



amaDEUS

Non-financial information 2020

(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 25, 2021)



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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 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. Materiality helps us understand our impacts and our stakeholders' concerns and it helps us to meet their expectations.

In 2020 travel industry has been severely impacted by the COVID-19 outbreak. The number of travelers plummeted as global travel restrictions were implemented to contain the spread of the virus.

Amadeus' business has also adapted to this unprecedented emergency in an extremely complex environment. As all players have been impacted by the pandemic, we have conducted a review of our 2019 materiality analysis, in order to reflect COVID-19 impacts on our business and on the travel industry.

As in 2019 materiality analysis, this review has been led by external consultants (Mazars). Based on the ESG issues identified in our previous materiality analysis, the 2020 update consisted of the following phases:

1. Update of external assessment

The aim of this phase was to identify key changes in our stakeholders' concerns to every issue, including peers, industry opinion makers, industry associations, society, 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).

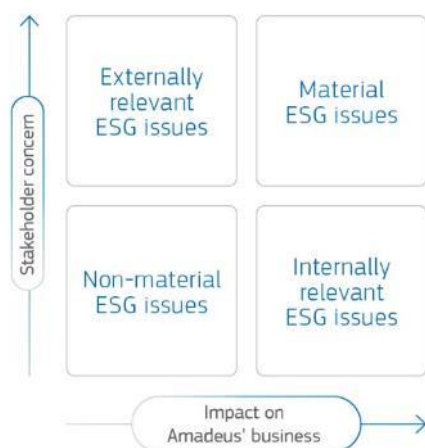
2. Update of internal assessment

The consultants have interviewed our top management to identify how the significance of each ESG issue has changed in 2020 due to the impact of the pandemic.

3. Prioritization and materiality matrix generation

The results of the previous phases above were aggregated in order to create the materiality matrix. This matrix has two axes representing two dimensions of ESG issues: their relevance to the company and their influence on our stakeholders' assessments and decisions. Material issues are those that exceed the average scoring on both axes, while issues exceeding average scores on only one of them are considered externally or internally relevant (see graph below).¹

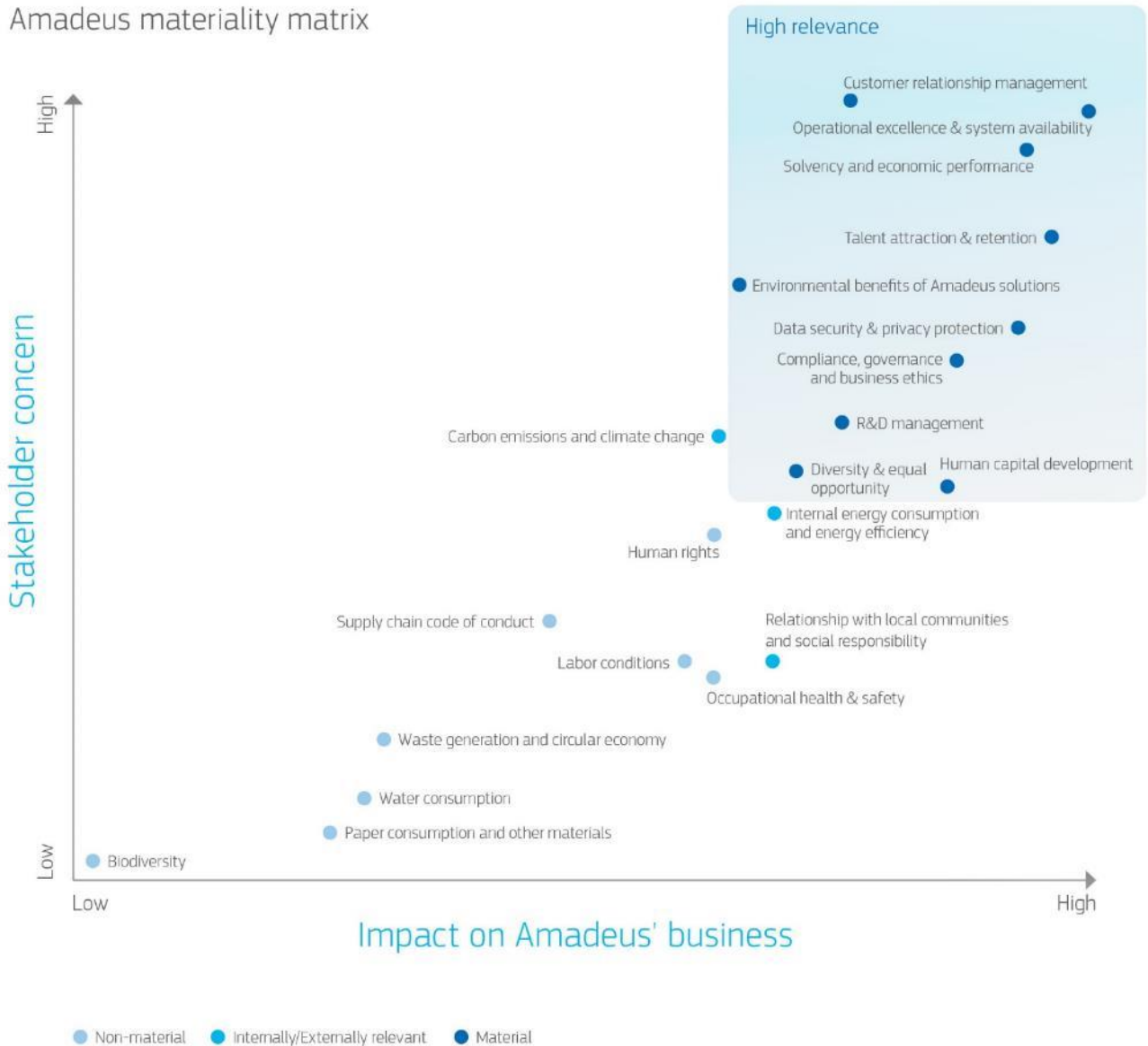
Material issues



It is important to note that the materiality matrix is not meant to be a precise representation, but rather an indication of principal factors. This matrix is reviewed on a yearly basis.

¹ External prioritization averages 50.1 points while internal prioritization averages 65.0 out of 100.

Amadeus materiality matrix



According to the 2020 ESG materiality analysis review, industry associations are increasingly concerned about how Amadeus can provide technology to deliver more sustainable travel solutions and society is obviously more concerned about the economic impacts of the COVID-19 pandemic. Employees show increasing interest in talent attraction & retention, while customers highlight aspects like customer relationship management, operational excellence & system availability. Additionally, the most important ESG issue for our shareholders is Compliance, Governance & Business Ethics and regulators are concerned about diversity, data security and privacy protection.

The materiality analysis has helped to define what must be reported in more detail. From that starting point, we report not only on our material issues but also on the main topics identified as either externally or internally relevant: carbon emissions, energy consumption and social responsibility.

Additionally, current regulation and key sustainability ratings require that we report specific non-material issues. Therefore, for the purpose of improving overall transparency and stakeholder engagement, we have included indicators on materials

(paper consumption), water usage, effluents and waste generation, social and environmental assessments of supplier, human rights and occupational health and safety.

1.2.3 Amadeus' contribution to the Sustainable Development Goals

Based on the results of the materiality analysis, external experts have assessed our impact in relation to UN Sustainable Development Goals (SDGs). This assessment has had the vision of Amadeus' top management regarding our contribution to each SDG. This exercise has served to identify those areas with the highest potential action by Amadeus. Thus, the relationship between our material issues and the SDGs' targets, quantified according to the level of our contribution, has led us to prioritize the SDGs 5, 7, 8, 9, 10, 13, 16 and 17.

The table below summarizes our main contributions to the goals per material issue.

Amadeus' contribution to the Sustainable Development Goals



1.3 COVID-19. Impact and measures adopted

The COVID-19 pandemic is having an unprecedented and damaging impact on the travel industry as countries worldwide impose lockdowns and travel restrictions to control the spread of the virus. The uncertainty about the evolution of the pandemic and related travel restrictions is also affecting negatively travel industry planning and operational efficiency.

Year 2020 started with a moderate growth in travel, then, as COVID-19 spread, activity plummeted to minimums in March and April. Following the initial slight signs of activity in May and June, over the summer period global travel improved slowly across regions on the back of travel restrictions being lifted in parts of the world, slowing again with the return of governmental restrictions in response to new COVID-19 outbreaks impacting the tail of the summer season. Since then and until the end of the year travel remained with low levels of activity.

While the pandemic affected significantly all industry stakeholders and geographies, some sectors like airlines were more severely impacted than others like hospitality. In terms of destinations, markets with lower numbers of domestic travelers were more negatively affected by the pandemic than large tourism markets like the US or China.

We continue to track how the industry and our customers are evolving so that we can react quickly to the changes and help guide the best way forward. In these unprecedented and turbulent times, Amadeus has focused on ensuring our financial stability, protecting our employees and helping our customers.

1.3.1 Improving company's liquidity

The Group has adopted a set of measures to protect its liquidity, to enhance its financial flexibility and to support its operations even in a scenario where the current tough market conditions persist over a long period of time.

To face the reduction of revenues and secure liquidity, besides the €1,000.0 million Revolving Credit Facility, already available in 2019, which is neither disposed of as at December 31, 2020, nor was as at December 31, 2019, the Group has engaged into the following operations during year 2020:

- A €1,000.0 million bridge to bond credit facility was contracted in March 2020.
- A share capital increase by an amount of €750.0 million.
- An issuance of convertible bonds for a total value of €750.0 million maturing in 2025.
- An issuance of two Eurobonds for a total value of €1,000.0 million in May 2020. These bonds mature respectively in 2024 and 2027. After the issuance of these bonds, €500.0 million of the undrawn bridge to bond credit facility was cancelled.
- An additional €750.0 million through an 8-year Eurobond was issued in September 2020. After this bond was issued the remaining €500.0 million of its undrawn bridge to bond loan was cancelled.
- A new European Investment Bank (EIB) Senior Loan by an amount of €200.0 million which was drawn in December 2020. This new loan is not subject to financial covenants, whereas the financial covenant of the previously contracted EIB loans were waived until September 2021.

In order to preserve the cash of the Group and strengthen its liquidity position; the 2019 complementary dividend, which is generally distributed in July, was cancelled.

1.3.2 Protecting our employees

Given the nature of our business and global reach, Amadeus is fully committed to and recognizes the benefit of having a global Business Resilience Management approach. This consists of providing the organization with the mechanisms and tools to anticipate, prepare for, respond and adapt to events that could adversely impact our people, systems and infrastructure, and manage disruption to minimize the potential impact.

When it comes to disruptive events, our priority is always to ensure the well-being of our employees and as such, we have mechanisms in place to ensure we can manage and respond to events that can impact our workforce. We constantly monitor events that may have the potential to affect our people's health and safety and their ability to work.

More precisely, as well as Global Crisis Management Teams, we also have Local Crisis Management Teams that manage these types of events locally through:

- Established Business Continuity Plans at both site and departmental level

- Mass notification tools and processes to use during emergencies and/or to provide updates to employees during disruptive events. This enables immediate messaging and management of disruptive events.

These tools have been tested and are now being executed. Our teams are working normally so we are confident that our preparation for crisis events has worked and that we will be able to continue servicing our customers without disruption in the coming weeks.

Some of the measures taken, both at local and global level, are:

- Emergency response plans
- Alternative means of working to ensure continuity of operations. Examples are work-from-home arrangements, follow-the-sun mechanisms and teams or secondary facilities
- Criteria and thresholds to determine when alternative means of working should be in place
- Internal communications and notifications
- Health and safety preventive and reactive measures

Our approach to coronavirus

Starting on January 30 2020, when the World Health Organization declared the Novel Coronavirus outbreak (since renamed covid-2019) a Public Health Emergency of International Concern, we closely monitored the situation in close contact with trusted sources of information such as International SOS and the World Health Organization itself, both at group and local level. We are also followed local authority guidance on any change, locally or globally, that could affect our employees.

We supported Amadeus sites in and near affected countries to ensure we took necessary precautionary measures and addressed employee concerns. We actioned our business continuity plans, both at local and group level, and were able to work normally, regardless of whether sites are open or working remotely.

Specific measures included:

- Recognition of the World Health Organization and International SOS as our source of information for monitoring and planning
- In-country local team responses to, and working with, local authorities to requirements unique by site or country
- Global communications management with messages applying to all employees, as well as specific messaging for employees at local sites where relevant
- Request to all our employees travelling to consult the International SOS travel advisory and watch out for alerts from International SOS regarding their specific destination as there may be travel delays or disruptions.
- Increase in sanitation services and hygiene standards in high risk sites

Our main priority is to ensure our employees well-being and also to continue servicing and assisting our customers with as little disruption as possible.

1.3.3 Helping our customers

We worked closely with our customers across all areas of the travel industry in order to help them navigate the COVID situation as best as possible. As every customer situation is unique, we spoke with them individually to see how we could best support them and their business during this difficult time. We accelerated the delivery of products and services, we worked with many of our customers to use Amadeus' advertising space, we maintained constant technical support through our online customer portals, or we replaced face-to-face trainings with virtual classrooms.

1.3.4 Rethinking Travel

During 2020, Amadeus collaborated with our customers, partners and the travel industry's movers and shakers to rethink the future of travel.

New products and packages may need to be developed to offer travelers greater choice, flexibility and stress-free customer service. For example, we expect increasing low-touch experiences both at airports and hotels, by enabling travelers to handle airport processes remotely using their mobile phones.

By working together in travel as a global community, we can create a more sustainable sector, one that supports local communities and small businesses, avoids over-tourism, and takes care of our planet.

We are committed to supporting our customers to reconnect with travelers, to bring back the joy of travel and to ensure that it continues to be a major driver of global progress and prosperity.

2. Amadeus' business model

Amadeus is a technology company dedicated to the world's travel industry. We provide 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. Amadeus workforce exceeds 16,500 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 System², 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 System³. 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. We accelerated our move into the hotel IT sector with the acquisition of Newmarket in 2014. The latest acquisition of TravelClick in 2018, the largest in Amadeus history, confirms our strong commitment to the hospitality industry, broadening our product portfolio, know-how and global presence.

Amadeus has also expanded its portfolio to merchandising, revenue management, travel intelligence and travel expense management, harnessing the potential of cloud computing, mobile applications 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 float⁴ as at December 31, 2020.

Amadeus invested 875.6 million EUR in R&D in 2020. 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.

² 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.

³ 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.

⁴ This figure includes significant direct and indirect shareholders reported to the CNMV as of December 31, 2020.

Since 2018 Amadeus has been a member of the United Nations Global Compact, underlining our full and unwavering commitment to its principles on human rights, labor, the environment and anti-corruption.

2.1 Amadeus business lines

Amadeus operates several complementary business lines with significant commercial and technological synergies. Through them, we offer cutting-edge technology solutions that help key players of all types in the travel industry succeed.

Amadeus at the heart of travel



2.1.1 Distribution

Amadeus' Distribution business is two-sided. On one side we have travel providers: airlines, hospitality providers, car rental operators, railways, cruise lines, etc. And on the other we have travel channels: travel sellers such as online travel companies, retail travel agencies, business travel agencies, consolidators and tour operators, or buyers like corporations. 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 helps airlines – whether they're full-service, hybrid, or low-cost – deliver on their business objectives. Amadeus solutions help airlines become more profitable, operate more efficiently, and provide differentiated experiences for their travelers. 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

Amadeus provides technology at all stages of the traveler journey, and we have the capability to serve almost every player in the travel industry. This puts us in a unique position to diversify and grow our business in new markets.

Complementing the offer in the travel industry, Amadeus diversified its business, providing technology solutions to other key sectors in the industry. This includes airports and ground transportation, as well as transversal operational areas relevant to all travel industry players, such as payments systems and travel advertising.

In addition to our business lines, Amadeus' technical teams drive product innovation with R&D initiatives. They also provide customer support to ensure data security and system stability. Finally, Amadeus' corporate units help implement and evolve implement Amadeus' corporate strategy.

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. Consequently, our operating results have been severely negatively impacted by the travel restrictions imposed to fight against the COVID-19 pandemic. After an extremely disruptive 2020, Amadeus is focusing on facilitating the return to travel and in our priorities as a business.

Amadeus positioning is centered around three key priorities.

1) Strengthening our existing businesses, both our core Distribution and Airline IT businesses, as well as scaling up new areas of diversification like Payments, Corporations or Hospitality. Continuous support for our customers in the current turbulent times will continue to be a key for future opportunities and development for our customers, for Amadeus and for the travel industry broadly. Accordingly, we will continue to accelerate in areas which can drive growth, such as digitalization, cloud and open platforms.

2) Building strong industry connections and partnerships. The travel industry today is shifting, creating new expectations and demanding new skills. Alone, we cannot expect to fulfill all our customers' requirements. We are currently working on setting up a partnership for cloud services. As we continue to 'rethink travel', we need to expand this approach to other parts of our business, opening up to new possibilities.

3) Enhancing our contribution to a better travel experience. Enabling personalized services, easy transactions and seamless connections is a strategic differentiator for our customers today. And we need to lead the way in powering these solutions, investigating new business models, growing our artificial intelligence abilities and expanding further into data, biometrics and touchless technology. We also want to keep looking at diversifying into more travel-related areas, particularly within adjacent domains.

Key to exploring these new opportunities is our ability to adapt quickly, deliver efficiently and continue embedding agile ways of working. In this respect, we have made significant progress with SAFe methodology. Our goal is to accelerate this until we reach true end-to-end agility, across the business. Importantly as well is to continue to develop our business in a sustainable manner and continuing and enhancing our collaboration with industry stakeholders for a more sustainable travel industry.

2.3 Trends with a potential to impact travel volumes

The impact of the COVID crisis on travel and tourism has been unprecedented in modern times and has caused an existential threat to many players in the industry. As such, the estimated contribution from travel and tourism to the world economy declined by 39% from 2019 to 2020.^{5,6}

Aviation has been even more affected, and the industry has been facing the worst crisis since the beginning of the Jet Age. Many players have gone out of business, while others have survived only due to government bailouts. This is reflected in the decline in air travel between 2019 and 2020 of 66%.⁷

In regard to projections of future air traffic, the pandemic means that there is more near-term uncertainty than at any other moment in aviation history, including after the 9/11 terror attacks in 2001. Hospitality is following a similar trend with some regional exceptions. Further quarantine requirements and the emergence of new virus strains are leading to harsh forecasts for the months ahead (-80% traffic for Q1 2021), at least until we see widespread vaccination. At the time of this report going to print, experts don't expect travel to return to 2019 levels before 2024.

However, our industry has recovered from downturns every time throughout its history, and in the long term, air traffic is now expected to maintain an annual growth of 4.0%.⁸

⁵ Source: World Travel & Tourism Council (June 2020). Travel & Tourism Recovery Scenarios 2020 & Economic Impact from COVID-19.

⁶ Global baseline scenario.

⁷ Source: <https://www.iata.org/en/pressroom/pr/2020-09-29-02/>.

⁸ Source: <http://www.boeing.com/commercial/market/commercial-market-outlook/#/long-term>.

Travel volumes can be affected, among others, by health crises, geopolitical events, economic growth levels, capacity constraints and sustainability issues.

2.3.1 Health crises

Until now, the recent health crises that the world has encountered like SARS, MERS and Ebola have affected just countries or regions and with a smaller and in most cases shorter impact on travel.⁹ COVID-19 is of a completely different order of magnitude, both impacting the whole world and having a much stronger impact on travel, and future outbreaks of COVID-19 or other pandemics will have a significant impact on travel volumes.

Restoring traveler's confidence is now the priority for the industry and for governments. This requires coordinated efforts to implement practical changes in established procedures following the recommendations of public health authorities, to ensure passengers' health. Beyond the evolution of the pandemic, operational measures, the availability of a vaccine or medication, and the profile of the economic recovery, the international coordination of travel-related measures is essential to restoring traveler confidence.

Governments, trade industry associations, travel players and IT companies have launched a wide range of initiatives to address the impact of COVID-19 on travel demand – such as “travel bubble”; “contactless” solutions for use at check-in, for example; rapid testing; health pass solutions; or insurance against COVID-19 related events. However, these initiatives are still fragmented, and an increased degree of coordination is required.

With the use of rapid COVID-19 test and related protocols, the industry is pushing for safe alternatives to blanket quarantines imposed unilaterally by governments. The industry is also promoting the use of updated, easily available and standardized information on national restrictions and conditions for travel in order to facilitate decisions about travelling, improve the consumer journey experience and help companies servicing the trips.

We believe that these initiatives will also mature beyond COVID-19, with technology companies like Amadeus playing an important role in this evolution, preparing the industry to better deal with future health crises.

2.3.2 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 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.).¹⁰ 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.

⁹ Source: <https://wttc.org/Initiatives/Crisis-Preparedness-Management-Recovery/moduleId/1154/itemId/41/controller/DownloadRequest/action/QuickDownload>.

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

2.3.3 Economic growth

Economic growth levels have a significant impact on travel industry growth. For example, the 20-year median growth rate of air passengers in terms of passenger kilometers flown is just above 2 times that of the global GDP,¹¹ although this multiplier varies substantially over time and from one region to another. To in the long term, future economic recessions or upturns will have a strong impact on travel volumes.

However in the short to mid-term, as the COVID-19 pandemic has had an unbalanced economic impact on countries and citizens, and as the ascent out of the crisis is likely to be uneven,¹² the relationship between GDP growth and travel industry growth may be different from what has been observed historically.

2.3.4 Capacity constraints

Growth in travel is leading to strains on travel infrastructure, and in particular on airports. In 2019, 204 airports were designated Level 3 slot-coordinated facilities, meaning that they did not have the runway, ramp or gate capacity to handle all of the flights that carriers would like to operate.¹³ At the time, it was also expected that there could be another 100 slot-constrained airports declared in the next 10 years because airport infrastructure development wasn't keeping up with traffic growth.¹⁴

While the COVID-19 pandemic has reduced passenger numbers massively, with the recovery in travel, capacity constraint issues might be exacerbated by the need for airports to safeguard passengers and comply with new national and global health standards, which in turn increases the chance of crowded terminals, queues and bottlenecks.

Social distancing measures alone will slash airport capacity, and airports already congested before the COVID-19 crisis can expect to reach their maximum saturation capacity at just 60–75% of their peak 2019 traffic.¹⁵

As technology can facilitate more efficient use of these scarce resources, the industry will need to invest in IT systems. For example, where traditional check-in sees passengers directed to the check-in hall, where they interact with agents or kiosks to obtain a boarding pass or drop off their luggage, with technology from companies like Amadeus, airports can position fixed or portable check-in and bag drop stations at multiple locations inside or outside the terminal, minimizing congestion at the terminal.

2.3.5 Sustainability

The travel and tourism industry faces issues such as overcrowded destinations, income inequalities and human-induced climate variability. The climate issue in particular has received much more attention over recent years. In 2019 air traffic accounted for 2% of all human-induced carbon dioxide emissions,¹⁶ and social movements like "flight-shaming" have attracted unprecedented attention. The industry therefore needs to respond with facts and action. We expect a more specific and stricter legal framework to emerge on these and other issues, which could have a negative impact on travel.

¹¹ Source: <https://www.iata.org/en/iata-repository/publications/economic-reports/air-travel-gdp-multiplier-falls-sharply-back-to-its-20-year-median/>.

¹²Source: <https://blogs.imf.org/2020/10/13/a-long-uneven-and-uncertain-ascent/#:~:text=We%20are%20upgrading%20our%20forecast,to%205%20percent%20in%202021.>

¹³ Source: <https://blog.aci.aero/the-majority-of-passengers-this-summer-will-travel-through-airports-with-capacity-constraints-the-importance-of-a-robust-slot-allocation-process/>.

¹⁴ Source: <https://www.airlineratings.com/news/iata-capacity-crunch-hit-another-100-airports/>.

¹⁵ Source: <https://www.internationalairportreview.com/news/127043/study-impact-covid-19-measures-airport-performance/>.

¹⁶ Source: <https://www.atag.org/facts-figures.html>.

In regard to aviation, however, the industry is determined to grow sustainably, committing to cutting net emissions to half the 2005 levels by 2050.¹⁷ As such, many airlines have taken an active role in addressing this issue. For example, back in 2019 EasyJet announced that it will offset the emissions of all of its flights,¹⁸ and more recently JetBlue announced that it had gone carbon neutral on all domestic flights.¹⁹ Also, the Oneworld alliance member airlines have committed to net zero carbon emissions by 2050, via various initiatives such as efficiency measures; investments in sustainable aviation fuels and more fuel-efficient aircraft; reduction of waste and single-use plastics; and carbon offsets, among other measures.²⁰

In the journey toward the industry becoming more sustainable, 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 2020 was 16,531 FTEs (Full-Time Equivalent). In terms of Amadeus headcount, the total was 16,550 people. 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 (17,593).

December 31, 2020

FTEs (internal + external) as of 31 December 2020	16,531
Headcount 2020	16,550
Average FTEs internal + external 2020	17,593

¹⁷ Source: <https://www.iata.org/en/programs/environment/climate-change/>.

¹⁸ Source: <https://www.easyjet.com/en/sustainability>.

¹⁹ Source: <http://mediaroom.jetblue.com/investor-relations/press-releases/2020/08-13-2020-152953291>.

²⁰ Source: <https://www.oneworld.com/news/2020-09-11-oneworld-member-airlines-commit-to-net-zero-carbon-emissions-by-2050>.

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.

Throughout 2020 we've continued fostering effective coordination of assurance activities across Amadeus and adopted the updated Three Lines of Defense Model (or "Three Lines Model"). This update was endorsed by the Audit Committee of the Board of Directors, and reaffirms our commitment to strong governance and risk management practices

Three Lines Model



↑ Accountability, reporting
 ↓ Delegation, direction, resources, oversight
 ↔ Alignment, communication, coordination, collaboration

1 Roles of the Board of Directors.
 2 Roles typically but no exclusively present within the following functions: Risk & Compliance, CISO, Data Privacy, Legal, Group Internal Control, People & Culture. These functions can also have 1st Line roles, and provide direction & oversight on 1st Line roles.
 3 Roles of Group Internal Audit.
 4 External Auditors, Regulators, etc.

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 always ensure the highest standards of integrity. The areas covered in the code are:

- 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 have a Human Rights Policy, affirming our commitment to international human rights. We expect all our suppliers 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 framework. We evaluate the risks of infringing on the following rights:

- Non-discrimination
- Collective bargaining
- Freedom of association
- Fair wages
- No child labor or forced labor
- Adequately healthy and safe working conditions

Although such risks fall very low on our Corporate 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 procedures also include due diligence on risks related to human rights.

Our Integration team ensures that Amadeus' policies are effectively implemented into newly integrated companies. And our Speak Up Policy encourages employees to report any breach of the Code of Ethics and Business Conduct, including potential human rights violations.

During 2020 no significant breaches of the Code of Ethics and Business Conduct were reported.

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 units such as Corporate Risk & Compliance, Corporate Security, Group Privacy, Corporate Legal, Corporate Finance, Human Resources and others.

Risk management and controls

Corporate Risk & Compliance is responsible for centralizing the continuous monitoring of major risk and compliance issues within Amadeus.

Corporate Risk & Compliance develops Amadeus' Corporate Risk Map and establishes control and monitoring procedures for 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 the Board of Directors.

We continually monitor the most significant risks that could affect the activities and objectives of Amadeus and its companies. Amadeus' general policy regarding risk management and monitoring focuses on:

- Achieving the company's long-term objectives in line with its established strategic plan
- Giving the maximum level of guarantees to shareholders and defending their interests
- Protecting the company's earnings

- Protecting the company's image and reputation
- Giving 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 considers the global risks identified each year by the World Economic Forum,²¹ such as economic, environmental, geopolitical, societal and technological risks.

Issues or risks that could impede Amadeus from achieving our strategic objectives as well as other issues that haven't yet manifested sufficiently to be managed – commonly referred to as “known unknowns” or “emerging risks” – are also reflected in the Corporate Risk Map. These are newly developing or changing risks that are difficult to identify and quantify and could have a major impact on society and our industry. Examples include the effect of extremely fast digital development: new economic models of travel distribution are continuously emerging as a consequence of rapid technological changes. New emerging global challenges related to climate change are also on our radar, as they could affect the travel industry.

The latest version of the Corporate Risk Map defines the most critical risks relating to Amadeus' operations and objectives, including:

- Technological risks derived from failures in the infrastructure or caused by cyber-attacks
- Operational risks that could affect the efficiency of business processes and services
- Security and compliance risks
- Commercial risks that could affect customer satisfaction
- Reputational risks
- Risks related to the macro-economic and geopolitical environment
- Risks related to trends in the travel and tourism industry

Some of these risks have evolved from the previous year's Corporate Risk Map, while others have been newly identified in 2020. The COVID-19 pandemic has caused an acceleration of some of these risks, while triggering the emergence of new ones.

Risk owners assigned to each of these major risks propose a specific risk response. Progress with mitigation and evolution of key risks is submitted to the Risk Steering Committee for review and consideration, together with any proposed action plan for necessary measures or further actions.

Due to its transversal and dynamic character, this process identifies new risks that affect Amadeus arising from changes in the environment or the revision of objectives and strategies.

In the current business environment, with its increasing stakeholder demand for transparency, ethics and social responsibility, reputational risk management is becoming increasingly relevant. So, assessing the reputational impact of a particular risk is embedded into our methodology. Similarly, cybersecurity risks are managed through a security risk framework driven by our Corporate Information Security Office, which is also integrated into the Corporate Risk Map.

²¹ World Economic Forum (2020). Global Risks Report 2020, 15th Edition

In addition to managing risks, Amadeus is very focused on ensuring compliance with data privacy regulations, including the EU's General Data Protection Regulation (GDPR). Our activities also extend to existing certification standards such as PCI DSS (credit cards), SOC1 and SOC2 (computer controls) and ISO 27001 (cybersecurity).

Amadeus, like any other organization, is exposed to risks that could significantly disrupt key internal services to the company as well as IT services that we provide to customers. To ensure minimal disruption in such catastrophic events, Amadeus has implemented a Business Resilience Program designed to protect our people, assets and infrastructure, and minimize the potential impact to acceptable limits. The pandemic crisis we've gone through in 2020 has proven the importance and readiness of our Business Continuity strategy in minimizing any business disruption.

Finally, through our training and awareness plan we aim to ensure that all employees understand and apply best practice on ethical behavior as well as security and privacy.

Corporate Risk & Compliance works closely with 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 assists in the implementation of the Code of Ethics and Business Conduct. Promoting integrity, transparency and ethical conduct in all our operations is very important to us, and we have a zero-tolerance approach to 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 Amadeus. This includes risk assessment, prioritization and mitigation strategies.

Both the Ethics Committee and the Risk Steering Committee meet several times a year.

3.3 Third Line of Defense: Group Internal Audit

Amadeus' Group Internal Audit:

- Supports the Audit Committee in monitoring the effectiveness of the company's internal control and risk management systems.
- 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, disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes. This includes the potential for fraud and how the organization manages fraud risk.
- 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 our audit priorities. This considers, among other dimensions:
 - The Group's strategic objectives and projects
 - The Corporate Risk Map
 - Internal/external challenges and enablers identified through interviews with senior management and major control functions
 - Magnitudes and geographical footprint of the Group's entities and activities
 - 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 2020²² represented more than 50% of the total Amadeus workforce. The main risks identified during internal auditing are reported to senior management and the Audit Committee, and their status is periodically updated until resolution or acceptance by the governing bodies.

As an optimum complement to its independent reviews, Group Internal Audit holds periodic coordination meetings with the main control, business and technology units.

The reporting lines and authority of Group Internal Audit are set by the Audit Committee to ensure that it has sufficient authority to carry out its duties. To ensure Internal Audit's objectivity, its staff have no direct operational responsibility or authority over any of the activities audited. Accordingly, internal auditors don't implement internal controls, develop procedures, install systems, prepare records or engage in any other activity that may impair their judgment.

Group Internal Audit is governed according to the mandatory elements of the Institute of Internal Auditors' (IIA) International Professional Practices Framework (IPPF). This includes its Core Principles, its Definition of Internal Auditing, its International Standards and its Code of Ethics. Group Internal Audit also runs a Quality Assurance & 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 IPPF. It also assesses the efficiency and effectiveness of Group Internal Audit and identifies opportunities for continuous improvement.

²² 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 and Anti-Corruption 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 and Anti-Corruption 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 and Anti-Corruption 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 Corporate 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

The last two years have been crucial regarding the focus on environmental sustainability in the travel industry. During 2019, social movements like Fridays For Future raised the attention to sustainability to a higher level. Interestingly, for very different reasons, in 2020 the travel industry has also reinforced the importance of sustainability, as the COVID-19 pandemic proved its, previously underestimated, vulnerability. Consequently, the political and corporate will to address climate change is now higher than ever.

Amadeus has been reinforcing its sustainability strategy to address environmental concerns – specially in cooperation with industry stakeholders. Amadeus' environmental sustainability strategy is based on 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_ Partnering with industry stakeholders in joint sustainability initiatives in our industry

We work in partnership with other industry stakeholders on projects to improve travel industry sustainability. Our partnerships include UN agencies like the International Civil Aviation 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)

Since 2009, the Amadeus Environmental Management System (EMS) is the tool we use at Amadeus to measure, report and improve environmental performance.

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.

Building & Facilities teams at local level are responsible for the optimization of the use of resources at our office buildings. They are supported in specific cases by technical teams that, for example, provide performance indicators relating to the use of resources.

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 close to 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 through 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).

COVID-19 pandemic has also impacted our environmental impact and reporting. Due to national lockdowns and to meet safety legislation requirements, most of our offices have been closed to employees for several months in 2020. Some offices reopened to staff from mid-May after national restrictions due to COVID-19 were changed to allow the return of employees

to the office. Nonetheless, building maintenance and security require certain use of resources like energy and water, therefore, consumption was not fully stopped while offices were closed.

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. Until now, 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. In mid-2020 one of our offices (Madrid ACO) closed and employees moved to Madrid Headquarters.

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 six years, we have reduced the PUE²³ from 1.39 to 1.31 in 2020.

The number of transactions and queries processed at the Data Center has increased dramatically over recent years, even in the context of COVID-19, 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 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, from 2016 to 2018 we worked with the UNFCCC (United Nations Framework Convention on Climate Change) to invest in Clean Development Mechanism projects in India. During these three years we offset an accumulated total of 32,091 t CO₂ with Certified Emissions Reductions from these projects.

In 2019 we implemented a more ambitious policy at the Data Center to avoid the release of emissions, rather than compensating them by reductions elsewhere. Since 2019, through the use of Guarantees of Origin of renewable energy, the Data Center became a carbon neutral facility (zero CO₂ emissions). 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.

²³ 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.

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)²⁴ 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 electricity²⁵ 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 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.

As explained above, in 2019 became a carbon neutral facility thanks to the use of Guarantees of Origin of renewable energy.

In 2020 we have finalized the renewal of our low voltage distribution units. Thanks to this system, losses are about 18% lower if we compare with the old electrical system. The estimated savings generated by this operational efficiency improvement would be 62,000 kWh.

²⁴ 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.

²⁵ 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: IEA Statistics Data Service Emissions factors 2020 edition.

Examples of other recent measure 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 2020 we have reduced the volume flow of the sensible coolers. Moreover, we have implemented an intelligent control system which can regulate the speed of fans and we have optimized the air volume flow. In summary, improvements in the coolers and chillers reduced the power consumption by an estimated 442,452 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 26.9% over the total.

The percentage of total renewable for our Data Center and total Amadeus sites worldwide is 68.9% which corresponds to 76,091.47 MWh (273,929 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, two years ago 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. Since 2019, we have reduced our CO₂ emissions through the use of Guarantees of Origin of renewable energy. With this measure we reduced our total CO₂ emissions by 28,250 tons in 2019 compared with 2018 and 4,525 tons in 2020 compared with 2019.

On the other hand, Amadeus invested 875.6 million EUR in R&D in 2020. 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 objectives of the Paris Agreement on Climate Change and by signing the pledge, we have set the long-term objective of zero emissions by 2050. Since this is a very long-term for Amadeus, we will work on achieving the same objective by 2030, as a way to guarantee early action and reduced uncertainties. The main tools to achieve this objective are energy efficiency measures and the use of renewable energy either directly or through the use of market instruments like Guarantees of Origin of renewable energy.

5.3 Climate change and Amadeus

The travel and tourism industry needs to contribute to achieving the 1.5-2 degrees maximum increase target set by the Paris climate agreement. The actions required for the achievement of the target require fundamental changes in the travel industry.

Amadeus is involved in the travel experience of millions of 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.²⁶

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

5.3.1 Governance

Amadeus' Board of Directors is the highest representative, administrative, and controlling body of the company. Among its responsibilities lie risk management, which include physical and transition risks related to climate change.

Amadeus Corporate Risk & Compliance unit is responsible for centralizing and monitoring risk and compliance issues. Corporate Risk & Compliance produces the Corporate Risk Map, considering global risks such as economic, environmental, geopolitical, societal, and technological risks. Based on identified risks, Corporate Risk & Compliance assesses those that may imply a threat towards achieving Amadeus' strategic objectives, as well as emerging issues to which Amadeus should pay attention in the medium term.

The Senior Vice President, General Counsel & Corporate Secretary holds the highest level of responsibility within Amadeus management team regarding environmental sustainability, including climate change related issues. In this context, he is responsible for reporting to the Board of Directors about Amadeus' climate change strategy and initiatives.

²⁶ According to best practices, the following sections are reported according to the Recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD)

Amadeus analyzes both risks and opportunities regarding climate change, monitoring climate change impacts on a regular basis. The analysis of risks and opportunities related to climate change is led by the Amadeus Sustainability team. In order to ensure identification of major risks during the monitoring period, this analysis is reviewed on a continuous manner throughout the year in close cooperation with Corporate Risk & Compliance.

Although Amadeus operations have a relatively low level of emissions, we are involved in an energy- and emissions-intensive industry. We acknowledge and act on our responsibility to contribute, with our technology and reach, to a more sustainable and carbon neutral travel industry, working in cooperation with industry partners.

5.3.2 Strategy

Amadeus overall environmental strategy, which is applicable specifically to climate change, is based on three pillars: (1) the environmental efficiency of our operations; (2) the development of IT solutions that help our customers improve their environmental efficiency; and (3) partnering with industry stakeholders in joint sustainability initiatives in our industry.

For Amadeus, climate change identified risks are mainly linked to travel demand. This is due in part to the fact that incremental environmental costs imply increased economic costs, and this leads to a reduced demand for travel. Besides, travelers, in order to avoid negative environmental impacts, might look for alternatives to travelling.

The following table details the main risks related to climate change that may affect Amadeus' business:

Risk Category	Climate change related risks	Description
Physical risks	Physical risks affecting the communities where we operate	By operating in over 190 countries worldwide, Amadeus is exposed to local extreme weather events affecting any of the communities where we operate, our providers and/or customers, or our operations.
	Physical risks affecting our travel providers and/or customers	
	Physical risks affecting Amadeus operations	
Regulatory risks	Carbon reporting related regulations	Increasingly, new regulations are being approved, involving mandatory reporting on climate change.
	Regulations imposing charges and/or emission reductions	Since travel industry is global by nature, Implementation of regional emissions markets could create some competitive and political disruptions.
Reputational risks		The increase in the society's awareness about climate change and the commitment to develop environmentally responsible operations and value proposition.
Technology risks		Failure to reach customers' needs or to implement sustainable state-of-the-art IT solutions.
Market risks		Increasing concern from travelers and our own workforce on our initiatives against climate change

On the other hand, climate change related opportunities are linked to the development of IT solutions that help to inform travelers about sustainable travel options and to help travel providers improve the environmental efficiency of their operations. These solutions can improve customer conversion and loyalty and market reputation. Identified climate change related opportunities are detailed below:

Type of opportunity	Solution/functionality	Description
New products and services	Display	Providing the traveler an estimation of the emissions released in a journey at the time of booking.
	Compare	Our solutions are able to compare emissions from different itineraries, using ICAO Carbon Calculator.
	Reporting	Compiling all emissions released in business trips by an organization.
	Offsetting	Including the possibility to offset carbon emissions released on a journey.
Competitive advantages	Amadeus Altéa Departure Control System (DCS) Flight Management (FM) module	Optimization of aircraft load distribution, helping airlines to reduce fuel uplifts in every departure.
	Amadeus Sky Suite	Amadeus Sky Suite is a scheduling system helping airlines to optimize their operations thus reducing the amount of resources used per passenger.
	Amadeus Airport Sequence Manager and other airport IT solutions	Facilitating the implementation of Collaborative Decision Making (CDM) at airports, entailing reductions in CO ₂ emissions, local pollution, noise and increasing efficiency at airports and traveler satisfaction
	Amadeus Sky Suite	Facilitates airline network planning with sophisticated algorithms to estimate travel demand, helping to optimize the use of resources, including fuel and related emissions

5.3.3 Risk management

Amadeus uses the Three Lines of Defense Model. This model, endorsed by the Board of Directors and the Executive Committee, allows us to coordinate all Amadeus support and assurance functions to appropriately manage risk throughout the Group.

Climate change risks are embedded in Amadeus corporate risk management. Our commitment to the environment is integrated in our Code of Ethics and Business Conduct (1st Line of Defense), and our Corporate Risk Map considers emerging risks such as those related with climate change (2nd Line of Defense).

The Risk & Compliance is responsible of the development of the Amadeus' Corporate Risk Map, working together with the owner responsible of each of the risks. Regarding climate change, Amadeus Sustainability team is the owner responsible of the risk, supervised by the Senior Vice President, General Counsel and Corporate Secretary.

Each of the identified climate change related risks are assessed, taking both impact and probability into consideration, classifying them according to three categories: low, medium and high risk. According to each risk assessment, specific mitigation and prevention measures are then set out.

In the following table we describe the management for each of the identified climate related risks, as well as their assessment.

Risk Category	Climate change related risk	Management	Assessment
	Physical risks affecting the communities where we operate	Our global presence helps us to diversify our risk. Amadeus has built a global team to coordinate social responsibility responses to cope with adverse events occurring in the markets where we operate.	Probability: High Impact: Low
	Physical risks affecting our travel providers and/or customers	Our 24-hour follow-the sun customer service is ready to provide extra support if needed.	Probability: Medium Impact: Medium
		For events affecting any of our offices, mitigation is facilitated with communication technology, allowing us to maintain our operations uninterrupted.	Probability: Low Impact: High
Physical risks	Physical risks affecting Amadeus operations	The most significant risk is related to events affecting the regular operations of our Data Center in Erding (Germany) where all Amadeus transactions are processed. To manage this risk, the design of the Data Center included resilience measures, such as reinforced concrete insulation and redundant water and power supplies. Furthermore, 80 million Euro are invested per year in the Amadeus Data Center, allocating part of this investment to maintain its resiliency. Besides, business continuity strategies have been implemented to minimize the effects of local weather extreme events.	
		These regulations can affect Amadeus directly or indirectly, since our customers could ask us to help them comply with them.	Probability: Low Impact: Low
Regulatory risks	Carbon reporting related regulations	These regulations do not mean a risk for Amadeus, unless they become too complex and heterogeneous. For this reason, we are implementing active dialogue with EU representatives to raise awareness about the importance of a homogeneous international approach to carbon emissions reporting.	
	Regulations imposing charges and/or emission reductions	Due to the geographical diversification of Amadeus business, this risk could have a limited effect. Amadeus maintains close relationships with regulatory bodies in the EU and US and remains alert to relevant changes.	Probability: Medium Impact: Low
Reputational risks		Companies are expected to comply with all industry environmental standards and monitor its environmental performance. Amadeus has implemented its Environmental Management System (EMS) and is participating in sustainability indexes. These measures allow us to be transparently report our environmental performance and to identify best practices and improvement areas.	Probability: Low Impact: Medium
Technology risks		Environmental performance is becoming an important element in airlines' operational performance. We need to make sure our IT solutions help airlines improve their environmental performance (for example, optimizing fuel consumption)	Probability: High Impact: Medium

Risk Category	Climate change related risk	Management	Assessment
Market risks		<p>If Amadeus does not contribute to offer travelers carbon offsetting options, our competitive position will deteriorate. Nowadays, our solutions can calculate CO₂ emissions for itineraries.</p> <p>Amadeus must prioritize its own environmental performance if we want to be able to attract and/or retain the talent of younger generations. We have implemented our Environmental Management System and we set environmental performance objectives.</p>	<p>Probability: Medium Impact: Medium</p>

5.3.4 Metrics and objectives

Amadeus implemented its Environmental Management System (EMS) in 2009, a tool to measure, report and identify best practices regarding Amadeus environmental performance.

Through the EMS, Amadeus manages the principal KPIs regarding environmental impact of our operations, including those related to climate change. There are twelve main indicators identified:

- Electricity consumption in the Data Center;
- Electricity consumption per transaction processed at the Data Center;
- Electricity consumption in total Amadeus' sites worldwide;
- Electricity per employee in total Amadeus' sites worldwide;
- Paper consumption in total Amadeus' sites worldwide;
- Paper per employee in total Amadeus' sites worldwide;
- CO₂ emissions (scopes 1 and 2) in total Amadeus' sites worldwide;
- CO₂ emissions per employee (scopes 1 and 2) in total Amadeus worldwide;
- Water consumption in total Amadeus' sites worldwide;
- Water consumption per employee in total Amadeus' sites worldwide;
- Waste generated in total Amadeus' sites worldwide;
- Waste per employee in total Amadeus' sites worldwide.

These indicators have been monitored since 2009, therefore allowing the possibility to use historical data records to analyze trends and define new strategies.

In tables related to environmental sustainability we disclose GHG emissions in tons CO₂ equivalent, broken down into Scope 1, 2 and 3.

5.4 Tables related to environmental sustainability

Energy consumption ⁽¹⁾

	2020	2019	2018
Electricity consumption top Amadeus sites* (GJ)	168,761	211,484	201,124
Number of employees	17,593	19,402	17,598
Electricity consumption per employee* (GJ)	9.59	10.9	11.4
Electricity consumption Amadeus data center (GJ)	228,611	242,590	231,801
Number of transactions processed at the data center (millions)	472.9	1,907	1,849
Electricity required per one million transactions (GJ)	483.4	127.2	125.4
Total electricity consumption top Amadeus sites and data center (GJ)	397,372	454,074	432,925
Natural gas (GJ)	22,234	25,662	30,110
Diesel oil (GJ)	3,076	7,271	2,481
Total energy consumption top Amadeus sites and data center (GJ)	422,683	487,007	465,516

¹Scope: Total Amadeus sites worldwide. Figures have been calculated considering the direct reporting of the sites included in the EMS plus the estimation of the rest of the sites. This estimation is based on the average consumption reported by the EMS sites. For environmental reporting, given the fact that resources consumption take place across the year, we use average FTEs in the year.

*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)	105,077	7,540	72,729	9,256	3,142	97,518	295,262
Data Center***	0	0	0	0	0	228,611	228,611

*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 2020 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: 207,855; Fuel Oil: 5,012; Natural Gas: 87,324; Biofuel: 44,008; Waste: 12,396; Other: 102,059; Total: 458,653

CO₂ emissions ⁽¹⁾

	2020	2019	2018
Scope 1. Direct emissions (fossil fuels) **	1,380	1,849	1,754
Scope 2. Indirect emissions from purchased electricity**	13,688	18,213	46,463
Scope 3. Indirect emissions from other sources***	2,886	7,424	9,468
Carbon offset	-	-	16,410
Natural gas (m ³)	578,834	668,071	783,878
Diesel oil (L)	79,675	188,317	64,257

¹Scope: Total Amadeus sites worldwide. Figures have been calculated considering the direct reporting of the sites included in the EMS plus the estimation of the rest of the sites. This estimation is based on the average consumption reported by the EMS sites. All figures in t of CO₂ unless otherwise indicated.

**Carbon offset not discounted

*** The reported figure in 2018 includes emissions from air travel (10 sites) and from paper use (14 sites). In 2019 the scope included 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 and in 2020 we have increased the scope of air travel emissions including 12 sites.

Paper consumption ⁽¹⁾

	2020	2019	2018
Paper consumption (kg)	22,307	66,988	79,044
Number of employees	17,593	19,402	17,598
Paper consumption per employee (A4 sheets per working day)	1.15	3.14	4.08

Water consumption and waste generation ⁽¹⁾

	2020	2019	2018
Water consumption (m ³)	152,105	248,641	255,512
Total estimated waste (kg)*	184,034	427,722	507,220

¹Scope: Total Amadeus sites worldwide. Figures have been calculated considering the direct reporting of the sites included in the EMS plus the estimation of the rest of the sites. This estimation is based on the average consumption reported by the EMS sites.

*For comparability purposes, the figures for waste do not include obsolete equipment or hazardous waste. Total obsolete equipment in 2020 was 78.9 tonnes and total hazardous waste was 14.9 tonnes. The percentage of obsolete equipment and hazardous waste that was sent for recycling in 2020 was 99% and 99%, respectively. For non-hazardous waste, 54% is the estimated average percentage of waste that was sent for recycling in the sites included in our direct reporting.

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

Total Workforce by main countries*

	2020	2019
France	4,403	4,482
United States	2,307	2,732
India	2,079	2,065
Germany	1,658	1,744
Spain	1,385	1,513
United Kingdom	587	629
Philippines	533	525
Australia	438	478
Thailand	323	362
Singapore	314	360
Turkey	220	268
Bulgaria	189	185
Ukraine	171	210
Colombia	150	148
Netherlands	139	169
United Arab Emirates	114	129
Others	1,540	1,790
Total	16,550	17,789

*Scope for this table includes all employees in controlled companies.

Employees diversity by employment type and contract

2020*

	Permanent	Temporary	Total
Full-time	15,305	113	15,418
Part-time	1,127	5	1,132
Total	16,432	118	16,550

* The information provided refers to the number of contracts at 31/12/2020, for all employees in controlled companies. The differences in the number of Part-time employees and Temporary employees between 2019 and 2020 are due to the measures implemented by Amadeus to face COVID-19 crisis.

2019*

	Permanent	Temporary	Total
Full-time	16,454	292	16,746
Part-time	899	19	918
Total	17,353	311	17,664

* The information provided refers to the number of contracts at 31/12/2019, for all employees in controlled companies.

Gender diversity by employment type and contract

2020*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
Male	9,595	929	10,524	99	12	111
Female	5,352	1,322	6,674	81	9	90
Total	14,947	2,251	17,198	180	21	201

* The information provided refers to the average number of contracts for 2020, for all employees in controlled companies. Differences in Part-time and Temporary employee's figures between 2019 and 2020 are due to the measures implemented by Amadeus to face COVID-19 crisis. Among them, Amadeus proposed an incentivized program for a temporary voluntary reduction of the working hours.

2019*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
Male	10,090	178	10,268	204	12	217
Female	5,883	676	6,559	191	12	203
Total	15,973	855	16,828	395	25	420

* The information provided refers to the average number of contracts for 2020, for all employees in controlled companies.

Age diversity by employment type and contract

2020

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
<30	2,235	108	2,343	55	6	61
>50	2,687	717	3,403	13	3	17
Between 30 and 50	10,026	1,426	11,452	111	13	124
Total	14,947	2,251	17,198	179	21	201

* The information provided refers to the average number of contracts for 2020, for all employees in controlled companies. Differences in Part-time and Temporary employee's figures between 2019 and 2020 are due to the measures implemented by Amadeus to face COVID-19 crisis. Among them, Amadeus proposed an incentivized program for a temporary voluntary reduction of the working hours.

2019

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
<30	2,524	17	2,541	198	14	212
>50	2,916	263	3,179	16	4	20
Between 30 and 50	10,533	575	11,108	181	6	188
Total	15,973	855	16,828	395	25	419

* The information provided refers to the average number of contracts for 2020, for all employees in controlled companies.

Professional category (Corporate Level) by employment type and contract

2020*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
VPs and directors	180	26	207	1	0	1
Senior Managers and Managers	3,602	563	4,165	14	1	15
Staff	11,165	1,662	12,827	165	20	185
Total	14,947	2,251	17,198	179	21	201

*The information provided refers to the average number of contracts for 2020, for all employees in controlled companies. Differences in Part-time and Temporary employee's figures between 2019 and 2020 are due to the measures implemented by Amadeus to face COVID-19 crisis. Among them, Amadeus proposed an incentivized program for a temporary voluntary reduction of the working hours.

2019*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
VPs and directors	192	1	193	1	0	1
Senior Managers and Managers	3,627	199	3,826	19	1	20
Staff	12,155	655	12,810	375	23	399
Total	15,973	855	16,828	395	25	419

*The information provided refers to the average number of contracts for 2020, for all employees in controlled companies.

Gender Diversity by professional category (Corporate level)

2020*

	VPs and directors	Senior managers and managers	Staff	Total
By age range				
<30	0	9	2,296	2,305
30-50	82	2,913	8,046	11,041
>50	124	1,220	1,860	3,204
By gender				
Male	164	2,784	7,180	10,127
Female	42	1,358	5,022	6,423
Total workforce	206	4,142	12,202	16,550

*Scope for this table includes all employees in controlled companies.

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 includes all employees in controlled companies.

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

2020*

	Staff	Senior managers and managers	VPs and directors	Grand Total
<30	144			144
Male	65	0		65
Female	79	0		79
Between 30 and 50 years old	399	47		446
Male	226	30		256
Female	173	17		190
>50	177	53	7	237
Male	84	29	7	120
Female	93	24		117
Grand Total	720	100	7	827

*Scope for this table includes all employees in controlled companies.

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 includes all employees in controlled companies.

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

Average remuneration by gender:

Average Compensation (in EUR)	2020	2019
Female	55,488	56,923
Male	66,513	67,887

Average remuneration by age:

Average Compensation (in EUR)	2020	2019
<30 years	29,461	32,524
30-50 years	61,067	64,090
>50 years	94,855	97,111

Average remuneration by level:

Average Compensation (in EUR)	2020	2019
Executive Level	282,149	282,912
Management Level	126,181	130,914
Non-management Level	53,226	55,225

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

Variations between 2020 and 2019 are strongly impacted by exchange rate evolution and difference in workforce composition.

Salary gap

Pay gap, shown as a percentage, calculated as the difference between the average compensation of male employees and the average compensation of female employees, divided by the average compensation of male employees:

Pay Gap of Average Compensation	2020	2019
Executive Level	2.0%	-8.1%
Management Level	4.7%	4.2%
Non-management Level	10.2%	10.8%
Total (weighted average)	9.7%	10.1%

Pay gap, shown as a percentage, calculated as the difference between the median compensation of male employees and the median compensation of female employees, divided by the median compensation of male employees:

Pay Gap of Median Compensation	2020	2019
Executive Level	9.4%	7.4%
Management Level	6.4%	7.0%
Non-management Level	9.4%	9.3%
Total (weighted average)	9.1%	9.1%

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

Average Compensation (in EUR)

	2020		2019	
	Female	Male	Female	Male
Board of Directors				
External Directors ⁽¹⁾	89,790	115,018	139,650	125,017
Executive Director		3,657,544		5,281,643
Executives ⁽²⁾	314,210	289,908	382,221	343,377

(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).

Organization of working time

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*

	2020	2019
	217	193

*The scope for this table included all employees in controlled companies.

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

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. The outcome of the various initiatives put in place in our company to enhance a better work/life balance, is a 20% decrease in the global number of absenteeism hours in 2019 and a 26% decrease in 2020.

Number of absenteeism hours

	2020	2019
Male	111,652	156,484
Female	147,924	192,052
Total	259,577	348,537

*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).

6.2 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 2020	Female 2019	Male 2020	Male 2019
Neck or back	2	7	1	5
Bone	1	5	4	3
Soft Tissue	3	3	0	5
Burns	0	-	0	-
RMI	0	1	0	-
Other	17	23	27	47
Totals	23	39	32	60

	Female 2020	Female 2019	Male 2020	Male 2019
Total Injuries	23	39	32	60
Total Occupational Disease	9	6	2	10
Injury Rate*	3.13	3.55	1.90	3.13
Occupational Disease Rate**	0.01	0.01	0.00	0.01
Lost Day Rate***	0.16	0.48	0.08	0.16

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.

6.3 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 jabbars' 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.

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* (percentage)

Country	2020	2019
France	100%	100%
United States	0%	0%
India	0%	0%
Germany	69%	62%
Spain	100%	100%
United Kingdom	71%	72%
Philippines	0%	0%
Australia	69%	73%
Thailand	0%	0%
Singapore	0%	0%
Turkey	0%	0%
Ukraine	0%	0%
Bulgaria	0%	0%
Netherlands	0%	0%
Colombia	0%	0%
United Arab Emirates	0%	0%
Others	34%	22%
TOTAL	48%	47%

*Scope for this table includes all employees in controlled companies.

An overall population of 48% 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.

6.4 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.

Total number of hours of training

Employee category

	Male 2020	Male 2019	Female 2020	Female 2019	Total 2020	Total 2019
SVPs, EVPs and VPs	77.49	91.46	6.00	10.05	83.49	101.51
Directors	1,207.87	668.44	362.86	234.86	1,570.73	903.30
Associate directors	1,948.38	1,511.44	460.21	509.64	2,408.59	2,021.08
Senior managers	7,555.99	8,605.33	3,707.99	4,309.20	11,263.98	12,914.53
Managers	28,407.93	27,425.78	15,953.71	15,672.39	44,361.64	43,098.17
Staff	82,104.19	161,041.12	51,760.08	92,011.69	133,864.27	253,052.81
	121,301.85	199,343.57	72,250.85	112,747.83	193,552.70	312,091.40

*Scope for this table includes all employees in controlled companies.

Average number of trainings

Employee category

	Male 2020	Male 2019	Female 2020	Female 2019	Total 2020	Total 2019
SVPs, EVPs and VPs	3.69	6.10	2.00	2.51	3.48	5.34
Directors	8.57	5.76	9.81	8.10	8.82	6.23
Associate directors	9.06	8.08	6.97	8.49	8.57	8.18
Senior managers	9.32	11.66	11.77	14.76	10.00	12.54
Managers	11.29	16.36	11.33	17.41	11.30	16.73
Staff	11.68	20.05	10.88	17.43	11.35	19.01

*Scope for this table includes all employees in controlled companies. Figures show training average per employee category.

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

6.5 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.

6.6 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 Inclusion 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.

6.7 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.

6.7.1 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.

6.7.2 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.

6.7.3 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.

6.7.4 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.

6.7.5 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.

6.7.6 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.

6.7.7 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.

6.7.8 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 2019 and 2020 we have not received any complaints related to Human Rights violations.

Human Rights form part of Amadeus' risk analysis framework. We evaluate the risks of infringing any of the following rights:

- Non-discrimination
- Collective bargaining
- Freedom of association
- Fair wages
- No child labor or forced labor
- Adequately healthy and safe working conditions

In 2020 we completed a risk assessment of the Human Rights identified above in a selected number of countries based on the following criteria: (i) according to Human Rights standards, or (ii) because of the importance in the operations for Amadeus, especially in terms of reputational impact.

The assessment was carried out in 37 countries, which represents 16% of the total number of affiliates. Most of the companies in these countries have been requested to perform the assessment for 2 types of stakeholders (Amadeus employees and Amadeus suppliers) and each risk has been assessed in terms of Probability and Impact (financial and reputational impact), rated from 1 (lowest) to 4 (highest).

The results obtained from this assessment show that the probability for these risks to materialize in these countries is not material.

7. Societal information

7.1 Social commitment

Our corporate social responsibility purpose is to bring our people and technology together to help build a responsible, inclusive and sustainable travel and tourism industry. Travel can bring significant socio-economic benefits for local communities. At the same time, it can also have an adverse impact on the long-term sustainability of destinations. This is why we are focused on initiatives that contribute to the responsible development of travel and tourism by:

1. Maximizing the positive contribution that travel and tourism makes to society by engaging local stakeholders and creating opportunities for communities around the world through education and socio-economic development initiatives.
2. Minimizing that adverse impact of tourism on specific destinations by protecting biodiversity, cultural heritage and community spirit.

COVID-19 has had an unprecedented impact on the global travel industry. Just as we have done with our business, we have adapted our long-term CSR strategy to support relief and recovery efforts through existing and new programs. In 2020 we launched four new strategic CSR programs designed to meet our CSR purpose and social goals:

_Social Innovation Powers Good: Delivering positive social impact through product and service innovation

_Skills to Empower Good: Facilitating specialized free education to promote talent and address unemployment within the travel and tourism industry

_Powering Good with Partners: Joining forces with our stakeholders in collaborative initiatives to co-generate solutions with a positive social impact for our industry and our communities

_Empowering Communities: Fostering employee engagement to strengthen local communities and help them protect their natural and cultural heritage

In 2020 CSR activities were rolled out in 49 sites (33 countries), where over 75% of staff are based. We worked with organizations to form long-term partnerships and collaborated on strategic projects that can have a greater impact on our beneficiaries. We also further aligned our programs and activities with the United Nations Sustainable Development Goals (SDGs) to increase our efforts toward rebuilding the global travel and tourism industry responsibly. In 2020 we have focused on SDGs 3, 4, 8, 10, 11 and 17.

We have four flagship programs designed to meet our SDG goals.

Social Innovation Powers Good

This program promotes Amadeus innovation in product and service development with a social purpose. We work jointly with all internal teams, supporting and showcasing business initiatives that can help address social challenges and contribute to achieve UN SDGs.

Due to the pandemic, in 2020 our social innovation efforts focused on SGD 3, making the protection of travelers' health, well-being and safety our main goal. This purpose-driven innovation was possible thanks to the development of cross-functional taskforces and the launch of internal contests that engaged more than 600 employees.

Skills to Empower Good

This program provides free access to specialized training in travel and tourism for vulnerable people and professionals in need of upskilling, contributing to the recovery of the industry while addressing unemployment globally.

During 2020 we received more than 45,000 registrations to our free training courses and webinars.

Powering Good with Partners

This program looks at joining forces with our stakeholders through collaborative initiatives to cogenerate solutions that have a multiplier effect and increase our collective positive social impact. Amadeus is at the center of the travel ecosystem and best positioned to promote networks, collaborative projects or joint actions where our solutions, knowledge and expertise can make a difference in boosting a more responsible, inclusive and sustainable travel and tourism industry.

In 2020 this program has provided us with the framework to join forces with others to face the social challenges raised by the pandemic.

Empowering Communities

This program focuses on engaging our employees in supporting social initiatives with a positive impact on the local communities where we operate. This year, our employees' engagement centered on COVID-19 response and recovery through volunteering, fundraising and active citizenship initiatives.

Our people found creative ways to help their local communities despite the challenges of COVID-19 from mask and food donations to mentoring programs to upskill students in the travel and tourism industry.

Amadeus IT Group spent in 2020 a total of 214,231 EUR in terms of contribution to non-profit organizations.

Contribution to non-profit organizations (EUR)

	2020	2019
	214,231	269,469

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 thanks to our total workforce of more than 16,500 FTEs spread across the world. In this respect, our historical growth and positive economic results has resulted in a significant total tax contribution.

At Amadeus, we 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 maintain dialogue with our stakeholders in a regular basis. We are aware of the importance of stakeholder engagement, as it allows us to understand which are our stakeholders' main concerns, and what do they expect for us. In the table below we describe the main communication channels for each of our stakeholders.

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 Participation in external events to showcase our expertise and attract new talent, covered by our social media channels 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	Regular press releases announcing new solutions, deals and other important news Guest blog posts in which our customers offer their view on the industry and how they collaborate with us 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 Customer-focused events showcasing our offerings and expertise and working on how to better collaborate with our customers, covered by our corporate blog and social media channels
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 to buy goods and services that are truly necessary (e.g. no warehousing, make or buy 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 suppliers meet firm-wide quality, management and safety standards.

Amadeus' 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

The 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 specific 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 vendor 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 ask 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.

Regarding our vendors, our purchasing department uses a survey to make sure our vendors comply with highest sustainability standards and with the relevant environmental legislation, including greenhouse gas emissions. The majority of spend is concentrated in a limited number of vendors, mainly hardware producers (servers) and consultancy companies. Generally speaking, Amadeus is having a quite stable situation in terms of vendor concentration since 50 main vendors gather almost 55% of the global spend.

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 assessed a total number of 4 vendors and in 2019 we assessed 10 vendors regarding Business Continuity capabilities. During 2020 we have implemented a Business Continuity Third Party management process, to assess our top critical providers Business Continuity capabilities, through a self-assessment questionnaire. The process has been implemented in the corporate Business Continuity Tool and will allow us to increase the reach of providers to be evaluated.

In 2020 the identification of the criticality of Vendor Risk Management led to the decision to kick off a multidisciplinary project which overall objective is to implement a risk-based approach (including Privacy, Cybersecurity, Business Continuity, IT Controls, Compliance and legal), determining how to manage subsequent vendor activities, such as vendor performance and vendor risk monitoring.

We ask our vendors to provide their sustainability strategy or to comply with the requirements of Amadeus environmental policy. We believe the systematic implementation of this approach helps to increasingly raise awareness in the industry about the importance of reducing greenhouse gas emissions overall and it also helps us to identify potential risks and areas for improvement. Amadeus has implemented a new process for vendor creation. As part of this process, Amadeus has a mandatory questionnaire to be completed by all the recurrent vendors (spend over 10k EUR yearly). The questionnaire includes issues related to human rights, discrimination or environmental policies. As part of this process, vendors must confirm their adherence to our Code of Ethics or Environmental policy or confirm they have something similar. If vendors respond incorrectly, they cannot move forward in the process and Amadeus could not work with them.

For the time being this process of implementation is already effective in our headquarters Amadeus IT Group in Madrid, our other main sites Amadeus SAS, Amadeus Data Processing GMBH and Amadeus Soft Labs, plus North America offices, covering more than 80% of our relationship with vendors (870 vendors which turnover is equal or greater than 10k EUR have signed our CEBC for Vendors). Process implementation will gradually continue with the other countries.

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.

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

In 2020 we continue to invest in our Voice of Customer practices to proactively capture, process and react to customer feedback. In 2020 we took three steps to bring our activities to the level of global best-practice:

1. We migrated to the leading customer experience solution Medallia. This provides best-in-class technology to launch and process surveys and share insights with all stakeholders. We increased automated survey-sending to get feedback after every customer training and every major customer product implementation.
2. We implemented a new governance framework to ensure a more consistent and automated processing of customer insights. We can now react to our customers quicker and ensure that lessons learned in one area are available to other teams to build improvements.
3. We launched a global "sentiment survey" titled "How is Amadeus supporting you during the crisis?" More than 80% responded "as expected" or "better than expected," with many praising the guidance provided and our relief initiatives during the crisis.

Our Customer Services teams in Distribution business line, scored consistently above 90% in terms of customer satisfaction in 2020, while Customer Services Airline IT started measuring customer satisfaction this year and reached 80%.

On the quantitative side, in 2019 we received feedback from over 80,000 customers worldwide and in 2020 we received it from 60,000. 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 2020, we got 3.9% 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.

[Low satisfying results](#)

	2020	2019
	3.8%	6.5%

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.

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. For the fiscal years 2018 and 2019 this option has represented a total contribution of €2,329,270. In 2020, the loss situation due to the pandemic has prevented the Company to assign any amount.

Fiscal information (all figures in Euros)

Country	2020		2019	
	Pre-Tax Results **	Tax Cash Paid ***	Pre-Tax Results **	Tax Cash Paid ***
Albania	81,657.82	**** N/A	20,063.58	10,687.00
Angola	42,732.76	**** N/A	35,924.64	**** N/A
Argentina	555,749.16	147,336.00	1,115,895.82	198,114.00
Australia	4,700,917.01	(593,765.00)	3,338,200.72	1,427,109.57
Austria	901,274.84	80,345.00	1,020,753.27	221,918.00
Barbados	(1,424.64)	**** N/A	9,906.98	3,979.03
Belgium	1,161,522.48	806,363.00	1,594,952.02	463,351.88
Bolivia	60,519.48	27,040.00	78,943.20	37,887.00
Bosnia	63,877.65	**** N/A	69,314.63	1,599.00
Brazil	(1,576,501.74)	198,294.00	112,243.11	198,178.00
Bulgaria	376,566.02	81,427.00	931,624.53	89,439.99
Cameroon	32,687.79	15,998.48	48,940.11	22,145.00
Canada	(101,190.43)	194,672.00	1,262,763.95	590,070.56
Cape Verde	8,746.16	497.68	10,434.05	7,776.00

Chile	183,419.68	(58,145.00)	226,467.34	169,871.00
China	(2,618,014.29)	404,148.00	6,044,954.71	1,502,529.43
Colombia	1,510,813.54	159,301.00	444,028.79	221,539.00
Congo Republic	(31,526.94)	5,655.84	14,806.64	14,377.00
Costa Rica	384,888.31	153,023.00	748,109.32	291,739.59
Czech Republic	848,594.28	13,427.00	149,950.74	30,662.00
Democratic	16,457.15	8,864.33	(21,020.82)	10,207.00
Denmark	480,931.16	204,157.00	648,381.69	64,549.22
Dominican	50,294.10	38,729.00	105,919.33	109,337.10
Dubai*	2,934,447.46	**** N/A	3,013,041.89	**** N/A
Ecuador	(215,338.99)	7,660.00	95,073.13	100,607.00
El Salvador	45,758.17	5,673.00	34,613.49	19,824.58
Estonia	41,087.45	1,106.00	64,627.67	673.00
France	(234,222,981.98)	(50,389,532.00)	402,716,613.29	69,458,702.00
Gabon	19,076.33	5,193.66	17,767.20	9,251.00
Germany	(89,184,850.57)	(4,752,812.00)	176,883,687.46	42,564,994.81
Ghana	(196,005.95)	248.00	53,032.34	42,657.00
Greece	451,879.09	2,095.00	(23,348,505.54)	3,506.00
Guam	(3,178.69)	-00.00	4,573.56	**** N/A
Guatemala	48,708.47	67,221.00	89,021.46	88,453.23
Honduras	32,927.23	17,050.00	52,387.31	47,348.21
Hong Kong	17,997,079.45	727,391.00	2,947,679.10	357,960.00
Hungary	153,350.69	6,895.00	102,451.34	4,254.00
India	8,104,290.74	-00.00	14,476,085.39	4,220,525.00
Indonesia	52,185.29	26,221.00	165,934.01	34,417.00
Ireland	82,001.01	11,501.00	39,765.49	9,227.00
Israel	2,310,145.51	(192,014.00)	(33,293.97)	80,364.00
Italy	2,680,199.44	18,478.00	455,348.40	300,936.00
Ivory Coast	104,923.42	35,069.13	(203,388.44)	18,004.00
Japan	1,917,850.51	416,559.00	740,973.77	465,734.00
Kazakhstan	60,900.87	220,295.00	2,213,936.28	69,027.00
Kenya	22,865.54	228,535.00	(1,580,867.19)	346,870.33
Latvia	(261,477.02)	153,400.00	319,826.22	95,105.00
Lebanon	415,262.11	**** N/A	(101,141.34)	36,951.00
Lithuania	101,378.55	**** N/A	77,279.38	**** N/A
Luxembourg	60,027.84	14,111.00	72,387.16	38,569.00
Macedonia	13,047.56	-00.00	34,894.16	1,981.00
Malaysia	(113,462.45)	27,140.00	393,291.03	149,878.00
Malta	27,265.96	9,439.00	22,038.91	8,809.00
Mauritius	67,513.59	15,966.41	46,463.73	3,632.28
Mexico	150,237.93	25,905.00	197,020.25	134,237.00
Mozambique	59,740.54	5,548.75	(22,895.48)	**** N/A
Netherlands	(9,946,822.20)	194,127.00	(6,430,984.52)	320,785.00
New Zealand	1,239,932.26	164,743.00	455,369.19	414,640.59
Nicaragua	12,850.44	979.00	17,126.94	15,178.36

Nigeria	(328,658.41)	215,692.00	719,775.41	200,106.00
Norway	172,911.53	121,973.00	385,844.86	75,190.56
Panama	23,073.39	43,509.00	37,296.69	9,543.42
Paraguay	19,475.72	6,770.00	35,662.99	1,026.00
Peru	110,446.53	75,609.00	93,195.51	72,223.00
Philippines	980,148.78	245,069.00	1,045,505.37	154,060.00
Poland	124,042.50	321,020.00	428,865.55	296,046.00
Portugal	177,976.89	**** N/A	54,387.96	**** N/A
Puerto Rico	(2,523.10)	90.00	5,121.28	40.19
Romania	176,473.09	**** N/A	292,474.67	52,758.00
Russia	(68,282.47)	168,152.00	500,228.10	248,404.00
Senegal	115,370.39	254,129.23	(61,475.56)	56,849.00
Singapore	4,186,017.18	811,622.00	5,054,086.66	202,786.52
Slovenia	67,099.80	13,830.00	43,347.90	7,907.00
South Africa	658,400.35	610,895.84	944,214.83	472,721.16
South Korea	317,528.30	57,528.00	189,874.15	40,986.00
Spain	(119,293,903.76)	72,916,651.00	1,024,252,752.23	153,773,116.18
Sweden	2,324,780.67	1,031,735.00	2,813,397.92	919,612.48
Switzerland	700,921.49	13,104.00	589,696.32	169,616.00
Taiwan	160,277.57	**** N/A	266,977.94	65,991.00
Tanzania	71,967.81	**** N/A	92,620.41	4,391.71
Thailand	2,167,398.21	1,472,269.00	6,697,993.05	1,181,451.00
Trinidad & Tobago	7,782.04	26,204.00	30,826.42	5,266.97
Turkey	4,487,148.69	164,082.00	1,379,970.71	**** N/A
Uganda	(150,541.04)	63,986.00	11,854.90	16,158.38
Ukraine	689,453.09	219,016.00	2,840,487.49	299,641.00
United Kingdom	3,574,668.93	(330,329.00)	11,769,745.41	1,296,500.99
Uruguay	(164.22)	35,180.00	318,701.77	51,923.00
USA	5,289,851.17	10,127,891.00	171,409,930.46	9,417,852.38
Venezuela	-	-	(34,145.86)	**** N/A
Yemen	-	-	-	-

Notes:

* 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 2020 or 2019 (no tax exemption from Corporate Income Tax).

Amadeus has not received any subsidy from any public institution during year 2020. Neither in 2019.

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			12-14	102-1, 102-2, 102-3
- Geographical presence			12	102,4, 102-5, 102-6
- Objectives and strategy			14-15	102-7, 102-15
- Principal factors and trends that affect future evolution			15-18	
Reporting Standard			5	
- Materiality analysis			5-8	102-54
Risks linked to company activity			19-23	102-15, 102-29, 102-30, 102-31
Fight against corruption and bribery			24-26; 56	
- Measures adopted to prevent corruption and bribery	Compliance, Governance & Business ethics	Y	24-26	102-16, 102-17, 205-1, 205-2
- Measures to fight against money laundering	Compliance, Governance & Business ethics	Y	24-26	102-16, 102-17
- Contributions to charities and non-governmental organizations	Relationship with local communities & social responsibility	Y	24;56	102-13
Environmental matters			27-40	
- Current and future potential impact of company operations over the environment	Compliance, Governance & Business ethics	Y	27	103-2
- Procedures for environmental certifications and evaluations	Compliance, Governance & Business ethics	Y	30	103-2
- Dedicated resources to prevent environmental risks	Compliance, Governance & Business ethics	Y	27-29	103-2
- Application of the precautionary principle	Compliance, Governance & Business ethics	Y	27	102-11
- Provisions in relation to environmental risks	Solvency and economic performance	Y	36-38	103-2
- Pollution: measures to prevent, reduce or restore carbon emissions	Carbon emissions and climate change	Y	30-31	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	31	103-2, 306-2
- Sustainable use of resources			31-33;39-40	
o Water consumption	Water consumption	N	31-32;40	303-1, 303-3
o Use of raw materials	Paper consumption & other materials	N	32;40	301-1
o Energy consumption (direct and indirect)	Internal energy consumption and efficiency	Y	32-33;39	302-1

Content	Amadeus ESG Issue	Material (Y/N)	Page	GRI related indicator
o Measures to improve energy efficiency	Internal energy consumption and efficiency	Y	33	302-4
o Renewable energy use	Internal energy consumption and efficiency	Y	33;39	302-1
- Biodiversity protection	Biodiversity	N	33	304-4
- Climate change			34-38;40	
o Greenhouse gas emissions	Carbon emissions and climate change	Y	40	305-1, 305-2, 305-3
o Measures to adapt to climate change	Carbon emissions and climate change	Y	34-38	103-2, 201-2
o Mid and long-term emissions targets	Carbon emissions and climate change	Y	34	305-5
Workforce, social and human rights related information			41-54	
Employment			41-47	
- Number of employees by region, gender, age, type of contract and professional category			41-44	102-8, 405-1
- Dismissals by age, gender and professional category	Talent attraction & retention	Y	44	103-2
- Average remuneration evolution by gender, age and professional category	Talent attraction & retention	Y	45	103-2
- Average remuneration of board members and executive team	Compliance, Governance & Business Ethics	Y	46	102-35
- Pay gap	Diversity and equal opportunities	Y	45	103-2
- Work Disconnect policy	Labor conditions	N	46	103-2
- Employees with disabilities	Diversity and equal opportunities	Y	46-47	405-1
Working-time management			46-47	
- Working-time management	Labor conditions	N	46	103-2
- Hours of absenteeism	Occupational Health & Safety	N	47	103-2
- Work-life balance measures	Labor conditions	N	47	401-3
Health and safety			48	
- Health and safety working conditions	Occupational Health & Safety	N	48	103-2
- Number of work accidents, Injury rate by sex and Lost day rate, by gender	Occupational Health & Safety	N	48	403-2
- Occupational disease rates by gender	Occupational Health & Safety	N	48	403-2
Social dialogue - Relationship with employees			48-50	
- Organization of social dialogue	Labor conditions	N	48-49	103-2
- Percentage of employees covered by collective agreements	Labor conditions	N	50	102-41
- Results of collective agreements on health and safety	Labor conditions	N	50	403-4

Content	Amadeus ESG Issue	Material (Y/N)	Page	GRI related indicator
Training and development			50-51	
- Policies implemented in the field of training	Human Capital Development	Y	50	404-2
- Total amount of training hours by professional	Human Capital Development	Y	51	404-1
Accessibility for people with disabilities	Diversity and equal opportunities	Y	51	405-1
Equity	Diversity and equal opportunities	Y	51-52	103-2
Human rights related information			52-54	
- Implementation of human rights related procedures	Human rights	N	52-54	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	N	53-54	407-1, 408-1, 409-1
- Prevention, management and complaints about cases of violation of human rights	Human rights	N	52-54	102-17, 406-1
Social commitment			55-57;62	
- Impact over local development and employment	Relationship with local communities & social responsibility	Y	55-57	413-1
- Impact over local populations and on the territory	Relationship with local communities & social responsibility	Y	55-57	413-1
- Relationships with local stakeholders	Relationship with local communities & social responsibility	Y	55-57	102-43, 413-1
- Association and sponsorship actions	Relationship with local communities & social responsibility	Y	57;62	102-12, 102-13
Relationship with vendors			57-60	
- Inclusion of social, environmental and gender considerations in purchasing policy	Supply Chain Code of Conduct	N	57-60	102-9
- Social and environmental responsibility of vendors	Supply Chain Code of Conduct	N	57-60	102-9, 308-1, 414-1
- Supplier evaluation procedures: Monitoring systems and audits and results	Supply Chain Code of Conduct	N	60	308-2, 414-2

Content	Amadeus ESG Issue	Material (Y/N)	Page	GRI related indicator
Customer services			60-62	
- Measures for customer health and safety	Customer Relationship Management	Y	60-62	103-2
	Data security & privacy protection	Y		
- Customer complaints management and number of complaints received and resolution	Customer Relationship Management	Y	60-61	102-17
Fiscal information			62-64	
- Pre-Tax Results and tax cash paid per country	Solvency and economic performance	Y	62-64	103-2
	Compliance, Governance & Business Ethics	Y		
- Public subsidies received	Compliance, Governance & Business Ethics	Y	64	201-4

**Independent Limited Assurance Report of the Consolidated Non-
Financial Information Statement for the year ended December 31, 2020**

AMADEUS IT GROUP, S.A. AND SUBSIDIARIES

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, 2020, 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 2020 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 2020 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, 2020 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.

(Signature on the original in Spanish)

Alberto Castilla Vida

February 25, 2021