risks identified each year by the World Economic Forum,⁹ such as economic, environmental, geopolitical, societal and technological risks.

Amadeus is concerned about immediate and emerging risks. Newly developing or changing risks that are difficult to quantify and could have a major impact on society and the industry are considered in the exercise.

The latest version of the Corporate Risk Map defines the most critical risks relating to Amadeus' operations and objectives, among which the following are highlighted: technological risks, operational risks that could affect the efficiency of business processes and services, commercial risks that could affect customer satisfaction, reputational risks, security and compliance

⁹ World Economic Forum (2019). Global Risks Report 2019, 14th Edition

risks, the macro-economic and geopolitical environment, and trends in the travel and tourism industry. Some of these risks have evolved from the previous Corporate Risk Map while others have been newly identified.

These highlighted risks are assigned to risk owners at the highest level of the company management, who are given the duty to propose the risk response. Progress with mitigation and evolution of key risks is submitted to the Risk Steering Committee for review and consideration, together with proposed action plans, when required, to take any necessary measures or further actions.

Due to its transversal and dynamic character, the process described above identifies new risks that affect the Group arising as a result of changes in the environment, or as a consequence of the revision of objectives and strategies.

In the current business environment, which is characterized by increasing stakeholder demand for transparency, ethics and social responsibility, reputational risk management is becoming increasingly relevant. The Amadeus Reputational Risk Map is fully integrated with the overall Corporate Risk Map of the company. Therefore, assessing the reputational impact of a particular risk is embedded into our methodology.

In addition to managing risks, Amadeus is very focused on ensuring compliance with emerging initiatives such as the General Data Protection Regulation (GDPR) of the EU as well as existing control standards such as PCI-DSS (credit cards), SOC1 (computer controls) and ISO 27001 (security).

Also, through the training and awareness plan under coordination of the Risk & Compliance unit, we try to ensure that all employees understand and apply best practices on ethical as well as security and privacy principles.

Risk & Compliance chairs the following committees:

Ethics Committee

The Ethics Committee provides guidance on ethical behavior and compliance issues. This committee also addresses any concerns that employees may have and simultaneously assists in the implementation of the Code of Ethics & Business Conduct throughout the Amadeus Group. We attach great importance to promoting integrity, transparency and ethical conduct in all our operations, and we are committed to applying a zero-tolerance approach regarding prohibited practices, both in our internal affairs and external operations.

Risk Steering Committee

The Risk Steering Committee is a decision-making body empowered by the Executive Committee to provide oversight and guidance on risk management activities and issues across the Group, including risk assessment and prioritization, risk mitigation strategies and crisis responses.

Both the Ethics Committee and the Risk Steering Committee meet on a regular basis.

3.3 Third Line of Defense: Group Internal Audit

Group Internal Audit provides independent and objective assurance and consulting services designed to add value and improve Amadeus' operations. It helps accomplish our goals by using a systematic and disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes, including the potential for the occurrence of fraud and how the organization manages fraud risk.

Group Internal Audit covers all companies, businesses and processes majority-owned or controlled by Amadeus. Every year, Group Internal Audit performs a thorough background and risk assessment exercise to verify and update the established audit priorities. This exercise considers, namely but not exclusively, elements such as the Group's strategic objectives and projects; the Corporate Risk Map; internal and external challenges and enablers identified through interviews with senior

management and major control functions; business magnitudes; and audit cycles. The output leads to the formalization and approval by the Audit Committee of a yearly internal audit plan.

The legal entities included in Group Internal Audit reviews during 2019¹⁰ represented more than 60% of the total Amadeus workforce. Main risks identified in the course of internal audit engagements are reported to senior management and the Audit Committee, and their status is periodically updated until resolution or acceptance by the governing bodies.

The coordination streams in place between Group Internal Audit and the main control, business and technology units ensure a continuous and optimum complement to Group Internal Audit's independent and objective assurance activities.

Group Internal Audit is governed according to the mandatory elements of The Institute of Internal Auditors (IIA)'s International Professional Practices Framework (IPPF), including its Core Principles, its Definition of Internal Auditing, its International Standards and its Code of Ethics. Furthermore, Group Internal Audit runs a Quality Assurance and Improvement Program that combines ongoing monitoring with periodic internal and external assessments. The program includes the evaluation of Group Internal Audit's conformance with the International Professional Practices Framework (IPPF). The program also assesses the efficiency and effectiveness of Group Internal Audit and identifies opportunities for continuous improvement.

¹⁰ Including internal audit reviews, and the assessment of the design and effectiveness of the Internal Control over Financial Reporting (ICFR) and the Corporate Crime Prevention (CCP) models.

4. Amadeus policies – fight against bribery, corruption and money laundering

Amadeus supports the business with a set of policies designed to comply with certain agreed behaviors. The Amadeus core policies are supported by systems which undergo regular internal and external quality reviews to ensure regulatory compliance and application of best practices.

Among Amadeus' main corporate policies, the following contribute to the prevention of illegal activities such as bribery, corruption and money laundering:

- Code of Ethics & Business Conduct
- Speak Up Policy
- Anti-Fraud Policy
- Anti-Bribery Policy
- Entertainment & Gifts Policies
- Charitable Contributions Policy
- Political Contributions & Lobbying Policy
- Powers of Attorney
- Banking Powers
- Antitrust & Competition Law – Compliance Manual
- On-Site Investigation Policy
- Data Privacy Manual
- Security & Privacy Handbook
- External Legal Counsel Policy
- Sales Manual
- Corporate Purchasing Policy
- Health & Safety Policy
- Environmental Policy
- Tax Policy

Further details of the environmental and social policies, including Human Rights, are described in chapters below.

With respect to preventing bribery, corruption and money laundering practices in Amadeus, in addition to the specific policies focused to that topic, Amadeus has also developed policies to prevent this from occurring through charitable and/or political contributions. Controls are enforced through our Industry Affairs and CSR area to control this type of contributions.

4.1 Code of Ethics and Business Conduct

The Amadeus Code of Ethics and Business Conduct (CEBC) sets forth the commitment of the company to conduct business pursuant to the highest ethical standards.

This Code of Ethics and Business Conduct (the "CEBC") is based on the following values: Customers First, Working Together, Taking Responsibility and Aiming for Excellence. The CEBC reflects who we are and how we conduct our business. Our

guiding principle is integrity – the personal integrity of each and every member of the Amadeus community and our professional integrity as a business organization.

4.2 Anti-Bribery Policy

Amadeus is committed to winning business through fair and honest competition in the marketplace. We are committed to the highest standards of ethics, as outlined in the Amadeus Code of Ethics and Business Conduct. This includes complying with obligations under international anti-corruption laws, including but not limited to: Law 10/1995 of the Criminal Code of Spain, The Anti-Corruption Act 2007 of France, the Criminal Code and the Act on Combating International Bribery 1997 of Germany, the Bribery Act 2010 of the UK and the Foreign Corrupt Practices Act ("FCPA") of the U.S.A.

Specifically, we will abide by the letter and spirit of applicable international anti-corruption laws in conducting our business. Promising, authorizing, offering, giving, accepting or soliciting anything of value, or any advantage, to anyone, with the intention or appearance of improperly influencing his or her decisions or conduct, or as reward for improper performance, is strictly prohibited.

As well as reading and understanding the Amadeus Anti-Bribery Policy, all Amadeus employees must also read and comply with the Amadeus Code of Ethics and Business Conduct, the Charitable Contributions Policy and the Political Contributions Policy.

This Policy applies to all Amadeus Group employees, agents, intermediaries, consultants, sub-contractors, vendors and Joint Venture partners working on behalf of Amadeus worldwide.

The owner of this Policy is Risk & Compliance. This unit shall oversee and administer the Policy, develop and maintain procedures and guidelines to support the Policy and work with key stakeholders to ensure Amadeus' officers, employees and contingent staff affected by the Policy receive adequate communication and training.

4.3 Anti-Fraud Policy

Amadeus has no tolerance for fraud, and thus fraudulent practices of any kind are prohibited at Amadeus. All Amadeus employees are accountable for complying with appropriate procedures, controls and monitoring activities to protect Amadeus against the commission of fraud. Where there are reasonable grounds to indicate that a fraud may have occurred, senior management has a duty to ensure a fair and respectful clarification of facts and prompt action to resolve the issue.

In the event that a fraud has been committed, Amadeus will promptly take such action as is appropriate to remedy the situation, clarify individual responsibilities, take appropriate disciplinary and legal actions, and leverage lessons learned in order to improve the internal controls wherever needed.

4.4 Anti-Money Laundering

As part of its global anti-corruption efforts, Amadeus is committed to conducting its business professionally, fairly and ethically, and in full compliance with anti-money laundering laws, and laws and regulations countering terrorist financing which are applicable to Amadeus.

4.5 Training and communication

Preventing corruption issues is not only achieved through policies published in our intranet. It also requires that the message reaches Amadeus people, especially to certain teams more exposed to these illegal practices due to the activity and role they perform in the organization. For this reason, training and communication is a key activity, which is performed in various manners (face-to-face, webinars, e-learning...). Many financial processes to approve payments ensure as well that illegal activities are prevented from occurring.

4.6 Corporate Criminal Prevention Program

The Corporate Criminal Prevention Compliance Program, implemented as a result of the amendments to the Spanish Criminal Code in 2010 and later in 2015 and 2019, consists of a set of processes and procedures to ensure that risks are identified, and also that the controls that Amadeus has in place to prevent activities such as bribery, corruption or money laundering, are in place and effectively help to prevent and/or mitigate the commission of any criminal action that could impact the Company.

5. Amadeus' environmental sustainability strategy

Amadeus' sustainability strategy is based on the premise that active involvement in improving environmental performance is fundamental to (among others):

- Achieving travel industry sustainability over the long term, capitalizing on common economic and environmental objectives shared with our industry stakeholders
- Improving the Amadeus value proposition for customers
- Improving the operational efficiency of the industry

In accordance with the above, Amadeus' environmental sustainability strategy includes three pillars:

1_ Environmental efficiency of Amadeus operations

We measure the environmental impact of our operations, identify areas for improvement, implement solutions and continue to monitor our performance for achieving continuous improvement in environmental efficiency. The Amadeus Environmental Management System (EMS) is the tool we use in Amadeus to achieve these objectives.

2_ Development of IT solutions that improve economic and environmental efficiency

We deliver IT solutions that improve customers' operational and environmental efficiency. Amadeus invests approximately one billion EUR annually in R&D. R&D is therefore a fundamental component of our business strategy and of our contribution to the sustainability of our customers and the industry.

3_ Participation and fostering of joint industry environmental initiatives

We work in partnership with other industry stakeholders on projects to improve travel industry sustainability. Our partnerships include UN agencies like the International Civil Association Organization (ICAO), the World Tourism Organization (UNWTO) or the UN Climate Secretariat (UNFCCC). We also work with academic institutions from around the world and with travel industry associations like the World Travel and Tourism Council (WTTC).

5.1 Amadeus Environmental Management System (EMS)

The Amadeus Environmental Management System (EMS) is the tool we use at Amadeus to measure, monitor, identify best practices, and continuously improve the environmental performance of our worldwide operations.

Amadeus' Environmental Management System measures the impact of our operations considering five elements: energy, CO₂ emissions, paper used, water and waste generated. We evaluate our performance considering both total consumption of resources and also efficiency ratios based on the business transactions processed and on the number of employees. We also factor in company growth to evaluate our performance. We guarantee long-term improvement in our environmental performance by setting annual targets to improve the environmental performance of the previous year.

5.1.1 EMS material elements

The EMS helps to manage the five principal elements related to the environmental impact of Amadeus' operations. These elements were identified in the initial materiality exercise in which we consulted our own internal experts and benchmarked with other companies in similar economic sectors. The five elements included in Amadeus EMS are: energy consumption, CO₂ emissions, paper consumption, water use and waste generation.

5.1.2 EMS geographical scope and methodology

The EMS includes the reporting of Amadeus' operations environmental impact. Amadeus has offices in more than 70 countries. Some of these offices are small and it becomes inefficient to measure and report the impact of all of them in a direct manner. Therefore, we have adopted a more efficient and pragmatic approach by which we report direct

measurements of impacts in our 15 largest sites (which represent more than 70% of total Amadeus workforce worldwide) and then we make an estimation of the remaining sites, based on the average consumption factors per employee of the sites where we measure our impact directly. In summary, we measure our impact directly for 70% of our employees and indirectly for the remaining 30%. This new methodology was implemented in 2018. Before this date, we were reporting the impact of the sites where our measurement was direct. It is important to note that the reporting of the Amadeus Data Center is included in the direct reporting.

The 15 Amadeus sites included in the direct reporting are:

- 1_ Nice, France
- 2_ Bangalore, India
- 3_ Miami, US
- 4_ Erding, Germany
- 5_ Madrid, Spain (headquarters)
- 6_ London, United Kingdom
- 7_ Bad Homburg, Germany
- 8_ Bangkok, Thailand
- 9_ Sydney, Australia
- 10_ Paris, France
- 11_ Madrid, Spain (Amadeus Commercial Organization)
- 12_ Waltham, US
- 13_ Singapore
- 14_ Manila, Philippines
- 15_ Portsmouth, US

The scope of the Amadeus EMS direct reporting reaches 15 of our largest sites across the world, which account for more than 70% of all Amadeus employees and approximately 90% of the total estimated Amadeus resource consumption worldwide (considering that our Data Center in Germany is by far the largest energy consumer in the Amadeus Group).

Our Data Center located in Germany is included in the EMS and until 2018 it accounted for almost 50% of the overall estimated environmental impact and more than 70% of scopes 1 and 2 CO₂ emissions. In 2019 the Amadeus Data Center reduced CO₂ emissions to zero thorough the use of Guarantees of Origin of renewable energy.

The scope of the Amadeus EMS direct reporting is regularly reviewed and adapted to the changing circumstances of Amadeus and of our business environment. Since 2013, we have progressively expanded the scope of the EMS direct reporting to our sites in Bangalore (India), Waltham (US), Singapore and Manila (Philippines) and in 2019 we incorporated to the EMS our premises in Portsmouth (USA).

In order to make sure that the EMS remains an efficient tool to provide visibility of Amadeus operations' environmental impact and that it also allows the proper monitoring by comparing performance from one year to the next, every year the scope of the EMS is reviewed; and when new additions are included, we provide proper comparisons including and excluding the new additions, so that internal and external audiences can easily understand the information and the performance. At the same time, all the 15 sites included in the EMS have remained operational since their inclusion in the EMS so, we haven't had the need to remove any of the sites from the EMS.

We have prioritized those elements in the EMS that are quantitatively more relevant for Amadeus global performance and those where we have room for management and improvement. Following this reasoning, for example electricity gets a higher weight in our objectives than waste generation, since our electricity consumption is more important in absolute terms than the waste generated and also because, arguably, we have more capacity to manage our electricity consumption than the waste generated through our operations. In addition, and given the different nature of activities and environmental impact, we analyze separately the impact of the Data Center from the impact of office buildings.

We have introduced a number of environmentally friendly measures that helped to improve efficiency in the use of resources.

Energy efficiency at the Amadeus Data Center remains a priority. In the last five years, we have reduced the PUE¹¹ from 1.39 to 1.33 in 2019.

The number of transactions and queries processed at the Data Center has increased dramatically over recent years, due to the increasing number of online devices that can connect and trigger queries: broad use of the internet, increase of ancillary and customized services to travelers, ability to change travel plans using different means, etc. One of the consequences of this increase in hits in the Amadeus system is that the energy required to process the increasing number of transactions also continues to increase, despite the improvements in energy efficiency. As a way to counteract this trend in energy consumption and greenhouse gas emissions, and following our initiative to reach carbon neutrality, we worked with the UNFCCC (United Nations Framework Convention on Climate Change) to invest in Clean Development Mechanism projects in India. For three year we offset an accumulated total of 32,091 t CO₂ with Certified Emissions Reductions from these projects. From 2019 onwards, we will reduce our CO₂ emissions to zero thorough the use of Guarantees of Origin of renewable energy.

5.2 Detailed information on environmental matters

5.2.1 Pollution

Delivering sustainable growth and reducing CO₂ emissions are some of the challenges that we face today. Electricity consumption is one of the largest sources of CO₂ emissions at Amadeus, but also paper use, business travel, natural gas and diesel contribute to our carbon footprint.

We follow the Greenhouse Gas Protocol (GHGP)¹² to manage and report our CO₂ emissions.

- In Scope 1, we include emissions from natural gas and diesel.
- In Scope 2, we include emissions linked to the use of electricity¹³ at our office buildings worldwide and at the Data Center.
- In Scope 3, we include emissions from paper consumption and from business travel. We gather information about business trips from our travel agency provider and we use the International Civil Aviation Organization (ICAO) carbon calculator to estimate emissions per passenger. Emissions are therefore calculated for each

¹¹ PUE stands for Power Usage Effectiveness and is a common metric used to measure the energy efficiency of data centers. The closer to 1 the PUE, the more efficient the data center is.

¹² The Greenhouse Gas Protocol (GHGP) is the most widely used international accounting tool for government and business leaders to understand, quantify and manage greenhouse gas emissions. The GHGP classifies emissions into three scopes. Scope 1: direct GHG emissions from sources owned by the company; Scope 2: indirect GHG emissions produced as a consequence of the company's operations; and Scope 3: other indirect GHG emissions, such as emissions from travel providers for business travel.

¹³ The conversion factors applied, i.e. the amount of CO₂ emitted per kWh used, are obtained from the latest updated averages for each country, published by the International Energy Agency in its publication: CO₂ Emissions from Fuel Combustion 2019. Paris, IEA Publications, pp. 182-469.

individual trip. The scope of measurement of emissions from air business travel includes 62% of our total workforce.

In 2015, we made a commitment to run Amadeus operations under a carbon neutral growth policy. This implies that we implement measures to reduce emissions as much as possible, and if we emit more than our baseline year, we offset the increase of our CO₂ emissions using Certified Emissions Reductions from Clean Development Mechanism projects in India. In 2019 we updated and enhanced this commitment by reducing our Data Center CO₂ emissions to zero, thanks to the use Guarantees of Origin of renewable energy. In addition, in order to reduce CO₂ emissions, our sites have implemented some best practices, for example:

Data Center:

Amadeus has always been focused on the energy efficiency of all its operations. The measures taken come from a combination of internal analysis by our experts, as well as reviews and recommendations from external consultants. In this respect, the Amadeus Data Center has maintained since 2010 the Energy-Efficient certification from TÜV SÜD for its power supply, cooling and climate control processes and IT equipment, as well as its procurement, installation and de-installation procedures, following a thorough analysis of our infrastructure. The certification has been subsequently renewed in 2012, 2015 and 2018. The current certification is valid until 2021. Amadeus has also extended the data center certification to EN 50600, the new EU standard for data centers that is even broader in scope and more demanding.

In 2019 the Amadeus Data Center reduced CO₂ emissions to zero. This was achieved through the use of Guarantees of Origin of renewable energy. This initiative also had a significant positive impact in overall company emissions. Our scope 1 CO₂ emissions were reduced by 61% if we compare with 2018, making a significant step toward the ambition of zero company emissions by 2050, in alignment with the objectives of the Paris Climate Change agreement.

Examples of other recent measures taken to improve our energy efficiency and reduce CO₂ emissions include the implementation of more efficient cooling machines that reduce the energy required to cool servers and also optimize the use of water. In addition, with the excess heat produced by this cooling machines and a heat exchanger, we are now able to heat the Systems and Network Control Center. The old, electrical heating was dismantled. Moreover, we replaced nine old transformers with energy optimized transformers. The estimated savings generated by these operational efficiency improvements would be 306,000 kWh (34,000 kWh per transformer). In 2019 we have also replaced the exterior light bulbs for LED lights. This action reduced the power consumption by an estimated 42,760 kWh/year.

Office buildings:

Some of the measures implemented include:

- Adapting room temperature to weather seasons
- Promoting the use of carpooling/public transportation. Some of our largest sites like Bangalore or Nice provide shuttle services and shared transport for employees to reduce environmental footprint and traffic congestion.
- Purchase of carbon-neutral paper
- Electric vehicle charging points

Given the nature of our business activities noise and light pollution are not material for Amadeus. Our operations involve the running of our Data Center in Germany and office buildings around the world therefore we are not directly involved in the generation of significant noise or light pollution.

5.2.2 Circular economy and waste management

One of the elements included in our EMS is waste generation. Waste is generated at our premises from kitchens and from general office use. Waste is difficult to measure, since in some cases we do not have the means or documentation to report part of the waste. The principal sources of information to report waste at Amadeus are the recycling companies that provide their services to Amadeus, since they can report the amount of waste collected for recycling, as this is the basis for their

invoices. On the other hand, waste generated by extraordinary activities, like works done in buildings, is generally measured, but for comparability reasons it is reported separately from regular waste. At Amadeus, waste generation is generally low compared with other sectors or other types of impact like energy use or greenhouse gas emissions. Nonetheless, we are committed to a reduce-reuse-recycle policy. We develop management procedures aimed at minimizing waste. Some of our sites have implemented local actions to reduce food waste. For example, in Nice a percentage over our total waste is sent to compost.

Some best practices to reduce waste generation are the following:

- Implementing proper infrastructure to promote classification of waste
- Replacing individual workstation bins with common area bins
- Communication campaigns to raise awareness among employees to minimize waste and the use of plastic
- Producing energy from waste
- Working with external vendors to improve the measurement and management of waste
- Reusing obsolete PC screens and other electronic equipment
- Replacing paper cups with glass/ceramic mugs

5.2.3 Sustainable use of resources

We focus on making an efficient and responsible use of natural resources that we use directly, like water, or indirectly, like paper.

The use of water at Amadeus is divided into three categories:

1) Water used for cooling of servers, principally at the Data Centre in Erding. Continuous water quality tests are carried out at the Data Center to ensure high water quality standards. With these tests and subsequent increased water quality, we reduce the need add new water in the circuits, reducing the overall consumption.

2) Water used at office buildings in kitchens, toilets, etc. The amount used for this purpose is relatively low, and thanks to the continuous improvement measures the overall consumption has remained stable, despite the increase in number of employees. The improvement measures are related to communication campaigns among Amadeus employees, implementation of new equipment like automatic sensor faucets, etc.

3) Water used for irrigation. Our gardens and irrigation system in Nice minimize the use of water since the plants in the garden are adapted to local weather.

In specific regions or seasons, water frequently becomes a scarce resource, especially drinking water. As a company, it's key to keep a responsible use of water in every action we take. Examples of initiatives carried out at our offices worldwide to reduce water consumption:

- Implementing motion sensor taps and flow regulators in washrooms
- Use of drip irrigation systems and plants with low water consumption
- Use of water-efficient household appliances in kitchens
- Implementing leak detention units to reduce the loss of water
- In Singapore, our office building has a condenser water system to avoid the waste of water in the cooling system due to condensation. The building also harvests rainwater from the roof top for landscape irrigation.
- In Sydney, our office building harvests rainwater by using a downpipe system to collect roof catchment runoff and then deliver it to rainwater storage tanks. Filtered water from the harvesting system is then used for use in

the shower and toilets in all bathroom facilities in the building, to hose down the hard-external surfaces of the building and, when possible, to clean the windows.

We report paper consumption at our premises either by summing up the amount of paper bought during the year or, when available, through automated badge-based printing system. These automated systems permit a more precise monitoring of use and facilitate the identification of areas for improvement.

Examples of initiatives carried out at our offices worldwide to reduce paper consumption:

- Implementing badge-based printing systems
- Use of carbon-neutral paper
- Setting all printers by default to black-and-white double-sided printing
- Raising awareness among users of the environmental and economic cost of printing
- Use of recycled paper
- Sending used paper for recycling
- Implementing electronic signature to reduce the printing and delivery of hard-copy contract versions
- Reducing paper advertising replacing it by digital means

Electricity is the principal type of energy we use in our operations. It also represents the main source of our carbon footprint.

We measure electricity consumption at our Data Center and at our office buildings separately. We also report natural gas consumption, which is normally used for heating some of our buildings, as well as diesel, used mainly at our Data Center for a guaranteed uninterrupted power supply through the use of a large generator.

Most sites included in the Environmental Management System have implemented best practices on energy efficiency and behavioral change. For example:

- Replacing incandescent bulbs with LEDs
- Switches connected to movement-detection control systems
- Thorough planning of areas covered by specific light switches
- Automatically switching off lights at certain hours
- Switching off PCs after working hours
- Maximizing the use of natural light
- Adapting room temperature to weather seasons
- Use of energy saving stickers and other means to encourage frugal energy consumption
- Investing in renewable energy
- Implementing photovoltaic (PV) cells on roofs

In addition, as indicated above (see section on pollution), the Data Center follows a strict energy efficiency policy that involves several actions on different fronts, from the optimization of energy used for cooling to the improvement of the process to decommission IT equipment.

Regarding renewable energy, in 2019 the Amadeus Data Center reduced CO₂ emissions to zero through the use Guarantees of Origin of renewable energy. In the rest of office buildings where Amadeus doesn't purchase renewable energy certificates, we report renewable energy use based on the production mix per country published by the International Energy Agency. Accordingly, we report on the primary sources of energy necessary for the electricity that has been consumed and the total energy consumption from renewable sources as shown below.

Through the use of Guarantees of Origin, the proportion of renewable energy for our Data Center is 100%. The source of the renewable energy is hydropower.

We have also calculated the proportion of renewable energy for our total Amadeus sites worldwide which corresponds to 26.6% over the total.

The percentage of total renewable for our Data Center and total Amadeus sites worldwide is 65.8% which corresponds to 82,997 MWh (298,791 GJ).

5.2.4 Biodiversity protection

Amadeus operations do not generate significant or direct biodiversity risks and therefore biodiversity is not identified as a material issue.

Amadeus has a broad network of partners and customers across the industry. We take advantage of this to participate in joint industry sustainability projects. For example, in 2018 we joined the initiative led by the World Travel and Tourism Council (WTTC) to fight against the illegal trade of wildlife and supported the implementation of a corporate illegal wildlife trade policy.

Other related activities Amadeus is engaged include the reduction of the amount of waste that goes to the landfill, reduction of the use of plastics or eliminating single-use kitchenware in our office buildings.

5.2.5 Climate change

We follow the Greenhouse Gas Protocol (GHGP) standards to measure and report our CO₂ emissions.

To achieve our strategic objective of sustainable profitable growth and to be aligned with 1.5-2 degrees objective of the Paris Agreement, Amadeus has established objectives to reduce our greenhouse gas emissions.

Until 2018 we had the objective of not increasing net emissions (Scope 1 and 2) compared to our baseline year of 2015. This was a challenging target since it required efficiency improvements due to the fact that the company is growing at a fast pace. In order to achieve this objective, we worked with the UNFCCC (United Nations Framework Convention on Climate Change) investing in Clean Development Mechanism projects in India. For three years we offset an accumulated total of 32,091 t CO₂ with Certified Emissions Reductions from these projects.

In 2019 we revisited this target to make it more ambitious and start delivering net emissions reduction even if the company is growing in revenues and employees. From 2019 onwards, we will reduce our CO₂ emissions through the use of Guarantees of Origin of renewable energy. With this measure we have reduced our total CO₂ emissions by 28,250 tons in 2019.

On the other hand, Amadeus invested 988.3 million EUR in R&D in 2019. We develop IT solutions that improve the operational and environmental efficiency of our customers. This helps particularly airlines and other customers to meet their own scope 1 targets.

In 2017 we signed the UN Climate Neutral Pledge. In line with the Paris Agreement on climate change, and by signing the pledge, we commit to become climate neutral by 2050. Our goal for 2050 is to not release carbon dioxide and having a net zero carbon footprint. The achievement of this target is planned in different phases. We started the first one in which we were committed to carbon neutral growth and now we have started delivering net emissions reduction with the purchase of renewable energy for our Data Center in Germany.

5.3 Climate change-related risks and opportunities

5.3.1 Background

Greenhouse gas emissions and climate change are a principal concern for the travel industry, due to the high-energy intensity of different modes of transportation. Climate change is one of the main risks our planet faces today, the effects of which are predicted to intensify in the following decades, as illustrated by the Intergovernmental Panel on Climate Change (IPCC).¹⁴ Moreover, some of the places most vulnerable to climate change are tourist destinations in developing countries, whose economies depend greatly on the jobs and income generated by tourism.

Most travel industry associations and organizations are addressing climate change as a matter of priority. For example, the International Air Transport Association (IATA), the World Travel and Tourism Council (WTTC) and the International Civil Aviation Organization (ICAO) have put in place specific plans and targets for the reduction of emissions over the mid and long term. The actions required for the achievement of these targets mean, among other things, that the foundations of the travel industry as we know it today will need to change.

Amadeus is involved in the travel experience of more than 2 million passengers daily. We are an important player in the travel and tourism industry and we acknowledge our responsibility to contribute to the fight against climate change.

On the other hand, given the relatively low exposure to environmental related risks of our business, and the geographical diversification that helps to reduce the risks, Amadeus exposure to climate risk is low and mitigated by our geographical coverage. Nonetheless, some of our most critical installations for our operations are covered by insurance policies that include environmental related risks like damages caused by severe weather events. Our locations, assets and related business interruption affected by any such cause would be covered both for mission critical locations and also for the rest of sites.

5.3.2 Risks and opportunities

The climate change related risks faced by Amadeus can be classified into the following categories:

Physical risks

Physical risks affecting the communities in which we operate

Amadeus operates in over 190 countries. The risk of climate change impact and/or extreme weather events affecting any of these communities is therefore very high. As part of our social responsibility efforts, we have built a global team of more than 80 social responsibility representatives who, among other things, coordinates emergency responses in the event of natural disasters occurring in the markets we serve.

Physical risks affecting our travel providers and/or customers

Risk of exposure in this case is limited, and the impacts tend to be local. As a mitigation measure, our 24-hour follow-the-sun customer service network is set up to provide extra support in case of need.

Physical risks affecting Amadeus' operations

Amadeus' operations rely on two basic kinds of infrastructure: (1) commercial and support organizations, with offices across all continents; and (2) the Amadeus Data Center. The probability of a severe weather event affecting any of our numerous offices worldwide is relatively high given our global presence, but fortunately the adverse impact of such events is mitigated by communications technology that allows for uninterrupted customer service in most cases. Moreover, strict prevention measures to ensure business and service continuity are implemented at all infrastructure-related risks for the Data Center. The Amadeus Data Center remains as a critical infrastructure, but over recent years we have reduced the dependency of

¹⁴ IPCC (2014). Climate Change 2014 Synthesis Report – Summary for Policymakers. Geneva, IPCC.

the Data Center through the use of alternative data centers of different types and locations, including subcontracted services, rented space and the use of the cloud. This network of worldwide infrastructure provides the necessary redundancy and guarantees uninterrupted service to our customers.

Regulatory risks

Climate-related discussions and initiatives at local, national and international level continue to increase, and we expect they will continue to gain momentum over the mid-term. Accordingly, many countries have introduced climate change-related regulations. A principal focus of these regulations is the reduction of greenhouse gas emissions, particularly of CO₂, as well as the promotion of renewable sources of energy. At the moment, we identify two kinds of environmental regulations that may present an opportunity or a risk to Amadeus:

Carbon reporting regulations

Some countries like France have already passed legislation mandating corporations to build and report carbon footprint inventories. In the specific sector of transport,¹⁵ travel providers are requested to inform travelers about emissions produced on their trips. Amadeus can help corporations gather the data required for this kind of reporting.

However, there is also the risk that these regulations will become too complex or heterogeneous, making it costly for Amadeus to help corporations report emissions. The Amadeus Industry Affairs team is working with several stakeholders, including the European Union and ICAO, to promote an industry-standard methodology to estimate emissions related to travel.

Regulations that impose charges on emissions and/or impose emissions reductions

An example of such a regulation is the EU Emissions Trading Scheme (ETS). The ETS was first implemented in 2005 and extended to the aviation sector in 2012.

At the moment, we do not expect these regulations to have a significant impact on Amadeus, given the relatively low cost of compliance with the scheme (which is unlikely to reduce travel demand) as well as the geographical spread of Amadeus' operations.

In addition, any IT solution that includes in its value proposition a reduction of fuel consumption and emissions becomes more attractive to customers.

Reputational risks

Travelers and the general public are increasingly aware of climate change risks and expect environmentally responsible operations from companies. Even though Amadeus' direct exposure to consumers, we need to prioritize compliance with industry environmental standards, making sure our performance in this field excels.

The Amadeus Environmental Management System provides a solid record of our performance evolution and permits the identification of areas for improvement. Additionally, Amadeus has been included in external sustainability indices like the Dow Jones Sustainability Index (DJSI)¹⁶ and the CDP,¹⁷ which provide recognition of commitment to sustainability.

The opportunities for Amadeus relating to climate change are divided into two categories:

¹⁵ Decree No. 2011 – 1336 (France), 24 October 2011.

¹⁶ The Dow Jones Sustainability Indices (DJSI), launched in 1999, are a family of indices evaluating the sustainability performance of the largest 2,500 companies listed on the Dow Jones Global Total Stock Market Index.

¹⁷ The CDP (formerly Carbon Disclosure Project) is an international, not-for-profit organization providing the only global system for companies and cities to measure, disclose, manage and share environmental information. CDP is recognized as the main international standard for climate change reporting and management for corporations.

— Opportunities for new products and services

As mentioned above, corporations are becoming increasingly involved in the reporting of greenhouse gas emissions associated with their operations, including emissions linked to the business travel of employees. Taking advantage of the data and information processed by Amadeus, we can offer solutions that:

- Display emissions during the booking process
- Compare emissions released on different alternative itineraries
- Provide post-trip reports to corporations so they can measure, report and follow up on their environmental impact relating to business travel
- Facilitate mitigation measures, such as carbon offsetting programs

— Opportunities for enhanced value proposition

Amadeus designs IT solutions to improve operational efficiencies for our customers. These operational efficiencies are linked in many cases to better environmental performance, particularly in relation to reduced fuel consumption and emissions for travel provider customers. Examples of these Amadeus solutions include Amadeus Altéa Departure Control-Flight Management, implemented for airlines and ground handlers; Airport IT solutions such as Sequence Manager, which reduces the amount of time spent by ground movements and queuing of aircraft; Amadeus Airport Common Use Service, which helps airports reduce energy costs; and Amadeus Schedule Recovery, which helps airlines react quickly and efficiently to disruptions to their operations caused by events such as bad weather and air traffic congestion.

Technology risks

As a technology provider for the travel and tourism industry, it is fundamental that at Amadeus we make sure that our solutions improve the operational efficiency of our customers.

Sustainability, and environmental performance in particular, are increasingly becoming an important element of the airlines' operational performance. Therefore, knowing that airlines are principal customers of Amadeus, we need to make sure that our IT solutions help airlines improve their environmental performance, by for example optimizing fuel consumption and consequently reducing emissions.

Market risks

Travel industry stakeholders are under increasing pressure to include environmental sustainability, and climate change in particular, in their value proposition and portfolio of products and solutions.

The number of travelers demanding sustainable travel options is significantly increasing and we see social movements like "flygskam" (shame of flying) rapidly expanding in certain markets.

We need to help our customers, and specially airlines, to make visible efforts to reduce their emissions. At the same time, we need to facilitate carbon offsetting for those emissions that cannot be avoided so that the passengers are offered different options to minimize the climate change impacts of their journeys.

At internal level, our workforce demonstrates increasing concern in making sure that Amadeus lives up to the expectations in terms of environmental credentials, and therefore we need to respond to these expectations to maintain good levels of employee engagement and attract talent.

5.4 Tables related to environmental sustainability

Energy consumption ⁽¹⁾

	2019	2018
Electricity consumption top Amadeus sites* (GJ)	211,484	201,124
Number of employees	19,402	17,598
Electricity consumption per employee* (GJ)	10.9	11.4
Electricity consumption Amadeus data center (GJ)	242,590	231,801
Number of transactions processed at the data center (millions)	1,907	1,849
Electricity required per one million transactions (GJ)	127.2	125.4
Total electricity consumption top Amadeus sites and data center (GJ)	454,074	432,925
Natural gas (GJ)	25,662	30,110
Diesel oil (GJ)	7,271	2,481
Total energy consumption top Amadeus sites and data center (GJ)	487,007	465,516

¹Scope: Estimated total Amadeus sites worldwide. The figures for 2019 and 2018 have been calculated based on the average consumption factor of the 15 sites where we measure our environmental impact directly.

*Does not include Amadeus Data Center.

Type of fuel used for electricity generation (GJ)*

	Coal	Fuel Oil	Natural Gas	Biofuel	Waste	Other**	Total
Amadeus sites worldwide (excluding the Data Center)	147,505	10,342	84,650	11,380	3,738	119,399	377,014
Data Center***	0	0	0	0	0	242,590	242,590

*All figures expressed in gigajoules equivalent, obtained from the energy mix data of each country and the energy-transformation efficiency factor for each type of energy source.

**Other: Nuclear, hydropower, geothermal, photovoltaic, solar thermal, wind power, tidal power and other sources

***In 2019 we purchased Guarantees of Origin (GOs) of renewable energy from hydropower plants in Northern Europe for all electricity used at the Data Center. Without considering the use of GOs; the energy mix for the Data Center would result in the following split, calculated as per the German energy mix: Coal: 273,163; Fuel Oil: 5,207; Natural Gas: 79,366; Biofuel: 44,896; Waste: 13,184; Other: 96,967; Total: 512,783

CO₂ emissions ⁽¹⁾

	2019	2018
Scope 1. Direct emissions (fossil fuels) **	1,849	1,754
Scope 2. Indirect emissions from purchased electricity**	18,213	46,463
Scope 3. Indirect emissions from other sources***	7,424	9,468
Carbon offset	-	16,410
Natural gas (m ³)	668,071	783,878
Diesel oil (L)	188,317	64,257

¹Scope: Estimated total Amadeus sites worldwide. The figures for 2019 and 2018 have been calculated based on the average consumption factor of the 15 sites where we measure our environmental impact directly. All figures in t of CO₂ unless otherwise indicated.

**Carbon offset not discounted

*** The figure reported for 2018 includes emissions from air travel (10 sites) and for paper use (14 sites). In 2019 the scope includes 11 sites for air travel emissions and the total Amadeus paper use, estimated from the 15 sites included in the direct reporting of the EMS.

Paper consumption ⁽¹⁾

	2019	2018
Paper consumption (kg)	66,988	79,044
Number of employees	19,402	17,598
Paper consumption per employee (A4 sheets per working day)	3.14	4.08

Water consumption and waste generation ⁽¹⁾

	2019	2018
Water consumption (m ³)	248,641	255,512
Total estimated waste (kg)*	427,722	507,220

¹Scope: Estimated total Amadeus sites worldwide. The figures for 2019 and 2018 have been calculated based on the average consumption factor of the 15 sites where we measure our environmental impact directly.

*For comparability purposes, the figures for waste do not include obsolete equipment or hazardous waste. Total obsolete equipment in 2019 was 124.1 tonnes and total hazardous waste was 8.4 tonnes. The percentage of obsolete equipment and hazardous waste that was sent for recycling in 2019 was 100% and 90%, respectively. For non-hazardous waste, 51% was sent for recycling and 10% was sent to composting.

6. Amadeus workforce

6.1 Employment

The people at Amadeus are the company's one true competitive advantage. It is their creativity, commitment, expertise and experience that have allowed us to build a leading position in our industry. They are critical to the successful delivery of our strategy and maintaining our long-term business performance.

The role of the People, Culture, Communications and Brand (PCCB) team within Amadeus is to ensure that the company can attract, retain and develop the best talent so that we can deliver for our customers every day.

Our aim therefore is to create the conditions in which all our people can thrive, to build an inclusive culture in which diversity is valued and celebrated. We provide a culture and environment that values each individual and gives them the best possible opportunity to have a productive, stimulating and enjoyable career. The encouraging results of our 2018 Employee Engagement, as well as the external recognition, suggest we are on the right path to achieve these goals.

Our PCCB teams provide a wide variety of services and processes to achieve our goals, from imaginative rewards and benefits to tailored learning and development programs and international mobility opportunities. They also manage our brand and communications. Our brand comes alive in all what we do. A key element for success is also how we communicate externally and internally. Our social media tools enjoy one of the highest number of followers in the industry and we keep employees abreast of what's happening in the company through relevant storytelling and live webcasts with senior management.

All of this makes a significant contribution to a vibrant and successful company.

Total number of employees by Region

Total Workforce by main countries 2019*

Country	Number of Employees
France	4,482
United States	2,732
India	2,065
Germany	1,744
Spain	1,513
United Kingdom	629
Philippines	525
Australia	478
Thailand	362
Singapore	360
Turkey	268
Ukraine	210
Bulgaria	185
Netherlands	169
Colombia	148
United Arab Emirates	129
Others	1,790
Total	17,789

*Scope for this table included all employees in controlled companies, including new acquisitions in 2019. Reporting criteria between 2018 and 2019 changes, therefore data is not fully comparable.

Total Workforce by main countries/ Regions 2018*

	Number of Employees
Asia – Pacific	1,918
India	1,849
Germany	1,674
Spain	1,455
Middle east and Africa	432
France	4,457
North America	2,787
South America	490
Rest of Europe	1,858
Total	16,920

*Scope for this table included all employees in controlled companies, including new acquisitions in 2018.

Gender diversity by employment type and contract

2019*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
Male	10,515	205	10,720	158	5	163
Female	6,003	742	6,745	150	11	161
Total	16,518	947	17,465	308	16	324

*Scope for this table included all employees in controlled companies, including new acquisitions in 2019. Reporting criteria between 2018 and 2019 changes, therefore data is not fully comparable. The information provided refers to the number of contracts at the end of the year due to the difficulty to obtain average annual values. Given the company's low turnover rate (10.96%), it is a good estimation of the average number of contracts for 2019.

2018*

	Employment type		Employment contract	
	Full-time	Part-time	Permanent	Temporary
Male	10,062	210	10,004	268
Female	5,905	743	6,424	224
Total	15,967	953	16,428	492

*Scope for this table included all employees in controlled companies, including new acquisitions in 2018.

Age diversity by employment type and contract

2019*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
<30	2,900	20	2,920	121	8	129
>50	2,871	282	3,153	18	3	21
Between 30 and 50	10,747	645	11,392	169	5	174
Total	16,518	947	17,465	308	16	324

*Scope for this table included all employees in controlled companies, including new acquisitions in 2019. Reporting criteria between 2018 and 2019 changes, therefore data is not fully comparable. The information refers to the number of contracts at the end of the year due to the difficulty to obtain average annual values. Given the company's low turnover rate (10.96%), it is a good estimation of the average number of contracts for 2019.

2018*

Age	Employment type		Contract type	
	Full-time	Part-time	Permanent	Temporary
<30	3,055	25	2,779	301
>50	2,640	254	2,879	15
Between 30 and 50	10,272	674	10,770	176
Total	15,967	953	16,428	492

*Scope for this table included all employees in controlled companies, including new acquisitions in 2018.

Professional category (Corporate Level) by employment type and contract in 2019*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
VPs and directors	192	1	193	0	0	0
Senior Managers and Managers	3,849	221	4,070	16	1	17
Staff	12,477	725	13,202	292	15	307
Total	16,518	947	17,465	308	16	324

*Scope for this table included all employees in controlled companies, including new acquisitions in 2019. VPs and directors category includes: Top management, General Management and department directors. The information refers to the number of contracts at the end of the year due to the difficulty to obtain average annual values. Given the company's low turnover rate (10.96%), it is a good estimation of the average number of contracts for 2019.

Gender Diversity by professional category (Corporate level)

2019*

	VPs and directors	Senior managers and managers	Staff
By age range			
<30	0	13	3,036
30-50	81	2,945	8,540
>50	112	1,129	1,933
By gender			
Male	155	2,742	7,986
Female	38	1,345	5,523
Total workforce	193	4,087	13,509

*Scope for this table included all employees in controlled companies, including new acquisitions in 2019. Reporting criteria between 2018 and 2019 changes, therefore data is not fully comparable.

Gender Diversity by professional category (Corporate level)

2018*

	VPs and directors	Senior managers and managers	Staff
By age range			
<30	0	10	2,836
30-50	80	2,677	7,426
>50	109	971	1,666
By gender			
Male	154	2,465	7,143
Female	35	1,193	4,785
Total workforce	189	3,658	11,928

*Scope for this table included all employees in controlled companies, excluding new acquisitions in 2018, as they are not fully integrated in our corporate classifications.

Dismissal by age, Gender and professional category (Corporate level)

2019*

	Staff	Senior managers and managers	VPs and directors	Grand Total
<30	164			164
Male	99			99
Female	65			65
Between 30 and 50 years old	186	35		221
Male	103	24		127
Female	83	11		94
>50	79	23	7	109
Male	36	15	6	57
Female	43	8	1	52
Grand Total	429	58	7	494

*Scope for this table included all employees in controlled companies, including new acquisitions in 2019. Dismissals include unsuccessful probation period, disciplinary reasons, performance, redundancy, end of contract.

2018*

	Staff	Senior managers and managers	VPs and directors	Grand Total
<30	143			143
Male	77			77
Female	65			66
Between 30 and 50 years old	136	41		177
Male	66	27		93
Female	70	14		84
>50	56	29	5	90
Male	24	18	5	47
Female	32	11		43
Grand Total	335	70	5	410

*Scope for this table included all employees in controlled companies, excluding new acquisitions in 2018, as they are not fully integrated in our corporate classifications.

Average remunerations and their evolution disaggregated by sex, age and professional classification or "equal value".

Average remuneration by gender:

Average Compensation (in EUR)	2019	2018
Female	56,923	55,544
Male	67,887	66,472

Average remuneration by age:

Average Compensation (in EUR)	2019	2018
<30 years	32,524	31,334
30-50 years	64,090	63,342
>50 years	97,111	96,144

Average remuneration by level:

Average Compensation (in EUR)	2019	2018
Executive Level	282,912	276,759
Management Level	130,914	126,297
Non-management Level	55,225	53,995

Average remuneration shown above refers to total target compensation (base salary, target annual bonus and target long-term incentive).

Variations between 2019 and 2018 are impacted by exchange rate evolution and difference in workforce composition.

Salary gap

Pay Gap of Average Compensation (2019)

	(Average Male – Average Female) / Average Male
Executive Level	-8.1%
Management Level	4.2%
Non-management Level	10.8%
Total (weighted average)	10.1%

Pay Gap of Median Compensation (2019)

	(Median Male – Median Female) / Median Male
Executive Level	7.4%
Management Level	7.0%
Non-management Level	9.3%
Total (weighted average)	9.1%

Pay Gap of Median Compensation (2018)

	(Median Male – Median Female) / Median Male
Executive Level	7.6%
Management Level	5.5%
Non-management Level	9.6%
Total (weighted average)	9.2%

The average remuneration of the directors and executives, including the variable remuneration, allowances, indemnities, the payment to long-term savings systems and any other perception broken down by sex

2019 Average Compensation (in EUR)

	Female	Male
Board of Directors		
External Directors ⁽¹⁾	139,650	125,017
Executive Director		5,281,643
Executives ⁽²⁾	382,221	343,377

2018 Average Compensation (in EUR)

	Female	Male
Executive Level		
External Directors ⁽¹⁾	123,495	114,275
Executive Director		5,035,718
Executives ⁽²⁾	393,159	360,762

(1) Remuneration paid to External Directors consists of an annual fixed fee for Chairmanship / membership of the Board, plus an additional annual fixed fee for Chairmanship / membership of the Board's Committees. Hence, total remuneration received by External Directors only depends on the time they serve on the Board during the year, and whether they are also members of one or more of the Board's Committees during part or the full year.

(2) Includes the Company's Executive Committee as well as other individuals with senior leadership responsibilities (referred to as Executive Level in the previous remuneration tables).

As previously indicated, variations between 2019 and 2018 are impacted by exchange rate evolution and difference in workforce composition.

Work Disconnect policy

Work life balance is embedded in our culture and promoted across the organization. The diversity in our culture implies that we have different laws and policies applicable in the different Amadeus sites worldwide. All of our main sites promote teleworking and flexible working hours opportunities, as well as two of our main sites, NICE and NORAM, (39% of overall population) recently implemented policies related to labor disconnection.

This policy confirms that employees have the right to disconnect outside of working hours (except for on-call periods), during their statutory daily and weekly rest periods, and during leave and periods when the contract is suspended.

Consequently, mobile equipment and email and other messaging systems should not be used during employees' rest periods (of all kinds); periods when the employment contract is suspended must be observed by all parties.

In our Amadeus Headquarters, following the current Spanish law ("artículo 34.2"), we have a maximum of 40 weekly working hours, with the exception of the months of July and September with 32.5 weekly hours.

Working hours should be in all cases between 8am and 8pm.

There is a maximum of 9 daily working hours, ensuring a minimum of 30 mins break for lunch time. The minimum daily hours should be of 4 hours, respecting the overall weekly schedule of 40/ 32.5 hours per week.

These flexible hours are applicable in all cases in which the function and goals of the area allow this flexibility, maintaining always a minimum coverage of service between 9am and 6pm during the week and from 9am to 5pm on Fridays.

The distribution of hours/ employee should always be agreed with the department manager.

Disabled employees

At Amadeus, our culture of inclusivity is shaped by our people: a global community of over 140 different nationalities. But diversity means more than simply being a group of people from different backgrounds and places. We are actively committed to promoting a welcoming, inclusive and supportive atmosphere across every office – a shared culture of respect, openness and thoughtfulness, underpinned by our collective enthusiasm for technology, travel and innovation.

Our commitment is to accept and respect differences between and within cultures, and acknowledge and endorse differences based on gender, age, race, ethnicity, beliefs, sexual orientation and disabilities, as well as diversity of thoughts and experiences.

To make this commitment effective, we regularly review our progress in order to identify opportunities for improvement and to provide direction for our long-term diversity and inclusion strategy. Our activities this year aimed to promote diversity and inclusion within the company and also in the communities where we operate. The key diversity dimensions we focused on were gender, LGBTI and people with disabilities.

Our largest site, in Nice, took the lead on inclusion of people with disabilities, hosting disability awareness training sessions and other activities in honor of European Disability Employment Week. We constantly review accessibility to our sites, equipment is available, and offer diversity awareness training for managers. In addition, we engage with schools, universities and job fairs to promote the hiring of people with disabilities.

	Employees with disabilities*
Total 2019	193
Total 2018	186

*In 2019 the scope for this table included all employees in controlled companies. In 2018 the scope included all employees in controlled companies, excluding new acquisitions in 2018, as they were not fully integrated in our corporate classifications.

6.2 Work-life balance and absenteeism

At Amadeus we believe A good work/life balance can enable employees to feel more in control of their working life and lead to:

- increased productivity
- lower absenteeism
- a happier, less stressed workforce
- improvements in employee health and well-being
- a more positive perception of you as an employer
- greater employee loyalty, commitment and motivation
- a reduction in staff turnover and recruitment costs

In Amadeus we have implemented in the last few years a number of initiatives to support and embrace work-life balance. As a latest example in our Headquarters in Madrid we implemented the “smart work” program. The aim of this policy is to allow more flexibility to those employees who are willing to perform part of their working activities outside the Amadeus

premises. The independent Smart Work days allow the employee to better engage with personal needs, without having to commit to a fixed teleworking regime.

	Male	Female	Totals
Number of Absentees hours* 2019	156,484	192,052	348,537
Number of Absentees hours 2018	222,983	214,788	437,771

*An employee absents from work because of incapacity of any kind, not just as the result of work-related injury or disease. Permitted leave absences such as holidays, study, maternity or paternity leave, and compassionate leave are excluded (following Global Reporting Initiative standards)

6.3 Health and safety

Amadeus is firmly committed to a work environment where all activities are carried out safely, and with all possible measures taken to remove (or at least reduce) risks to the health, safety and welfare of employees, contractors, authorized visitors, and anyone else who might be affected by our operations.

Injuries per type

	Female 2019	Female 2018	Male 2019	Male 2018
Neck or back	7	4	5	7
Bone	5	4	3	9
Soft Tissue	3	3	5	4
Burns	-	2	-	-
RMI	1	-	-	1
Other	23	49	47	62
Totals	39	62	60	83

	Female 2019	Female 2018	Male	Male 2018
Total Injuries	39	62	60	83
Total Occupational Disease	6	N/A	10	N/A
Injury Rate*	3.55	6.34	3.13	5.27
Occupational Disease Rate**	0.01	0.01	0.01	0.01
Lost Day Rate***	0.48	0.11	0.16	0.08

Injury rate calculated based on the number of injuries/ the effectively worked hours in the year 1,000,000.

**Occupational Disease Rate calculated based on the Occupational diseases/ the effectively worked hours in the year* 10,000.

***Lost Day Rate calculated based on the total number of lost working dates/ the effectively worked hours in the year* 1,000.

6.4 Relationship with employees

We have a culture of open, transparent and inclusive employee communications. Our goal is to help our people connect what they do individually with the company vision and strategy, to be more engaged in their day to day work, and to build a sense of belonging to one global team.

Good communications drive performance: we inform our employees about our business strategy, our customers, the market and technology landscape and key events both external and internal. We work to make relevant resources and information accessible through a variety of channels. We build a sense of belonging by sharing stories that unite us as a global workforce with common values. And we work to empower our employees at all times by encouraging greater exchange, input and dialogue.

Each and every employee makes a unique contribution to Amadeus' goals. We take pride in delivering better journeys, helping our customers be successful, innovating and giving back to our communities and society. This is brought to life by the personal experiences, perspectives and stories shared on a daily basis with colleagues around the world. In 2018 our most popular communications were '5-minute jabbers' with senior leaders, and stories on the following topics: diversity and gender equality, our employee home and language exchange program, GDPR readiness, employee relocation experiences, and customer first stories from around the world.

The internal communications team also played an important role in informing employees during key Mergers & Acquisitions developments and business transformation programs that took place across the company in 2018.

During 2018, we ran our 5th employee survey in 2018 which was answered by Over 12,500 employees – (86% of the Amadeus population).

We had 5th consecutive year of improvement in overall company score (graph of five waves) with a 0.04 score increase since our last survey, which is in line with Gallup norms.

In 2018, we ran our very first company-wide broadcasting, called Amadeus Live. The purpose is to strengthen the sense of belonging and connect every single employee with the strategy of the company. The format allows us to align the entire company on strategic topics in one single day, across the globe. The topics vary from business to people and culture and anything in between. The results were impressive: more than 7,700 people registered, and there were more than 6,300 live connections throughout the day from 80 countries.

A European Work Council agreement is available for AMADEUS companies located in member states of the European Union and states signatories of the European Economic Area, and non-members of the EU including Switzerland, on the provision of consultation and information sharing on transnational matters affecting employees within those companies defined later on.

The parties recognize this Agreement as a negotiated agreement under Spanish law 10/1997 of April 24, as amended by the Act 10/2011 of 19 May 2011 implementing the Council Directive 2009/38/EC of 6 May 2009.

This Agreement will apply to all AMADEUS companies located in member states of the European Union and states signatories of the European Economic Area and non-members of the European Union including Switzerland, and it does not exclude any European country where an Amadeus Company with majority shareholding exists.

The scope of the Amadeus European Employee Council consists of significant subjects of a transnational nature based on a Central Management report and relating to the following:

Information shall be provided regarding, but not limited to, the following subjects:

- the structure of the business;
- the economic and financial situation and forecast of the Company, including likely business forecasts and activities of the undertaking;
- the development of the business;
- production and commercial activities and sales;
- employment trends;
- Company strategy and investments;
- establishment of undertakings;
- exceptional events affecting any of the above;
- Headcount evolution and forecasts;
- Corporate Policies;

- Employees' financial participation in the Company (eg. Future share options).

Consultation shall be undertaken regarding, but not limited to, the following subjects:

- Substantial changes of organization such as mergers, cut-backs, closures or relocation of tasks resulting in collective redundancies;
- Cost reduction programs impacting staff;
- New working methods;
- Significant transfers of production;
- Environmental issues;
- Outsourcing plans of a transnational nature;
- Costs and benefits of transnational issues.

If the local regulation across the agreement requires additional details or procedures, the local law will always prevail.

Total Workforce by main countries/ regions covered with collective agreements 2019*

Country	Percentage
France	100%
United States	0%
India	0%
Germany	62%
Spain	100%
United Kingdom	72%
Philippines	0%
Australia	73%
Thailand	0%
Singapore	0%
Turkey	0%
Ukraine	0%
Bulgaria	0%
Netherlands	0%
Colombia	0%
United Arab Emirates	0%
Others	22%
TOTAL	47%

*Scope for this table included all employees in controlled companies, including new acquisitions in 2019. Reporting criteria between 2018 and 2019 changes, therefore data is not fully comparable.

Total Workforce by main countries/ regions covered with collective agreements 2018 *

Asia- Pacific	19%
India	0%
Germany	69%
Spain	100%
Middle east and Africa	0%
France	95%
North America	0%
South America	0%
Rest of Europe	26%
Totals	47%

*Scope for this table included all employees in controlled companies, including new acquisitions in 2018.

An overall population of 47% worldwide is covered by collective agreements, however most of European sites like Madrid (Spain), Nice (France) or Erding (Germany) the percentage of workforce increases significantly.

The health and safety of our employees is a matter of the utmost importance for us. In order to ensure all local regulations are complied with, each Amadeus office coordinate this activity at local level. The health and safety topics are covered by collective agreements where available.

One of our main sites in Erding (Germany) has built a strong relationship with the work council. In 2019 we concluded in Erding a total of 11 new work agreements, with 3 additional ones being in progress:

- PSM and Box Moves
- Mobile Working Pilot 2019, Pilot Extension 2019, GBV Mobile Working
- Global Exit Survey
- GWAN - Balance of Interest and Social Plan
- Employee Surveys ED

In addition, they were included on a total of 3 processes in improvements.

This year there was a total of 180 hours spent with all the work councils located in Germany.

6.5 Training and development

Learning and Development are the two essential ingredients needed to keep the teams mobile and actively engaged. A Competency Model is available to all employees to give them an excellent insight and overview of what key behaviors and required skillsets are essential at every level of the business.

Every employee is considered as unique, with their own set of special aspirations, suite of skillsets and bank of knowledge. Whether they want to pursue a career in leadership, or try their hand at becoming a technical expert, the Competency Model can point them in the right direction.

We have a decentralized learning program in which each site and company of the group manages their own training budget and policies based on market requirements. We provide available corporate training tools which gives employees empowerment to decide on their own training demands.

Employee category total number of hours

	Male 2019	Male 2018	Female 2019	Female 2018	Total 2019	Total 2018
SVPs, EVPs and VPs	91.46	89.02	10.05	19.34	101.51	108.36
Directors	668.44	1,802.44	234.86	400.16	903.30	2,202.60
Associate directors	1,511.44	1,873.47	509.64	618.59	2,021.08	2,492.06
Senior managers	8,605.33	10,547.78	4,309.20	4,650.49	12,914.53	15,198.27
Managers	27,425.78	31,510.87	15,672.39	17,407.50	43,098.17	48,918.37
Staff	161,041.12	179,871.85	92,011.69	101,497.48	253,052.81	281,369.33
					312,091.40	350,288.99

*Scope for this table included all employees in controlled companies, excluding new acquisitions in 2018, as they are not fully integrated in our corporate classifications. The figures show training average per employee category.

Employee category Average

	Male 2019	Male 2018	Female 2019	Female 2018	Total 2019	Total 2018
SVPs, EVPs and VPs	6.10	3.87	2.51	6.45	5.34	4.17
Directors	5.76	13.76	8.10	12.51	6.23	13.51
Associate directors	8.08	10.13	8.49	11.90	8.18	10.52
Senior managers	11.66	14.51	14.76	16.04	12.54	14.94
Managers	16.36	11.21	17.41	20.46	16.73	20.35
Staff	20.05	25.18	17.43	21.21	19.01	23.59

*Scope for this table included all employees in controlled companies, excluding new acquisition ICM. The figures show training average per employee category.

Amadeus invests heavily in training specially for woman, as shown above on the higher average number of training hours they received compared to the male average.

6.6 Accessibility

For Amadeus, developing an accessible workplace is an imperative to help expand workplace diversity, and ultimately improve the hire, retention of employees with disabilities. Therefore, in sites like Madrid we develop individualized accessibility actions for each employee with disabilities, providing the required tools and support for their daily activities. In the USA we participate in the equal employer opportunity (EEO) program.

In accordance with the Americans with disabilities Act of 1990 (ADA), Amadeus prohibits any form of discriminations against individuals with physical or mental disabilities in hiring as well as in all terms and conditions of employment.

6.7 Equity

Amadeus works to help everyone shape their own journeys, creating value for customers, travelers and society. Our culture promotes respect, fairness, equal opportunities and dignity for everybody and allows our people to be the best version of themselves.

At Amadeus, we accept and respect differences between and within cultures, and acknowledge and endorse differences based on gender, age, race, ethnicity, beliefs, sexual orientation and disabilities, as well as diversity of thoughts and experiences.

To make this commitment effective, we regularly review our progress in order to identify opportunities for improvement and to provide direction for our long-term diversity and inclusion strategy. Our activities this year aimed to promote diversity

and inclusion within the company and also in the communities where we operate. The key diversity dimensions we focused on were gender, LGBTI and people with disabilities.

We work to build a workplace with equal opportunities for all employees. We regularly review our selection processes for bias and ensure our job offers are gender neutral. We closely monitor remuneration processes for gender bias. Women at Amadeus are further empowered through cross mentoring programs, and the work of the employee-led Amadeus Women's Network which operates at many of our offices.

We're also focusing on encouraging girls and young women to pursue careers in STEM fields through our support of Inspiring Girls (see below) in Spain and our sponsorship of the Code First: Girls conference in London.

Amadeus was proud to show its commitment to the LGBTI community this year as the 150th company to support the UN Standards of Conduct for Business for tackling discrimination against Lesbian, Gay, Bi, Trans, & Intersex people. Amadeus also joined other leading Spanish companies to create REDI (Red Empresarial por la Diversidad y la Inclusión LGBTI) to promote best practices in the workplace for LGBTI diversity and inclusion. Our LGBTI employee resource group, Amadeus Proud, opened a chapter at our Madrid headquarters, increasing visibility and expanding the LGBTI and Ally network.

We were proud to support the work of Inspiring Girls, an organization that provides female professional role models to 11-15-year-old girls. The girls have an opportunity to meet women in a variety of non-traditional professions so that they can expand their view of available professions, ask questions, and see that the women who work in these fields are not outliers. Amadeus was delighted to host one of these sessions at our Madrid office

Amadeus is fully committed to comply with all appropriate laws and regulations in all countries and jurisdictions in which we operate. This includes, but is not limited to, laws and regulations pertaining to health and safety, labor, discrimination, insider trading, taxation, data privacy, competition and anti-trust, the environment, public tenders, anti-bribery and anti-money laundering. Madrid headquarters complies with the legal obligations stated in Law 3/2007 of effective equality between women and men.

Compliance alone, however, is not enough. Consistent with the values and principles set forth in this Code, we are guided by the highest ethical standards and are firmly committed to excellence in the fields of corporate governance, social responsibility and environmental sustainability.

6.8 Human Rights Policy

Amadeus is committed to developing an organizational culture and structure that supports human rights policies all around the world. Amadeus aims to clearly set out its views on potential issues surrounding human rights such as fair wages and compensation, freedom of association and collective bargaining, health and safety, migrant workers, and non-discrimination of the workforce.

Amadeus, and its global group of companies worldwide, is committed to developing an organizational culture and structure based upon the principles set forth in The Universal Declaration of Human Rights, The International Covenant on Civil and Political Rights, The International Covenant on Economic, Social and Cultural Rights and The International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work.

We seek to establish relationships with entities and organizations that share the same principles and values as Amadeus. It is expected from our partners to respect and not infringe upon human rights. Within our company, should any employee believe that someone is violating the Human Rights Policy or the legislation, they are asked to immediately report it to their manager, to the Human Resources department or to the Ethics Committee.

Our senior management has the responsibility for ensuring adherence to these commitments as well as for overseeing their implementation and guaranteeing that any breaches are investigated.

Amadeus adheres to national law and regulation in each market in which it operates. In situations where Amadeus faces conflicts between internationally recognized human rights and national regulations, the company will follow processes that seek ways to honor the principles of international human rights.

In addition to working within the respect for human rights, we also pursue opportunities to support human rights in areas where we can make a positive impact, in local communities, through our CSR initiatives.

Our commitment to excellence has made us leaders in our industry. The same spirit of excellence informs our professional behavior and how we treat one another. It guides our relations with stakeholders, our conduct in the communities in which we operate, and our efforts to contribute to a healthier, cleaner and more sustainable environment.

Amadeus teamwork is based on trust and integrity. We expect employees to honor the trust placed in them by acting at all times with personal and professional integrity. Employees must avoid conflicts of interests, including all situations where competing professional or personal interests put in question the impartial fulfilment of professional duties. Employees should never use their position within Amadeus, or the resources of Amadeus, to obtain benefits for themselves, relatives, or third parties connected to them.

This Amadeus code of ethics and business conduct (<https://corporate.amadeus.com/documents/en/corporate-sustainability/report/amadeus-code-of-ethics-and-business-conduct.pdf>) is binding on all employees of the Amadeus Group, including the members of the Executive Committee and VP/Directors, and forms part of their employment relationship with the Group or the relevant Amadeus Company. For this purpose, "Amadeus Group" or "Group" is the set of companies in which Amadeus IT Group, S.A. has a direct or indirect holding and which it controls.

On top of the high commitment with Human Rights, Amadeus is committed with the application, among others, with the content of the main agreements included in the ILO (International Labour organization) related to unacceptance of forced labor, modern slavery and human trafficking.

6.8.1 Child labor

There is no child labor in Amadeus, therefore it is excluded from any recruitment activity. This statement uses the applicable local legislation to determine the definition of a child.

6.8.2 Fair wages/compensation

Every Amadeus employee has the right to a fair compensation for his/her work. The company is committed to remunerating employees in line with the labor market best practices and local legislation.

Our current compensation policies include global guidelines which are being applied globally during our Salary review process, ensuring fairness, and equity across the different markets, and no discrimination of minority groups.

6.8.3 Freedom of association/collective bargaining

Amadeus reaffirms its support to the freedom of association and the right to collective bargaining. In that regard, the company is committed to complying with the ILO Conventions with respect to freedom of association and trade union rights, fully acknowledging the right to organize and the right of unions to represent and negotiate on behalf of the employees, without prejudice to existing local legislation.

6.8.4 Health and safety

Amadeus is firmly committed to a work environment where all activities are carried out safely, and with all possible measures taken to remove (or at least reduce) risks to the health, safety and welfare of employees, contractors, authorized visitors, and anyone else who may be affected by our operations. Amadeus' Health and Safety policy requires that each of its companies or legal entities develops and approves a Health and Safety Policy. Programs and procedures in line with this policy are developed and implemented at local level following the approval of the General Manager/Site Manager.

6.8.5 Migrant workers

All of Amadeus employees, including migrant workers, are provided wages, benefits and working conditions that are fair and in accordance with local legislations. We do not permit holding workers' passports to keep them from leaving, charging any type of fee or deposit for employment, or any other unfair practice. Amadeus repudiates human trafficking.

6.8.6 Non-discrimination

At Amadeus, we value and respect the differences of our workforce. We are committed to ensuring that every single employee is treated with respect, dignity and fairness and that he/she is given equal opportunities. This means that throughout all our HR processes - recruitment, compensation and benefits, training, development, promotion, transfer, mobility and termination -, individuals are solely assessed based on their merit and their ability to meet the requirements and standards of the role and that they are not discriminated against. For our company, valuing diversity and inclusion means accepting and respecting differences between and within cultures, while acknowledging and endorsing differences based on gender, age, race, ethnicity, beliefs, sexual orientation and disabilities. We respect everybody's rights and we have a zero-tolerance policy to discrimination.

6.8.7 Non-Compliance with Policy and consequences

Non-compliance with this policy will not only violate Amadeus values, but it may also have a wider socio-economic impact on the Amadeus company as a whole. Negative press and links with human rights violations can be very damaging to a company's reputation and can lead to loss of customer trust and engagement.

Reporting violations will be treated as highly confidential and will be recorded anonymously. All reports will be taken seriously and will be treated on a case by case basis, with adequate escalation to relevant governing bodies if needed.

6.8.8 Escalation Procedure

The members of the Ethics Committee responsible of the compliance of the Human rights policy can be reached through direct contact, or through a confidential email sent to ethics@amadeus.com. Whenever necessary and appropriate, Amadeus will establish alternative means of communication outside of normal email to ensure confidentiality.

In 2018 and 2019 we have not received any complaints related to Human Rights violations.

7. Societal information

7.1 Social commitment

Our corporate social responsibility strategy is to bring together our technology and our people in programs and partnerships that can make a real difference. Our objective is to help build a more responsible travel and tourism industry by fostering long-term development in the communities where we operate.

Amadeus Corporate Social Responsibility is the global framework through which we deliver this positive change, supporting socio-economic development, education, entrepreneurship and employment in those communities.

Our ambition for 2019 was to bolster our social responsibility engagement by increasing the impact and reach of our strategic projects and leveraging our core strengths more systematically. In 2019 CSR activities were rolled out in 64 sites (48 countries), where over 80% of staff are based. We also further aligned our programs and activities with the United Nations Sustainable Development Goals (SDGs) in order to increase our efforts toward a more responsible global travel and tourism industry.

We have a wide array of projects designed to respond to local needs, based on the three strategic pillars of our global CSR framework:

Technology for Good

In partnership with our customers and global non-governmental organizations (NGOs), we provide technology and data solutions to help them meet their commitments toward inclusive social development. Since 2013, we've worked together with UNICEF to maximize its impact and reach through fundraising, predicting how best to respond to natural disasters and emergencies and giving it exposure to global audiences.

[Click for change](#)

The Click for Change campaign is powered by the Amadeus Donation Engine. Through the Click for Change program, travelers are provided the option to make a voluntary donation to UNICEF programs. Since 2013, almost USD 3.5 million have been donated by travelers purchasing travel products and services on our partners' websites, including Iberia, Finnair, Almando and Avianca. UNICEF channels these funds into multi-country programs that give thousands of children a fair start in life through education, health care and emergency response programs. The Click for Change funding improves UNICEF's ability to deliver results for every child, especially those at greatest risk and in greatest need.

Knowledge & Skills Transfer

Together with local governments, our customers and development organizations, we help people get the skills to succeed in the digitalized travel and tourism industry. Our objective is to increase the employability of our beneficiaries through travel and tourism training and digital inclusion.

We've been promoting training for employment projects in African and Latin American countries since 2016. The objective of these projects is to give people in vulnerable situations the practical skills to increase their employability in the travel and tourism industry.

In 2019 we promoted a multi-stakeholder partnership to develop employment training for people with disabilities in Morocco, which will be implemented throughout the period 2020–2023. By increasing the employment opportunities of people with disabilities in Morocco, we will be contributing to the long-term educational and socio-economic growth of the local community.

In today's world, digital inclusion is a key factor in improving the quality of life of many, across all generations. We believe that with the help of basic technological equipment and skills, we can make a real difference in the learning and professional paths of many.

Community Support

We engage our employees and customers in a great variety of community support programs around the world, supporting local socio-economic initiatives that facilitate long-term growth at community level.

Through our Community Support initiatives, we engage with local communities to foster their socio-economic development. In 2019 we collaborated on 149 projects with 96 non-profit organizations and local authorities in 31 countries.

Our people find creative ways to help their local communities – from charity sports events to food and clothing drives to mentoring programs. In 2019 Amadeus staff dedicated 19,383 volunteer hours.

Amadeus IT Group spent in 2019 a total of 269,469 EUR in terms of contribution to non-profit organizations.

In relation to the impact on local development and communities, one of our principal contributions is based on the provision of high-quality jobs that generate local positive direct and indirect impact. Out of the total workforce of more than 19,000 FTEs, more than 90% are outside Spain and spread across more than 70 countries. In this respect, our historical growth and positive economic results has resulted in a significant total tax contribution.

At Amadeus, want to make sure that all our stakeholders have easy access to up-to-date information about the company. In addition to several publications we use additional channels to facilitate dialog.

Stakeholder	Communication channels
Employees and external candidates	Direct engagement through local, regional and global Amadeus People & Culture teams Engagement surveys across all sites Collective bargaining agreements Employee Box email Intranet and internal weekly newsletter https://jobs.amadeus.com/
Shareholders	Direct engagement through Investor Relations team and periodic reports Roadshows and conferences Investor Relations Inbox https://corporate.amadeus.com/ (specific pages for investors)
Customers	Press releases Direct engagement through local, regional and global sales, as well as customer management teams around the world Voice of the Customer Program Local and global customer support centers
Vendors	Direct contact through the Amadeus Corporate Purchasing department, other internal units and local teams across offices worldwide Social responsibility and environmental surveys
Industry associations	Direct engagement through participation in main industry associations Blog posts
Governments, authorities and regulatory bodies	Direct contact through the Industry Affairs team and local Amadeus general managers Participation in related meetings and events https://corporate.amadeus.com/ (specific pages for industry affairs)

Society and the environment	Direct engagement through multi-stakeholder panels Industry Affairs Box email Collaboration on joint social responsibility and sustainability initiatives Blog posts https://corporate.amadeus.com/ (specific pages for sustainability)
-----------------------------	--

7.2 Relationship with vendors

Our goal is to make Amadeus the most respected brand in the industry. The Amadeus Corporate Purchasing Policy sets the policies needed to help Amadeus to achieve this goal.

Amadeus expects all internal and external participants in the purchasing process to observe the highest standards of ethical conduct. We expect business to be conducted in accordance with the Amadeus Code of Ethics and Business Conduct (CEBC) (could be found on www.amadeus.com) and Amadeus Environmental Policy.

All Amadeus employees, especially the ones involved on the procurement process, have to develop plans to ensure that all potential vendors are in line with the Amadeus Code of Ethics. Amadeus has to favor vendors which are committed to environmental responsibility.

Internally, we expect all Amadeus Employees involved in the purchasing process to maintain the highest level of integrity and objectivity in the decision-making process; therefore, we discourage Employees and vendors from doing anything to compromise or appear to compromise objectivity. All Amadeus employees will have to adhere to the provisions included in the Amadeus Code of Ethics and Business Conduct (CEBC). Amadeus employees should also be aligned to main environmental principles in our outsourcing process, considering for example buy goods and services that are truly necessary (e.g. no warehousing, make or by evaluation or check if internal transfer of existing goods makes sense).

Externally, we expect all Amadeus Vendors to commit with a minimum set of ethical standards, such as business ethical, social and environmental commitments. All Vendors of Amadeus shall be fully committed to comply in strict compliance with all appropriate laws and regulations in all countries and jurisdictions in which they operate, such as laws and regulations pertaining to health and safety, labor, human rights and discrimination, insider trading, taxation, data privacy, competition and anti-trust, the environment, public tenders, and anti-bribery. We expect that Vendors shall be guided by the highest ethical standards and shall be firmly committed to excellence in the fields of corporate governance, social responsibility and environmental sustainability. In order to verify that we should ensure:

- At least strategic vendors for each Amadeus Company will have to explicitly adhere in writing to the Amadeus CEBC extract for vendors. In case any of those vendors are having their own documented CEBC in place (which Amadeus has the right to ask for and/or audit) and it is demonstrated that their own CEBC is at least as strict as the Amadeus one, it will be accepted that they adhere to their own CEBC, but this has to be confirmed in writing. In case vendor is not in agreement with this wording, it is vendor's responsibility to explicitly say if they are not adhering to CEBC, which are the reasons that motivate this and then the respective Purchasing Department together with Risk and Compliance department will decide how to move forward in each specific case
- Favor vendors which are committed to environmental and Social responsibility practices such as having an environmental policy in place, demonstrate ability and willingness to comply with environmental obligations, prioritize goods which are produced in an eco-friendly way and can be disposed in an environmental responsible way
- Avoid relationship vendors whose cannot fulfil following principles:
 - Respect the human rights of employees, and never treat employees in an inhuman manner
 - Prevent forced labor or child labor
 - Not practice discrimination in hiring and employment

- Prevent unfair low-wage labor
- Respect the right of employees to organize, for smooth negotiation between labor and management
- Create and maintain healthy and safe work conditions and environment for all their employees
- Observe all related laws and international rules, and ensure fair transactions and prevent corruption

7.2.1 Vendor qualification policy

The vendor qualification process helps identify candidates for strategic relationships, facilitates communication with potential vendors, and ensures new vendors meet firm-wide quality, management and safety standards.

Amadeus's vendor qualification procedure will provide a holistic view of our entire global supply base by

- Identifying approved and preferred vendors for the products and services we want to buy
- Better understand the potential risks of buying products or services in all geographies
- Encourage improvements in supplier standards

Qualification process that needs to be applied to any new vendor for Amadeus could be divided in two steps, one related to the qualification as a vendor to provide any kind of service to Amadeus and one service qualification to ensure the Vendor can provide determine type of services such as Business Continuity Critical or IT Security Relevant

Initial Vendor Assessment / Registration

As a first step in evaluating vendor capacity to fulfil Amadeus requirements, a pre-qualification questionnaire is submitted according to the vendor criticality in addition to general contact information

This initial assessment could include at least the following aspects:

- Vendor general information
- Corporate Social Responsibility and Environmental information
- Reputational analysis
- Financial health information

This assessment could be complemented as mentioned above depending on the service this supplier should provide, if needed, with a more detailed audit of the capabilities of the vendor to respond to the requirements that Amadeus needs from them.

- Security policies or adherence to Amadeus security policies and other requirements (i.e. PCI...)
- Quality systems in place
- Competitive advantage with rest of industry
- Service levels
- Demand management capabilities
- References from similar industries

It is a good practice as well (depending on the country/location) to as for specific registration document of the vendor to ensure proper adherence to legal local requirements.

Qualification

Output of the previous processes will be evaluated between Purchasing, Functional departments and Risk area owners. This review will decide whether vendor is allowed to work with any Amadeus company for that respective service.

The output of this evaluation will be stored in Coupa Supplier Information Management module (data related to vendor) and Contract Lifecycle Management module (data related to service to be provided)

This is just ensuring that vendor is meeting Amadeus' requirements in order to be able to work with us and in no way is to be understood and communicated to vendor as an awarding of any contract.

When running an RFX event, vendors already included in Coupa will be automatically qualified to participate if the service is similar to the ones provided before by this vendor. If service is different, Service Risk assessment will have to be performed again.

7.2.2 Amadeus vendors

Most of our external vendors fall under the following categories:

- Consulting and marketing services
- Hardware vendors
- Software vendors
- Data communication vendors

Although Amadeus has a worldwide presence, most of the spend, around an 80%, is concentrated in Spain, France, Germany and North America.

From a supply chain perspective, our activity is related to online transaction processing and technology development. In this context, Amadeus' exposure to third-party vendors that may not comply with minimal social or environmental requirements is low, and that is a principal reason our external reporting is limited.

Despite having around 10,000 vendors, our top 50 represent approximately 62% of our total spend with external vendors. Nonetheless considering total number of vendors, 37% would be the total procurement spend. This facilitates our control and access to information in the supply chain.

The Amadeus Corporate Purchasing Policy aims at ensuring that all employees involved in the procurement of goods and services factor in social and environmental responsibility aspects in their purchasing decisions.

An organization of local, regional and global Amadeus purchasing teams oversees the operations on the supply chain side and deals with both internal stakeholders and vendors.

7.2.3 Supervision systems and audits, and their results

Evaluation of supervision systems in our vendors is carried out by internal and external audits.

The selection of activities to be reviewed by Group Internal Audit is mostly risk based, and has to be formally approved by the Audit Committee of the Group. Through our engagements, we assess the adequacy and the effectiveness of the internal controls within the organization. This includes, whenever deemed relevant, the effectiveness of the controls over outsourced activities.

In addition to the previous, and on an ad hoc basis according to our risk-based approach, Group Internal Audit can also directly assess the activity at selected vendors, both at the Group Level and at the entity level.

External auditors provide independent assurance over Business Continuity. In 2018 we have assessed a total number of 4 vendors and in 2019 we have assessed 10 vendors in regard to Business Continuity capabilities.

100% of new vendors in Madrid, US, Philippines and Dubai were screened using environmental criteria. Amadeus has implemented a new Vendor Creation process. For the time being is only available in Madrid, US, Philippines and Dubai. The other main sites (Nice, Erding and Bangalore) will be included in early 2020 and then, gradually, the other countries. As part of this process, Amadeus has a mandatory questionnaire to be completed by all the vendors, which includes issues related to human rights, discrimination or environmental policies. If vendors respond incorrectly they can not move forward in the process and Amadeus could not work with them.

7.3 Customer services

We develop and deliver a wide range of services to maximize our customers' efficiency, business continuity and performance. In the customer service sphere, we strive to serve each of our customers in the best possible way and address their specific needs. Our customer service and support delivers a wide range of learning, support, automation, content and security management services.

In order to ensure proximity to our customers, we have built a strong local, regional and global customer service presence.

Our Customer Experience program collects the voice of our customers to identify from their perspective areas for improvement and areas of excellence. It monitors customer loyalty through multiple sources and channels to transform customer feedback into insights. All teams across Amadeus – whether or not on the frontline – have a role to play and are exposed to that feedback to improve our performance. This helps us continually revisit our way of doing things and focus on the areas that are a priority for our customers. This feedback is also key to defining Amadeus' strategic investments.

Our Voice of the Customer Program monitors customer loyalty and evolves to open new feedback sources and channels between customers and Amadeus. The main purpose of the program is to transform customer feedback into insights that teams across Amadeus will use to improve our performance. This helps us to continually revisit our way of doing things and focus on the areas that are priorities for our customers. This feedback is also key to defining Amadeus' strategic investments.

Customers actively participate in the design of our action plans, and we keep them informed regularly of the progress made. This communication is always carried out face-to-face via our regional teams or the various customer forums we organize throughout the year.

We vary our methodology for gathering feedback and measuring loyalty to adapt to the characteristics of each customer segment and market. The approach includes in-depth sessions with customers, interviews, and relationship and transactional surveys to identify main focus areas in the customer journey and where Amadeus is progressing well.

Our main measure is the Net Promoter Score, and we set targets at the beginning of the year.

There are certain key satisfaction drivers measured across all customer segments:

- Quality and reliability of Amadeus solutions, as a reflection of our focus on R&D
- Our customers' experience of working with Amadeus across the various stages of the customer journey
- Overall relationship with Amadeus, highlighting the engagement and service mindset of our people

On the one hand, in our Distribution business line, our global and extensive network of experts provides functional and technical support in different languages across markets. In 2019 we scored consistently above 90% in terms of customer satisfaction – proof of our dedication to our customers' business continuity.

From the insights we've gathered, we know today's support needs to be simple, interactive and personal. That's why in 2019 we introduced a new support flow to guide our customers through all available support channels and recommend the best options for their needs.

Customer journey mapping methodology is part of our yearly activities, where together with our customers we discuss their internal processes and interaction with Amadeus. It gives a unique space to openly address in detail what works and what doesn't.

On the quantitative side, we received feedback from over 80,000 customers worldwide. This gave our customer experience teams and the rest of Amadeus key information across multiple touchpoints. After we analyzed the feedback, we developed a detailed action plan. Some actions are having an immediate positive effect on our customer's experience, while others have a longer timeframe and require further adjustments.

Regarding customers that have contacted Amadeus for support, once they get assistance, they receive a request to fill out a feedback survey. If the feedback does not reflect a satisfied customer (in 2019, we got 6.5% of low satisfying results), an alert is triggered to the entities in charge of taking the following actions as relevant: improving internal processes, training staff, providing feedback to the product teams and contacting the customer back.

As we incorporate and integrate other sources of information, we aim to reduce the length of our surveys so less time is needed to respond to them.

On the other hand, regarding our Airline IT business lines, in 2019 Amadeus conducted both quantitative and qualitative surveys with our airline customers. To obtain a 360-degree customer view, we use our Voice of the Customer platform, which allows us to systematically collect and consolidate the feedback from different types of surveys, as well as to speed up communication with teams worldwide.

In our Airline Customer unit, over 200 improvement actions were developed and executed in 2019 based on the findings of our most recent surveys. These improvements were communicated back to our customers in a series of infographics highlighting the main points of feedback that our customers expressed to us and explaining what we've done based on that feedback to meet their expectations.

Amadeus has been working actively toward the new General Data Protection Regulation (GDPR) enforcement introduced in May 2018 by the European Community regarding data privacy. A global review of the compliance of all our systems and processes pertaining to personal private information (PII) has taken place with the support of specialized consulting firms. All immediate actions have been implemented, and a detailed plan has been laid down for further evolutions.

7.4 Industry relations

In the vast landscape of different private sector and trade industry stakeholders in travel and tourism, Amadeus engages with selected players in an open and constructive dialogue on industry issues. We collaborate in our own trade associations and partner with our airline and travel agency customer organizations to work toward common public policy goals. As an active partner, we have strong relations and work closely with institutional stakeholders, consumer advocates and many other travel and tourism associations across the globe.

7.5 Fiscal information

The tax contribution provided by the Group through compliance with its fiscal duties, in relation to both taxes paid directly by the Group companies and those collected from third parties but derived from the Group's activities, is part of its core contribution to the sustainability of public finances and the development of the communities in which it operates.

The tax strategy of Amadeus IT Group, S.A. ("Amadeus" or the "Company") is aimed at the full and strict compliance with all appropriate tax laws and regulations in every country and jurisdiction in which it operates. Moreover, Amadeus strives to follow the best standards in the business community and aims to be recognized for its practices and programs on corporate and tax governance. Amadeus tax policy is publicly available at:

<https://corporate.amadeus.com/documents/en/corporate-sustainability/report/tax-strategy.pdf>

Since 2018, Spanish companies have the possibility of assigning 0.7% of their respective tax due to entities which pursue social purposes. This option is exercised in the company's corporate income tax return. In a continuous effort to contribute to the communities in which is involved, Amadeus has opted to exercise this option. In 2018 this has represented a contribution of €1,130,147 and in 2019 it represented an estimated contribution of €1,200,000.

Fiscal information (all figures in Euros)

Country	2019		2018*	
	Pre-Tax Results ***	Tax Cash Paid ****	Pre-Tax Results ***	Tax Cash Paid ****
Albania	20,063.58	10,687.00	5,130.79	16,593.00
Angola	35,924.64	N/A*****	127,600.36	N/A*****
Argentina	1,115,895.82	198,114.00	(524,266.00)	534,783.00
Australia	3,338,200.72	1,427,109.57	6,691,808.77	1,112,694.00
Austria	1,020,753.27	221,918.00	746,240.28	217,213.00
Barbados	9,906.98	3,979.03	6,434.92	3,689.92
Belgium	1,594,952.02	463,351.88	1,864,393.41	406,559.00
Bolivia	78,943.20	37,887.00	48,880.76	5,271.00
Bosnia	69,314.63	1,599.00	46,749.86	4,993.00
Brazil	112,243.11	198,178.00	67,629.90	24,898.00
Bulgaria	931,624.53	89,439.99	157,136.93	8,692.00
Cameroon	48,940.11	22,145.00	41,045.42	26,806.38
Canada	1,262,763.95	590,070.56	692,770.87	189,528.00
Cape Verde	10,434.05	7,776.00	9,097.78	11,051.76
Chile	226,467.34	169,871.00	152,429.49	214,188.00
China	6,044,954.71	1,502,529.43	5,579,955.42	372,629.00
Colombia	444,028.79	221,539.00	1,120,622.30	45,630.00
Congo Republic	14,806.64	14,377.00	14,168.27	2,923.64
Costa Rica	748,109.32	291,739.59	586,485.72	99,028.83
Czech Republic	149,950.74	30,662.00	(118,732.71)	71,468.00
Democratic Republic of the Congo	(21,020.82)	10,207.00	(966.27)	13,337.52
Denmark	648,381.69	64,549.22	633,653.71	131,333.00
Dominican Republic	105,919.33	109,337.10	53,260.49	38,525.67
Dubai**	3,013,041.89	N/A*****	2,756,079.43	0
Ecuador	95,073.13	100,607.00	35,655.23	65,135.00
El Salvador	34,613.49	19,824.58	50,286.05	15,735.91
Estonia	64,627.67	673.00	(131,959.51)	125,404.00
France	402,716,613.29	69,458,702.00	435,288,792.13	84,624,942.00
Gabon	17,767.20	9,251.00	21,909.50	3,376.85
Germany	176,883,687.46	42,564,994.81	167,702,074.49	46,880,347.00
Ghana	53,032.34	42,657.00	88,568.20	43,535.00
Greece	(23,348,505.54)	3,506.00	327,673.93	2,676.00
Guam	4,573.56	N/A*****	4,104.69	N/A*****
Guatemala	89,021.46	88,453.23	71,750.66	80,562.60
Honduras	52,387.31	47,348.21	37,060.34	N/A*****
Hong Kong	2,947,679.10	357,960.00	-	-
Hungary	102,451.34	4,254.00	108,092.18	7,841.00

India	14,476,085.39	4,220,525.00	9,566,111.33	5,118,009.00
Indonesia	165,934.01	34,417.00	(183,929.38)	8,236.00
Ireland	39,765.49	9,227.00	43,506.44	44,247.00
Israel	(33,293.97)	80,364.00	291,247.70	83,960.00
Italy	455,348.40	300,936.00	2,445,608.51	298,485.00
Ivory Coast	(203,388.44)	18,004.00	154,316.92	10,079.65
Japan	740,973.77	465,734.00	916,305.07	600,365.00
Kazakhstan	2,213,936.28	69,027.00	(52,122.02)	237,047.00
Kenya	(1,580,867.19)	346,870.33	419,819.55	411,346.16
Latvia	319,826.22	95,105.00	1,136,537.43	47,465.00
Lebanon	(101,141.34)	36,951.00	(2,738.76)	12,131.00
Lithuania	77,279.38	N/A*****	214,781.96	N/A*****
Luxembourg	72,387.16	38,569.00	79,664.13	22,371.00
Macedonia	34,894.16	1,981.00	2,652.19	12,093.00
Malaysia	393,291.03	149,878.00	115,373.22	158,785.00
Malta	22,038.91	8,809.00	22,876.00	9,938.00
Mauritius	46,463.73	3,632.28	11,798.05	N/A*****
Mexico	197,020.25	134,237.00	136,634.81	147,301.00
Mozambique	(22,895.48)	N/A*****	7,492.44	N/A*****
Netherlands	(6,430,984.52)	320,785.00	(3,900,230.43)	21,412.00
New Zealand	455,369.19	414,640.59	600,161.00	158,831.00
Nicaragua	17,126.94	15,178.36	12,661.85	4,124.27
Nigeria	719,775.41	200,106.00	376,284.23	N/A*****
Norway	385,844.86	75,190.56	467,005.53	98,183.00
Panama	37,296.69	9,543.42	23,178.48	12,566.71
Paraguay	35,662.99	1,026.00	37,761.93	N/A*****
Peru	93,195.51	72,223.00	(161,712.16)	N/A*****
Philippines	1,045,505.37	154,060.00	783,764.52	93,548.00
Poland	428,865.55	296,046.00	701,155.07	227,372.00
Portugal	54,387.96	N/A*****	(91,427.46)	79,762.00
Puerto Rico	5,121.28	40.19	275.75	165.11
Romania	292,474.67	52,758.00	178,911.79	31,643.00
Russia	500,228.10	248,404.00	933,170.83	182,605.00
Senegal	(61,475.56)	56,849.00	114,906.60	55,843.46
Singapore	5,054,086.66	202,786.52	3,564,354.09	N/A*****
Slovenia	43,347.90	7,907.00	36,897.95	(41,632.00)
South Africa	944,214.83	472,721.16	1,032,807.59	277,811.00
South Korea	189,874.15	40,986.00	198,489.29	54,439.00
Spain	1,024,252,752.23	153,773,116.18	646,317,740.17	94,390,591.00
Sweden	2,813,397.92	919,612.48	2,344,272.87	889,968.00
Switzerland	589,696.32	169,616.00	493,729.24	364,653.00
Taiwan	266,977.94	65,991.00	314,086.79	42,849.00
Tanzania	92,620.41	4,391.71	23,516.34	13,968.58
Thailand	6,697,993.05	1,181,451.00	4,246,634.42	872,493.00
Trinidad & Tobago	30,826.42	5,266.97	21,648.11	10,420.33

Turkey	1,379,970.71	N/A*****	121,378.90	23,764.00
Uganda	11,854.90	16,158.38	16,635.15	16,765.26
Ukraine	2,840,487.49	299,641.00	1,294,897.17	139,304.00
United Kingdom	11,769,745.41	1,296,500.99	8,552,231.56	998,299.00
Uruguay	318,701.77	51,923.00	(240,577.93)	57,528.00
USA	171,409,930.46	9,417,852.38	119,424,316.97	7,249,007.65
Venezuela	(34,145.86)	N/A*****	6,439.53	10,985.00
Yemen	-	-	(25,372.63)	N/A*****

Notes:

*In 2018 Tax Cash Paid information about the recent acquisition TravelClick was not material and had not been included in the report.

** Dubai: Amadeus operates in Dubai through a branch of Amadeus IT Group, S.A. (Spanish Head Office).

*** Pre-tax results are calculated under IFRS accounting principles

**** Tax Cash Paid applies on tax basis calculated under domestic accounting legislation

***** N/A means no cash payment during year 2019 (no tax exemption from Corporate Income Tax).

Amadeus has not received any subsidy from any public institution during year 2019. Neither in 2018.

8. Annex A. Table of contents as required by Law 11/2018

Content	Amadeus ESG Issue	Material (Y/N)	Page	GRI related indicator
Business model				
- Business model description			8-12	102-1, 102-2, 102-3
- Geographical presence			8	102,4, 102-5, 102-6
- Objectives and strategy			8-10	102-7, 102-15
- Principal factors and trends that affect future evolution			10-12	
Reporting Standard			5	
- Materiality analysis			5-7	102-54
Risks linked to company activity			13-16	102-15, 102-29, 102-30, 102-31
Fight against corruption and bribery			17-19	
- Measures adopted to prevent corruption and bribery	Compliance, Governance & Business ethics	Y	17-19	102-16, 102-17, 205-1, 205-2
- Measures to fight against money laundering	Compliance, Governance & Business ethics	Y	17-19	102-16, 102-17
- Contributions to charities and non-governmental organizations	Relationship with local communities & social responsibility	Y	47;48	102-13
Environmental matters			20-31	
- Current and future potential impact of company operations over the environment	Compliance, Governance & Business ethics	Y	20	103-2
- Procedures for environmental certifications and evaluations	Compliance, Governance & Business ethics	Y	23	103-2
- Dedicated resources to prevent environmental risks	Compliance, Governance & Business ethics	Y	20-22	103-2
- Application of the precautionary principle	Compliance, Governance & Business ethics	Y	20	102-11
- Provisions in relation to environmental risks	Solvency and economic performance	Y	27-29	103-2
- Pollution: measures to prevent, reduce or restore carbon emissions	Carbon emissions and climate change	Y	22-23	305-1, 305-2, 305-3
- Circular economy and waste management: measures to reuse, recycle or otherwise prevent waste generation and waste food	Waste generation and circular economy	N	23-24	103-2, 306-2
- Sustainable use of resources			24-26	
o Water consumption	Water consumption	N	24-25;31	303-1, 303-3
o Use of raw materials	Paper consumption & other materials	N	25;31	301-1
o Energy consumption (direct and indirect)	Internal energy consumption and efficiency	Y	25-26;30	302-1
o Measures to improve energy efficiency	Internal energy consumption and efficiency	Y	25	302-4

Content	Amadeus ESG Issue	Material (Y/N)	Page	GRI related indicator
o Renewable energy use	Internal energy consumption and efficiency	Y	25-26	302-1
- Biodiversity protection	Biodiversity	N	26	304-4
- Climate change			10, 23, 26-29	
o Greenhouse gas emissions	Carbon emissions and climate change	Y	31	305-1, 305-2, 305-3
o Measures to adapt to climate change	Carbon emissions and climate change	Y	27-29	103-2, 201-2
o Mid and long-term emissions targets	Carbon emissions and climate change	Y	26	305-5
Workforce, social and human rights related information			32-49	
Employment			32-38	
- Number of employees by region, gender, age, type of contract and professional category			32-35	102-8, 405-1
- Dismissals by age, gender and professional category	Talent attraction & retention	Y	35	103-2
- Average remuneration evolution by gender, age and professional category	Talent attraction & retention	Y	36	103-2
- Average remuneration of board members and executive team	Compliance, Governance & Business Ethics	Y	37	102-35
- Pay gap	Diversity and equal opportunities	Y	36-37	103-2
- Work Disconnect policy	Labor conditions	N	37-38	103-2
- Employees with disabilities	Diversity and equal opportunities	Y	38	405-1
Working-time management			38-39	
- Working-time management	Labor conditions	N	37-38	103-2
- Hours of absenteeism	Occupational Health & Safety	N	39	103-2
- Work-life balance measures	Labor conditions	N	38-39	401-3
Health and safety			39	
- Health and safety working conditions	Occupational Health & Safety	N	39	103-2
- Number of work accidents, Injury rate by sex and Lost day rate, by gender	Occupational Health & Safety	N	39	403-2
- Occupational disease rates by gender	Occupational Health & Safety	N	39	403-2
Social dialogue - Relationship with employees			39-42	
- Organization of social dialogue	Labor conditions	N	39-41	103-2
- Percentage of employees covered by collective agreements	Labor conditions	N	41-42	102-41
- Results of collective agreements on health and safety	Labor conditions	N	42	403-4
Training and development			42-43	

Content	Amadeus ESG Issue	Material (Y/N)	Page	GRI related indicator
- Policies implemented in the field of training	Human Capital Development	Y	42	404-2
- Total amount of training hours by professional	Human Capital Development	Y	43	404-1
Accessibility for people with disabilities	Diversity and equal opportunities	Y	43	405-1
Equity	Diversity and equal opportunities	Y	43-44	103-2
Human rights related information			44-46	
- Implementation of human rights related procedures	Human rights	Y	44-45	102-16, 102-17
- Compliance with and promotion of agreements in accordance with the ILO related to respect for freedom of association and the right to collective bargaining, elimination of employment discrimination, elimination of forced labor and effective abolition of child labor.	Human rights	Y	44-46	407-1, 408-1, 409-1
- Prevention, management and complaints about cases of violation of human rights	Human rights	Y	44-46	102-17, 406-1
Social commitment			47-49	
- Impact over local development and employment	Relationship with local communities & social responsibility	Y	47-49	413-1
- Impact over local populations and on the territory	Relationship with local communities & social responsibility	Y	47-49	413-1
- Relationships with local stakeholders	Relationship with local communities & social responsibility	Y	47-49	102-43, 413-1
- Association and sponsorship actions	Relationship with local communities & social responsibility	Y	48, 49; 53	102-12, 102-13
Relationship with vendors			49-52	
- Inclusion of social, environmental and gender considerations in purchasing policy	Supply Chain Code of Conduct	N	49-50	102-9
- Social and environmental responsibility of vendors	Supply Chain Code of Conduct	N	49-50	102-9, 308-1, 414-1
- Supplier evaluation procedures: Monitoring systems and audits and results	Supply Chain Code of Conduct	N	50-52	308-2, 414-2

Content	Amadeus ESG Issue	Material (Y/N)	Page	GRI related indicator
Customer services			52-53	
- Measures for customer health and safety	Customer Relationship Management	Y	52-53	103-2
	Data security & privacy protection	Y		
- Customer complaints management and number of complaints received and resolution	Customer Relationship Management	Y	52-53	102-17
Fiscal information			53-56	
- Pre-Tax Results and tax cash paid per country	Solvency and economic performance	Y	53-56	103-2
	Compliance, Governance & Business Ethics	Y		
- Public subsidies received	Compliance, Governance & Business Ethics	Y	56	201-4

Translation of a report originally issued in Spanish. In the event of discrepancy,
the Spanish-language version prevails

INDEPENDENT LIMITED ASSURANCE REPORT OF THE CONSOLIDATED NON-FINANCIAL INFORMATION STATEMENT

To the Shareholders of AMADEUS IT GROUP, S.A.

Pursuant to article 49 of the Code of Commerce we have performed a verification, with a limited assurance scope, of the accompanying Consolidated Non-Financial Information Statement (hereinafter, NFS) for the year ended December 31, 2019, of AMADEUS IT GROUP, S.A. and Subsidiaries (hereinafter, the Group), which is part of the Consolidated Directors' Report of the Group.

The content of the NFS includes additional information to that required by prevailing mercantile regulations in relation to non-financial information statement that has not been subject to our verification. In this regard, our review has been exclusively limited to the verification of the information shown in the Annex A "Table of contents as required by Law 11/2018" of the accompanying NFS.

Responsibility of the Board of Directors

The preparation of the NFS included in the Consolidated Directors' Report and its content is the responsibility of the Board of Directors of AMADEUS IT GROUP, S.A. The NFS was prepared in accordance with the content required by prevailing company law and in conformity with the criteria outlined in the *Global Reporting Initiative Sustainability Reporting Standards* (GRI standards), as well as other criteria described in accordance with that indicated for each subject in the Annex A "Table of contents as required by Law 11/2018" of the NFS.

The Board of Directors are also responsible for the design, implementation and maintenance of such internal control as they determine is necessary to enable the preparation of a NFS that is free from material misstatement, whether due to fraud or error.

They are further responsible for defining, implementing, adapting and maintaining the management systems from which the information necessary for the preparation of the NFS is obtained.

Our independence and quality control

We have complied with the independence and other Code of Ethics requirements for accounting professionals issued by the International Ethics Standards Board for Accountants (IESBA), which is based on the fundamental principles of integrity, objectivity, professional competence, diligence, confidentiality and professionalism.

Our Firm complies with the International Standard on Quality Control No. 1 and thus maintains a global quality control system that includes documented policies and procedures related to compliance with ethical requirements, professional standards, as well as applicable legal provisions and regulations.

The engagement team consisted of experts in the review of Non-Financial Information Statement and, specifically, in information about economic, social and environmental performance.

Our responsibility

Our responsibility is to express our conclusions in an independent limited assurance report. Our review has been performed in accordance with the requirements established in prevailing International Standard on Assurance Engagements 3000 "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" (ISAE 3000 Revised) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and the guidelines for verifying Non-Financial Statement, issued by the Spanish Official Register of Auditors of Accounts (ICJCE).

The procedures carried out in a limited assurance engagement vary in nature and timing and are smaller in scope than reasonable assurance engagements, and therefore, the level of assurance provided is likewise lower.

Our work consisted in requesting information from Management and the various Group units participating in the preparation of the NFS, reviewing the process for gathering and validating the information included in the NFS, and applying certain analytical procedures and sampling review tests as described below:

- ▶ Meeting with Group personnel to know the business model, policies and management approaches applied, the main risks related to these matters and obtain the necessary information for our external review.
- ▶ Analyzing the scope, relevance and integrity of the content included in the NFS based on the materiality analysis made by the Group and described in chapter 1 "Introduction", considering the content required by prevailing mercantile regulations.
- ▶ Analyzing the processes for gathering and validating the data included in the 2019 NFS.
- ▶ Reviewing the information on the risks, policies and management approaches applied in relation to the material aspects included in the NFS.
- ▶ Checking, through tests, based on a selection of a sample, the information related to the content of the 2019 NFS and its correct compilation from the data provided.
- ▶ Obtaining a representation letter from the Board of Directors and Management.

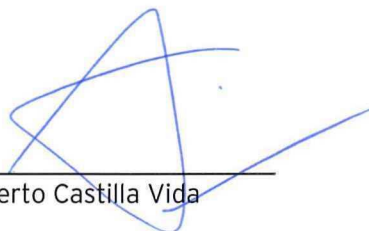
Conclusions

Based on the limited assurance procedures conducted and the evidence obtained, no matter has come to our attention that would cause us to believe that the Group NFS for the year ended December 31, 2019 has not been prepared, in all material respects, in accordance with the contents required by prevailing company law and the criteria of the selected GRI standards, as well as other criteria, described as explained for each subject matter in the Annex A "Table of contents as required by Law 11/2018" of the NFS.

Use and distribution

This report was prepared in response to the requirement established by prevailing company law in Spain and may not be appropriate for other uses and jurisdictions.

ERNST & YOUNG, S.L.



Alberto Castilla Vida

February 27, 2020