

A person in a red jacket is sitting on a suspension bridge, looking out over a vast mountain valley. The valley floor is a bright turquoise lake, and the surrounding mountains are rugged and covered in snow. The sky is a mix of blue and orange, suggesting a sunset or sunrise. The bridge is made of metal and has several ropes for support. The person is standing on the bridge, looking out over the landscape.

amadeus

Amadeus IT Group, S.A. and Subsidiaries

Auditor's Report, Consolidated Annual Accounts and
Directors' Report for the year ended December 31, 2021

Amadeus IT Group, S.A. and Subsidiaries

Auditors' report for the year ended December 31, 2021

AUDIT REPORT ON CONSOLIDATED ANNUAL ACCOUNTS ISSUED BY AN INDEPENDENT AUDITOR

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

To the shareholders of AMADEUS IT GROUP, S.A.:

Audit report on the consolidated annual accounts

Opinion

We have audited the consolidated annual accounts of AMADEUS IT GROUP, S.A. (the parent) and its subsidiaries (the Group), which comprise the consolidated statement of financial position at December 31, 2021, the consolidated statement of comprehensive income, the consolidated statement of changes in equity, the consolidated statement of cash flows, and the notes thereto, for the year then ended.

In our opinion, the accompanying consolidated annual accounts give a true and fair view, in all material respects, of consolidated equity and the consolidated financial position of the Group at December 31, 2021 and of its financial performance and its consolidated cash flows, for the year then ended in accordance with International Financial Reporting Standards, as adopted by the European Union (IFRS-EU), and other provisions in the regulatory framework applicable in Spain.

Basis for opinion

We conducted our audit in accordance with prevailing audit regulations in Spain. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated annual accounts* section of our report.

We are independent of the Group in accordance with the ethical requirements, including those related to independence, that are relevant to our audit of the consolidated annual accounts in Spain as required by prevailing audit regulations. In this regard, we have not provided non-audit services nor have any situations or circumstances arisen that might have compromised our mandatory independence in a manner prohibited by the aforementioned requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated annual accounts of the current period. These matters were addressed in the context of our audit of the consolidated annual accounts as a whole, and in forming our audit opinion thereon, and we do not provide a separate opinion on these matters.

Valuation of Revenues from contracts with customers

Description At year ended 2021, the Group has registered in the Consolidated statement of comprehensive income 2,670 million euros corresponding to Revenue from contracts with customers, which correspond to the recognition of travel bookings and sales and services of IT Solutions.

Revenues involve a high number of transactions and complex IT Systems are used. We have considered this matter a key audit matter due to the magnitude of the amounts recorded and its high dependence on IT environments. In particular, we have considered that revenues may contain errors because a relevant IT System may be improperly configured, so that the fees and revenues associated with them are incorrectly calculated; that there are losses of data in the process of transferring them from the operating systems to the financial information systems; or that unauthorized changes occur in the relevant systems.

The information related to the revenue recognition criteria is included in Note 4.2.8 of the attached annual accounts.

Our response

Our audit procedures include, among others, the following:

- ▶ Understanding of the processes established by Group Management related to the access to applications and data, as well as changes and developments in the relevant programs and systems related to revenue recognition, including the evaluation of the design, implementation and operating effectiveness of the relevant controls.
- ▶ Involvement of our IT specialists in carrying out tests on the relevant controls related to access to applications and data, as well as changes and developments in the relevant programs and IT Systems.
- ▶ Performing analytical procedures consisting of a review of the evolution of billing cycles, as well as an analysis of correlations between the associated accounts.
- ▶ Performing tests of detail on a sample of the transactions that have generated income in the year. In addition, we have verified that the price allocation process is carried out in accordance with the billing rules defined in the contracts.
- ▶ Identification and examination of significant manual entries in the revenue accounts.
- ▶ We assessed the adequacy of the disclosures included in the consolidated annual accounts of the year in accordance with the applicable financial information regulatory framework.

Capitalization and measurement of Technology and content

Description At year ended 2021, the Company has registered under “Intangible assets” of the Consolidated statement of financial position, 2,789 million euros corresponding to Technology and content, included in Note 8 of the notes attached.

Assets capitalizations of this kind require management judgment to evaluate their measurement and recognition. Additionally, their recoverable value is conditioned by the existence of possible impairments, which depend on the result of complex estimates that require the application of criteria and assumptions by Group management.

We have considered this matter a key audit matter because of the significance of the amounts and the inherent complexity in determining the key assumptions considered in the estimation process.

The information related to the criteria applied by Group Management and the main assumptions used in the determination of impairment of the assets corresponding to development costs are included in Note 4.2.3 of the attached consolidated annual accounts.

**Our
response**

Our audit procedures include, among others, the following:

- ▶ Understanding of the processes established by Group Management related to the registration and evaluation of development expenses, including the evaluation of the design and implementation of the relevant controls, as well as their effectiveness.
- ▶ Performing tests of detail on a sample of capitalized projects during the year. Through the information provided by Group management, the review of technical information and business plans related to the selected projects, we have verified whether the capitalized costs can be classified as capitalized expenses. Additionally, for a selection of costs, we have verified that they are activatable and that the amounts have been capitalized correctly, verifying evidences such as invoices or personnel expenses incurred among others.
- ▶ Evaluating the main assumptions and methodology used by the Group to test the development costs for impairment.
- ▶ Assessing the adequacy of the disclosures included in the consolidated annual accounts of the year in accordance with the applicable financial information regulatory framework.

Emphasis paragraph

We draw attention to the matter described in the accompanying notes thereto, Note 6, in relation to the impact on the Group of the global health emergency created by the coronavirus (COVID-19). This matter does not modify our opinion.

Other information: consolidated directors' report

Other information refers exclusively to the 2021 consolidated directors' report, the preparation of which is the responsibility of the parent company's directors and is not an integral part of the consolidated annual accounts.

Our audit opinion on the consolidated annual accounts does not cover the consolidated directors' report. Our responsibility for the consolidated directors' report, in conformity with prevailing audit regulations in Spain, entails:

- a. Checking only that the consolidated non-financial statement and certain information included in the Corporate Governance Report and in the Annual Report on Directors' remunerations, to which the Audit Law refers, was provided as stipulated by applicable regulations and, if not, disclose this fact.
- b. Assessing and reporting on the consistency of the remaining information included in the consolidated directors' report with the consolidated annual accounts, based on the knowledge of the Group obtained during the audit, in addition to evaluating and reporting on whether the content and presentation of this part of the consolidated directors' report are in conformity with applicable regulations. If, based on the work we have performed, we conclude that there are material misstatements, we are required to disclose this fact.

Based on the work performed, as described above, we have verified that the information referred to in paragraph a) above is provided as stipulated by applicable regulations and that the remaining information contained in the consolidated directors' report is consistent with that provided in the 2021 consolidated annual accounts and its content and presentation are in conformity with applicable regulations.

Responsibilities of the parent company's directors and the audit committee for the consolidated annual accounts

The directors of the parent company are responsible for the preparation of the accompanying consolidated annual accounts so that they give a true and fair view of the equity, financial position and results of the Group, in accordance with IFRS-EU, and other provisions in the regulatory framework applicable to the Group in Spain, and for such internal control as they determine is necessary to enable the preparation of consolidated annual accounts that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated annual accounts, the directors of the parent company are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The audit committee is responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the consolidated annual accounts

Our objectives are to obtain reasonable assurance about whether the consolidated annual accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with prevailing audit regulations in Spain will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated annual accounts.

As part of an audit in accordance with prevailing audit regulations in Spain, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- ▶ Identify and assess the risks of material misstatement of the consolidated annual accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ▶ Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated annual accounts or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- ▶ Evaluate the overall presentation, structure and content of the consolidated annual accounts, including the disclosures, and whether the consolidated annual accounts represent the underlying transactions and events in a manner that achieves fair presentation.
- ▶ Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated annual accounts. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the audit committee of the parent company regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit committee of the parent company with a statement that we have complied with relevant ethical requirements, including those related to independence, and to communicate with them all matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the audit committee, we determine those matters that were of most significance in the audit of the consolidated annual accounts of the current period and are therefore the key audit matters.

We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter.

Report on other legal and regulatory requirements

European single electronic format

We have examined the digital files of the European single electronic format (ESEF) of AMADEUS IT GROUP, S.A. and subsidiaries for the 2021 financial year, which include the XHTML file containing the consolidated annual accounts for the year, and the XBRL files as labeled by the entity, which will form part of the annual financial report.

The directors of AMADEUS IT GROUP, S.A. are responsible for submitting the annual financial report for the 2021 financial year, in accordance with the formatting and mark-up requirements set out in Delegated Regulation EU 2019/815 of 17 December 2018 of the European Commission (hereinafter referred to as the ESEF Regulation). In this regard, the Annual Corporate Governance Report and the Annual Report on Directors' remunerations has been incorporated by reference in the consolidated directors' report.

Our responsibility consists of examining the digital files prepared by the directors of the parent company, in accordance with prevailing audit regulations in Spain. These standards require that we plan and perform our audit procedures to obtain reasonable assurance about whether the contents of the consolidated annual accounts included in the aforementioned digital files correspond in their entirety to those of the consolidated annual accounts that we have audited, and whether the consolidated annual accounts and the aforementioned files have been formatted and marked up, in all material respects, in accordance with the ESEF Regulation.

In our opinion, the digital files examined correspond in their entirety to the audited consolidated annual accounts, which are presented and have been marked up, in all material respects, in accordance with the ESEF Regulation.

Additional report to the audit committee

The opinion expressed in this audit report is consistent with the additional report we issued to the audit committee on February 24, 2022.

Term of engagement

The ordinary general shareholders' meeting held on June 21, 2018 appointed us as auditors for 3 years, commencing on December 31, 2019.

ERNST & YOUNG, S.L.
(Registered in the Official Register of
Auditors under No. S0530)

(Signed in the original version)

Hildur Eir Jónsdóttir
(Registered in the Official Register of
Auditors under No. 18201)

February 24, 2022



Amadeus IT Group, S.A. and Subsidiaries

Consolidated Annual Accounts for the year ended
December 31, 2021

ASSETS	Note	December 31, 2021	December 31, 2020
Goodwill	8	3,654.2	3,539.8
Patents, trademarks, licenses and others		310.7	317.6
Technology and content		2,789.4	2,781.0
Contractual relationships		814.7	848.3
Intangible Assets	9	3,914.8	3,946.9
Land and buildings		114.3	117.3
Data processing hardware and software		128.1	186.3
Other property, plant and equipment		36.5	44.1
Property, plant and equipment	10	278.9	347.7
Right of use assets	11	234.9	242.4
Investments accounted for using the equity method	12	7.8	16.2
Other non-current financial assets	13	91.4	81.6
Non-current derivative financial assets	13 and 22	1.6	21.5
Deferred tax asset	23	184.5	112.3
Other non-current assets	15	170.1	167.3
Total non-current assets		8,538.2	8,475.7
Trade account receivables	13	441.9	429.6
Current income tax assets	23	105.0	56.0
Other current financial assets	13	694.4	921.1
Current derivative financial assets	13 and 22	8.2	78.7
Other current assets	15	266.5	248.5
Cash and cash equivalents	13 and 26	1,127.7	1,555.1
Assets classified as held for sale	16	–	4.2
Total current assets		2,643.7	3,293.2
TOTAL ASSETS		11,181.9	11,768.9

EQUITY AND LIABILITIES	Note	December 31, 2021	December 31, 2020
Share Capital		4.5	4.5
Additional paid-in capital		883.5	876.4
Retained earnings and reserves		3,148.1	3,770.6
Treasury shares		(33.5)	(9.5)
Profit / (Loss) for the year attributable to owners of the parent		(142.4)	(625.4)
Unrealized gains / (losses) reserve		(114.9)	(271.8)
Equity attributable to owners of the parent		3,745.3	3,744.8
Non-controlling interests		(0.3)	10.5
Equity	17	3,745.0	3,755.3
Non-current provisions	19	19.0	18.9
Non-current debt	13 and 18	4,344.5	4,343.0
Non-current derivative financial liabilities	13 and 22	11.8	1.0
Other non-current financial liabilities	13	14.2	12.8
Deferred tax liabilities	23	521.6	545.5
Non-current contract liabilities	14	237.3	249.6
Non-current income tax liabilities	23	148.5	136.5
Other non-current liabilities	15	135.7	138.1
Total non-current liabilities		5,432.6	5,445.4
Current provisions	19	2.7	14.8
Current debt	13 and 18	635.4	1,320.6
Other current financial liabilities	13	11.6	9.4
Dividend payable	13 and 17	0.3	0.3
Current derivative financial liabilities	13 and 22	11.3	22.5
Trade accounts payables	13	734.5	582.5
Current income tax liabilities	23	31.4	18.5
Current contract liabilities	14	206.7	170.9
Other current liabilities	15	370.4	427.9
Liabilities directly associated with assets held for sale	16	–	0.8
Total current liabilities		2,004.3	2,568.2
TOTAL EQUITY AND LIABILITIES		11,181.9	11,768.9

Continuing operations	Note	December 31, 2021	December 31, 2020
Revenue	7 and 14	2,670.0	2,174.0
Cost of revenue		(495.0)	(276.6)
Personnel and related expenses		(1,340.1)	(1,597.6)
Depreciation and amortization	8, 9, 10 and 11	(681.9)	(829.4)
Other operating expenses		(236.0)	(241.2)
Operating income / (loss)	7	(83.0)	(770.8)
Financial income		9.5	9.1
Interest expense	25	(95.0)	(77.4)
Other financial expenses	25	(15.7)	(12.7)
Exchange gains / (losses)		(14.1)	(20.7)
Financial expense, net		(115.3)	(101.7)
Other income / (expense)		0.9	(1.5)
Profit / (loss) before income taxes		(197.4)	(874.0)
Income tax	23	60.7	256.4
Profit / (loss) after taxes		(136.7)	(617.6)
Share in profit / (loss) of associates and joint ventures accounted for using the equity method	12	(5.7)	(8.7)
PROFIT / (LOSS) FOR THE YEAR		(142.4)	(626.3)
Attributable to owners of the parent		(142.4)	(625.4)
Attributable to non-controlling interests		–	(0.9)
Earnings / (losses) per share basic [in Euros]	24	(0.32)	(1.40)
Earnings / (losses) per share diluted [in Euros]	24	(0.29)	(1.36)
Items that will not be reclassified to profit or loss:			
Actuarial gains / (losses)	17	4.7	6.0
Changes in the fair value of equity investment at FVTOCI	17	(0.7)	(1.2)
Items that may be reclassified to profit or loss:			
Cash flow hedges	17	(38.8)	49.2
Exchange differences on translation of foreign operations	17	190.1	(236.8)
OTHER COMPREHENSIVE INCOME / (EXPENSE) FOR THE YEAR, NET OF TAX		155.3	(182.8)
TOTAL COMPREHENSIVE INCOME / (EXPENSE) FOR THE YEAR		12.9	(809.1)
Attributable to owners of the parent		12.9	(808.2)
Attributable to non-controlling interests		–	(0.9)

	Note	Share Capital	Additional paid-in capital	Retained earnings and reserves	Treasury shares	Profit / (Loss) for the year attributable to owners of the parent	Unrealized gains / (losses) reserve	Non- controlling interests	Total
Balance at December 31, 2019		4.3	141.5	2,623.3	(5.4)	1,113.1	(94.3)	14.6	3,797.1
Total comprehensive expense for the year		–	–	–	–	(625.4)	(182.8)	(0.9)	(809.1)
Share capital increase	17	0.2	736.8	–	–	–	–	–	737.0
Convertible bonds	17	–	–	39.4	–	–	–	–	39.4
Treasury shares acquisition	17 and 21	–	–	–	(23.1)	–	–	–	(23.1)
Treasury shares disposal	17 and 21	–	(19.4)	0.2	19.0	–	–	–	(0.2)
Recognition of share-based payment	21	–	17.5	–	–	–	–	–	17.5
De-recognition of non-controlling interests	17	–	–	(0.1)	–	–	–	(3.2)	(3.3)
Transfer to retained earnings		–	–	1,113.1	–	(1,113.1)	–	–	–
Other changes in equity		–	–	(5.3)	–	–	5.3	–	–
Balance at December 31, 2020		4.5	876.4	3,770.6	(9.5)	(625.4)	(271.8)	10.5	3,755.3

	Note	Share Capital	Additional paid-in capital	Retained earnings and reserves	Treasury shares	Profit / (Loss) for the year attributable to owners of the parent	Unrealized gains / (losses) reserve	Non-controlling interests	Total
Balance at December 31, 2020		4.5	876.4	3,770.6	(9.5)	(625.4)	(271.8)	10.5	3,755.3
Total comprehensive income for the year		–	–	–	–	(142.4)	155.3	–	12.9
Treasury shares acquisition	17 and 21	–	–	(0.6)	(36.9)	–	–	–	(37.5)
Treasury shares disposal	17 and 21	–	(13.6)	–	12.9	–	–	–	(0.7)
Recognition of share-based payment	21	–	20.7	–	–	–	–	–	20.7
De-recognition of non-controlling interests	17	–	–	5.2	–	–	–	(10.5)	(5.3)
Transfer to retained earnings		–	–	(625.4)	–	625.4	–	–	–
Other changes in equity		–	–	(1.7)	–	–	1.6	(0.3)	(0.4)
Balance at December 31, 2021		4.5	883.5	3,148.1	(33.5)	(142.4)	(114.9)	(0.3)	3,745.0

	Note	December 31, 2021	December 31, 2020
Operating income / (loss)		(83.0)	(770.8)
Depreciation and amortization	8, 9, 10 and 11	681.9	829.4
Operating income adjusted before changes in working capital and taxes paid		598.9	58.6
Trade accounts receivable		5.5	214.5
Other current assets		(10.9)	(72.9)
Trade accounts payable		214.4	(261.5)
Other current liabilities		(43.2)	75.6
Other non-current liabilities		2.2	55.3
Payment of reverse factoring agreements		(85.5)	–
Taxes paid		(45.1)	(36.6)
CASH FLOWS GENERATED BY OPERATING ACTIVITIES		636.3	33.0
Payments for property, plant and equipment		(44.0)	(43.4)
Payments for intangible assets		(416.2)	(458.1)
Net cash on acquisition of subsidiaries and associates		2.3	(36.4)
Interest received		10.6	6.9
Payments to acquire financial assets		(6.1)	(6.7)
Loans to third parties		0.2	4.5
Net cash proceeds collected/(paid) from derivative agreements		(10.2)	(14.9)
Proceeds on sale of financial assets		3.9	–
Dividends received		2.7	2.1
Proceeds obtained from disposal of non-current assets		1.8	1.2
Subtotal before cash management activities		(455.0)	(544.8)
Purchase of securities/fund investments		(676.0)	(939.1)
Disposal of securities/fund investments		962.3	–
Net cash from derivative agreements		(36.8)	10.1
CASH FLOWS USED IN INVESTING AND CASH MANAGEMENT ACTIVITIES		(205.5)	(1,473.8)
Proceeds from issue of equity shares	17	–	750.0
Payments for share issue costs	17	–	(17.3)
Payments to acquire non-controlling interests in subsidiaries		(5.3)	(3.0)
Proceeds from borrowings	26	500.7	3,862.3
Repayments of borrowings	26	(1,169.5)	(1,722.5)
Interest paid	26	(86.6)	(43.0)
Dividends paid to owners of the parent	17	–	(241.4)
Proceeds on sale of treasury shares		–	0.1
Payments to acquire treasury shares		(37.5)	(23.1)
Payments of lease liabilities and others	26	(67.6)	(105.9)
CASH FLOWS GENERATED / (USED) IN FINANCING ACTIVITIES		(865.8)	2,456.2
Effect of exchange rate changes on cash and cash equivalents		8.6	(22.5)
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS		(426.4)	992.9
Cash and cash equivalents net at the beginning of the year	26	1,553.9	561.0
Cash and cash equivalents net at the end of the year	6 and 26	1,127.5	1,553.9
Investments used in cash management activities	6	678.8	933.3
Unused revolving credit facility	6	1,000.0	1,000.0
TOTAL LIQUIDITY AVAILABLE		2,806.3	3,487.2

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1. GENERAL INFORMATION AND ACTIVITY

Amadeus IT Group, S.A. (hereinafter, 'the Company') was incorporated and registered at the Companies Register of Madrid on February 4, 2005. Its registered office is in Madrid, Salvador de Madariaga, 1.(Spain). During the year there are no changes in the name of the Company.

The Company's corporate object, as set out in article 2 of its by-laws, is the following:

- a) transfer of data from and/or through computer reservation systems, including offers, reservations, tariffs, transport tickets and/or similar, as well as any other services, including information technology services, all of them mainly related to the transport and tourism industry, provision of computer services and data processing systems, management and consultancy related to information systems;
- b) provision of services related to the supply and distribution of any type of product through computer means, including manufacture, sale and distribution of software, hardware and accessories of any type;
- c) organization and participation as partner or shareholder in associations, companies, entities and enterprises active in the development, marketing, commercialization and distribution of services and products through computer reservation systems for, mainly, the transport or tourism industry, in any of its forms, in any country worldwide, as well as the subscription, administration, sale, assignment, disposal or transfer of participations, shares or interests in other companies or entities;
- d) preparation of any type of economic, financial and commercial studies, as well as reports on real estate issues, including those related to management, administration, acquisition, merger and corporate concentration, as well as the provision of services related to the administration and processing of documentation; and
- e) acting as a holding company, for which purpose it may (i) incorporate or take holdings in other companies, as a partner or shareholder, whatever their nature or object, including associations and partnerships, by subscribing to or acquiring and holding shares or stock, without impinging upon the activities of collective investment schemes, securities dealers and brokers, or other companies governed by special laws, as well as (ii) establishing its objectives, strategies and priorities, coordinating subsidiaries' activities, defining financial objectives, controlling financial conduct and effectiveness and, in general, managing and controlling them.

Amadeus IT Group, S.A. is the parent company of the Amadeus Group ('the Group'). The Group is a leading transaction processor for the global travel and tourism industry, providing advanced technology solutions to our travel providers and travel agencies worldwide. The Group acts as an international network providing comprehensive real-time search, pricing, booking, ticketing and other processing solutions to travel providers and travel agencies, and we offer other travel providers (today, principally airlines and hotels) an extensive portfolio of technology solutions which automate certain mission-critical business processes, such as reservations, inventory management, payments and departure control.

The direct or, when applicable, indirect performance of all business activities that are reserved by Spanish law is excluded. If professional titles, prior administrative authorizations, entries with public registers or any other requirements are required by legal dispositions to perform an activity embraced in the corporate object, such activity shall not commence until the required professional or administrative requirements have been fulfilled. The bylaws and other public information of the Company can be consulted on the website of the Company (corporate.amadeus.com).

Customer groups include providers of travel services and products such as airlines (network, domestic, low-cost and charter carriers), airports, hotels (independent properties and chains), tour operators (mainstream, specialist and vertically integrated players), insurance companies, road and sea transport companies (car rental companies, railway companies, ferry lines, cruise lines), travel sellers and brokers (offline and online travel agencies) and travel buyers (corporations and travelers).

2. BASIS OF PRESENTATION AND COMPARABILITY OF THE INFORMATION

2.1 Basis of presentation

2.1.1 General information

The consolidated annual accounts have been prepared in accordance with International Financial Reporting Standards as adopted by the European Union ('IFRS-EU'), which are effective as of December 31, 2021, and other provisions of the applicable financial reporting framework. The accompanying consolidated annual accounts were obtained from the accounting records of the Company and its subsidiaries and show the true and fair view of the Group's equity, financial position, results and cash flows for the year.

The consolidated annual accounts were authorized for issue by the Board of Directors of the Company on February 24, 2022. The Directors expect that these consolidated annual accounts will be approved at the General Shareholders' Meeting without modification. The consolidated annual accounts for the year 2020 were approved at the General Shareholders' Meeting held on June 17, 2021.

The consolidated annual accounts have been prepared on a historical cost basis except for certain financial assets and liabilities measured at fair value, and liabilities derived from defined benefit plans and certain share-based payments.

The presentation currency of the Group is the euro. The consolidated statement of financial position is presented with a difference between current and non-current items, and the consolidated statement of comprehensive income is presented by nature of expense. The presentation by nature highlights better the different components of financial performance of the Group and enhances predictability of the business. The Group decided to prepare the consolidated statement of cash flows by applying the indirect method.

Except where indicated otherwise, the figures of the consolidated annual accounts are expressed in millions of euros.

2.1.2 Use of estimates

Use of estimates and assumptions is required in the preparation of the consolidated annual accounts in accordance with IFRS-EU. The estimates and assumptions affect the carrying amount of assets and liabilities. Those with a significant impact in the consolidated annual accounts are discussed in different sections of this document:

- Estimated recoverable amounts used for impairment testing purposes (note 6)
- Income tax assets and liabilities (note 23)
- Expected credit losses (notes 6 and 13)
- Amortization period for non-current non-financial assets (note 4)

The estimates and assumptions are based on the information available at the date of issuance of the consolidated annual accounts, past experience and other factors which are believed to be reasonable at that time. The actual results might differ from the estimates.

2.2 Comparison of information

For comparison purposes, the Group presents, together with the amounts included in the consolidated statement of financial position, the consolidated statement of comprehensive income, the consolidated statement of changes in equity, and the consolidated statement of cash flows at and for the years ended December 31, 2021, and 2020, comparative information in the notes when it is relevant to better understand the consolidated annual accounts for the current year.

The presentation and classification of certain line items in the consolidated annual accounts have been revised and comparative information has been reclassified accordingly.

2.3 Consolidation scope

The Appendix to these consolidated annual accounts lists the subsidiaries, associates and joint-ventures in which the Group has direct or indirect interests as of December 31, 2021 and 2020. The changes in the consolidation scope are the following:

- On December 29, 2021, UFIS Airport Solution Holding, Ltd. and UFIS Airport Solution (Thailand), Ltd. have been liquidated.
- In November 2021, the Group has set up a new company in India named Amadeus Commercial Enterprise Pvt Ltd.
- In November 2021, the fully owned subsidiary Content Hellas Electronic Tourist Services, S.A. has been liquidated.
- On October 1, 2021, ICM Airport Technics Singapore Pte. Ltd. has been amalgamated into Amadeus GDS Singapore Pte. Ltd.
- On October 1, 2021, TravelClick Singapore Pte. Ltd. has been amalgamated into Amadeus Hospitality Asia Pacific Pte. Ltd.
- In August 2021, the following fully owned entities have been set up: Amadeus Information Technology Beijing; Amadeus Information Technology Shanghai and Amadeus Information Technology Guangzhou. These entities have replaced three branches previously under Amadeus Hong Kong, Ltd.
- In August 2021, i:FAO AG has been merged into Amadeus Corporate Business AG after acquiring through a squeeze-out process the remaining minority participation in i:FAO AG. The merge has as retroactive effective date January 1, 2021.
- In July 2021, the Group has gained control on Amadeus Saudi Arabia Limited, and since then it is fully consolidated. This company was formerly an associate accounted for using the equity method. Although the Group previously held a 100% interest in this company, there was no control, as there were some Board members named by airlines with veto rights for some relevant decisions, which prevented having control.
- In July 2021, the Group has invested to acquire a 20% share in Alentour Société par actions simplifiée, a digital platform for a large catalogue of leisure activities in all French territories. The entity is accounted for using the equity method.
- In July 2021, the remaining 4.5% equity shares of Amadeus Argentina, S.A. have been acquired. The Group owns 100% of the company as of December 31, 2021.
- On April 30, 2021, the Group sold 55% ownership of Amadeus Travel IMS, S.L. through Amadeus IT Group, S.A. with a loss of control and now the Group remains a 40% interest since that date bearing a significant influence (see note 16).
- On September 17, 2020, Amadeus IT Group, S.A. set up a new company in Bulgaria named Amadeus Sofia Labs EOOD.

- On May 29, 2020, the subsidiary ICM Group Holdings Ltd. sold its participation in ICM Australia Holding Pty Ltd. to Amadeus IT Pacific Pty Ltd., with no impact at Group level.
- During the month of April 2020, the fully owned subsidiary Amadeus Services Ltd. was liquidated.
- On January 10, 2020, the Group acquired through its subsidiary Amadeus Soluciones Tecnológicas, S.A. the remaining 30% ownership of Argo IT Tecnología, S.A.

3. PROPOSED APPROPRIATION OF THE PARENT COMPANY'S RESULT

The Board of Directors will submit to the Ordinary General Shareholders' Meeting for approval the proposed appropriation of the results for the year ended December 31, 2021, as follows:

Euros

Amount for appropriation:

Net profit (loss) for the year	(350,077,179.73)
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Appropriation to:

Retained earnings	(350,077,179.73)
	(350,077,179.73)

4. ACCOUNTING POLICIES

4.1 Adoption of new and revised International Financial Reporting Standards (IFRS)

The Group has applied the following amendments issued and endorsed by the EU for the first time for the annual reporting period commencing January 1, 2021:

- Amendments to IFRS 4 Insurance Contracts – deferral of IFRS 9
- Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16 Interest Rate Benchmark Reform – Phase 2

The EU has also endorsed an Amendment to IFRS 16 Leases - Covid 19-Related Rent Concessions beyond June 30, 2021, which is effective since April 1, 2021.

Neither of the amendments above has had any significant impact on the amounts recognized in prior or current periods.

The following amendments to standards and annual improvements published in May 2020 by the International Accounting Standards Board (IASB) have already been endorsed by the EU in 2021:

- Amendments to IFRS 3 Business Combinations
- Amendments to IAS 16 Property, Plant and Equipment
- Amendments to IAS 37 Provisions, Contingent Liabilities and Contingent Assets
- Annual Improvements 2018-2020

These amendments will be effective from January 1, 2022, but the Group considers that they will not have a significant impact.

Additionally, certain new accounting standards and amendments have been published by the IASB, and will not be effective until January 1, 2023, and have not yet been endorsed by the EU. These changes are not expected to have a material impact on the Group in future reporting periods and on future transactions.

4.2 Significant accounting policies

Only the most significant accounting policies applied in the preparation of the consolidated annual accounts and those where IFRS-EU allows a policy choice are disclosed below.

4.2.1 Principles of consolidation and investments in associates and joint ventures

The consolidated annual accounts include the Company and all its subsidiaries within the scope of consolidation. Subsidiaries are those entities over which an entity within the Group has control.

Control is achieved when the Group has power over the investee, exposure or rights to variable returns from its involvement with the investee, and the ability to use its power over the investee to affect its returns.

When control of a subsidiary is lost, the Group derecognizes all assets, liabilities and non-controlling interests at their carrying amount and recognizes the fair value of the consideration received. Any retained interest in the former subsidiary is recognized at its fair value at the date control is lost. The resulting difference is recognized as a gain or loss in the consolidated statement of comprehensive income within the 'Other income / (expense)' caption.

Changes in a parent's ownership interest in a subsidiary that do not result in the parent losing control are treated as equity transactions.

The stand-alone financial statements of each of the subsidiaries are prepared using each subsidiary's functional currency. As the consolidated annual accounts are presented using the euro, the assets and liabilities for each subsidiary are translated into euros at year-end closing rates; components of profit or loss and of other comprehensive income for the year are translated at average monthly exchange rates; and share capital, additional paid-in capital, and reserves are translated at historical rates. Any exchange differences arising because of this translation, for subsidiaries and investments in associates and joint ventures, are recognized together as a separate component in the 'Exchange differences on translation of foreign operations' caption in the consolidated statement of comprehensive income and in the 'Unrealized gains / (losses) reserve' in the consolidated statement of financial position. In the case of translation differences related to not wholly-owned subsidiaries and attributable to non-controlling interests, these are included in the 'Non-controlling interests' caption within equity.

Although the Group has subsidiaries in Argentina, Lebanon, Venezuela and Yemen, and an investment in an associate in Sudan that comply with the definition of hyperinflationary economies, due to the immateriality of their transactions' volume and of their remaining balances, no restatements to adjust the effects of inflation have been performed.

Investments in associates and in joint ventures are accounted for by using the equity method. Gains and losses arising from transactions between the Group and the associates or joint ventures have been eliminated to the extent of the Group's interests in the relevant entity. If the Group share of losses of an entity accounted for under the equity method exceeds its interest in the entity, the Group recognizes a provision for its share of the realized losses.

The assessment on whether the Group has significant influence or not in an investment is based not only on the actual ownership percentage, but also on qualitative factors such as representation on the board of directors, participation in decision-making activities, material transactions and provision of technical information.

4.2.2 Foreign currency transactions

Foreign currency transactions are converted at the exchange rates prevailing at the date of the transactions.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the consolidated statement of comprehensive income in the 'Exchange gains / (losses)' caption. All other exchange gains and losses are presented in the consolidated statement of comprehensive income as part of the 'Operating income' caption.

4.2.3 Impairment of goodwill and non-current non-financial assets

Goodwill and intangible assets that have an indefinite useful life are not subject to amortization and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

The rest of the assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. To assess if there is any indication of impairment the Group checks the accumulated revenues generated from individual intangible assets during the year and their expected growth considering the experience to ensure the recoverability of the assets. If as a result of the individualized analysis a significant decline is identified on the expected future economic benefits, an impairment test is performed.

Goodwill is tested for impairment together with the assets corresponding to the cash-generating unit (or group of cash-generating units) that are no larger than a segment, and that are expected to benefit from the synergies of the business combination. These assets will also include the intangible assets with indefinite useful life (such as the Amadeus Brand), to the extent that they do not generate separate cash inflows from other assets or group of assets. The carrying amount of the cash-generating unit (or group of cash-generating units) is compared with its recoverable amount and any impairment loss is recognized in profit or loss. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. In assessing the value in use, the estimated future cash flows are discounted to their present value by applying a discount rate.

Corporate assets cannot be reasonably allocated to the group of cash generating units to which goodwill has been allocated and are tested for impairment at Group level, that is the smallest group of cash generating units to which the carrying amount of corporate assets can be allocated. Corporate assets are mainly composed of buildings, right of use assets, data processing assets and corporate technology.

Non-current non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

4.2.4 Intangible assets

Intangible assets are carried at cost less accumulated amortization and impairment losses. Intangible assets are reviewed periodically and adjusted as noted in 4.2.3. above.

Intangible assets are amortized on a straight-line basis over their useful lives as follows:

- 'Patents, trademarks, licenses and others' includes the net cost of acquired brands and trademarks either by means of business combinations or in separate acquisitions. When a brand is deemed to contribute to the Group net cash inflows indefinitely, it is not amortized but annually tested for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. In all other cases brands are amortized over their expected useful lives. This caption also includes the net cost of acquiring software licenses developed outside the Group. Useful lives of finite brands, patents and licenses range from 3 to 26 years.
- 'Technology and content' relate to assets acquired through business combinations, separate acquisitions or internally generated software. These assets are the combination of software elements and travel content, the latter being obtained by Amadeus through its contractual relationships with travel providers. Useful lives for the main

components of the Amadeus Global Distribution System (GDS going forward) technology have been estimated in 15 years due to the status of Amadeus reservation system and the technological gap perceived by the company over competitors. Useful lives of Amadeus IT solutions technology relating to the air industry, mainly Altéa and New Skies, have been estimated in 20 years in accordance with the longer term of the IT air industry technology and average useful lives between 3 to 20 years has been estimated for IT solutions technology relating to the hospitality industry.

The developments to provide customers with ongoing access to several services and certain customization of software controlled by the Group and developed for some customers are amortized over an estimated useful life of between 3 to 20 years that usually coincides with the estimated duration of the contracts.

The decommissions of certain solutions due to technology upgrades has involved the reassessment of the useful lives of the related assets to reduce it to the period over which those assets will bring economic benefits to the Group. This change in estimates has been accounted prospectively, being the impact for the full year an increase of €12.1 million on the amortization expense as compared to 2020.

The research and development costs expensed for the year ended December 31, 2021, amounted to €377.9 million (€408.3 million, 2020). The development costs that have been capitalized for the year ended December 31, 2021, amounted to €408.7 million (€467.3 million, 2020).

The Group receives tax incentives on research and development costs incurred from the French Tax Authorities (Research Tax Credit). These incentives are in substance government grants and are recognized when there is reasonable assurance that the Group will comply with the relevant conditions and the grant in the form of a reduced tax liability will be received. The total amount of government grants received from the French Tax Authorities was €21.3 million for the year ended December 31, 2021, (€19.4 million, 2020). The Group has elected to present the government grants related to capitalized development as a deduction in calculating the carrying amount of the intangible asset amounting to €14.8 million in 2021 (€12.3 million, 2020); and to present the government grant related to research expenses as a deduction under 'Other operating expenses' caption in the consolidated statement of comprehensive income amounting to €6.5 million in 2021 (€7.1 million, 2020).

— 'Contractual relationships' mainly relate to those with travel agencies users and with travel providers acquired through business combinations that are amortized over a period between 8 and 21 years. The useful life of these intangible assets has been determined by taking into consideration the contractual-legal rights, the renewal period and the technological lock-in period. It also includes non-refundable upfront payments made to travel agencies at inception or renewal of a contract in exchange of their commitment to a minimum volume of bookings made through our GDS. These cash payments are instrumented through contracts with a term that is always over a year, and include shortfall clauses applicable if those objectives are not met. The cost is capitalized and amortized over a period of 2 to 15 years that corresponds with the contract term.

Amortization and impairment expenses related to intangible assets are included in the 'Depreciation and amortization' caption of the consolidated statement of comprehensive income.

Borrowing costs directly attributable to the development of qualifying intangible assets that necessarily takes a substantial period of time to get ready for its intended use are capitalized as part of the cost of the intangible assets.

4.2.5 Property, plant and equipment

Property, plant and equipment assets are recognized at cost less accumulated depreciation and impairment losses. They are depreciated by applying the straight-line method over the estimated useful life of the assets:

	Useful life in years
Buildings	4 - 50
Data processing hardware and software	2 - 7
Other property, plant and equipment	2 - 20

Repairs and renewals are charged to the consolidated statement of comprehensive income within the 'Other operating expenses' caption when the expenditure is incurred.

The cost of software licenses acquired to be used by data processing hardware that needs the software to be capable of operating, are regarded as highly integrated with the data processing hardware and accounted for as a property plant and equipment.

The Amadeus data centers (e.g. in Erding) provide the systems and infrastructure necessary to conduct the Amadeus business. Both the hardware equipment (including servers and storage equipment) and software products (including operating system software, database software and monitoring software) function as a single unit to provide the necessary production platforms to run all of Amadeus products, from the GDS, to Altéa and New Skies functionalities and other IT solutions services. Following our 2021 strategic partnership by moving to the public cloud, the Group has reassessed, and therefore shortened, the useful lives of certain property, plant and equipment assets in Erding resulting an impact of €10.0 million of additional amortization in 2021.

4.2.6 Leases

The Group recognizes a right of use asset representing the right to use the underlying asset and a lease liability representing the obligation to make payments during the lease term in all lease contracts.

As a practical expedient, the Group has elected, by certain classes of underlying asset, not to separate non-lease components from lease components, and instead account for each lease component and any associated non-lease components within the contract as a single lease component.

The right of use asset is initially recognized at cost and subsequently measured at cost less accumulated depreciation and impairment losses; and adjusted for any remeasurement of the lease liability resulting from a lease modification or reassessment. The right of use asset is amortized on a straight-line basis over the shortest of the lease term or the useful life of the underlying asset. If Amadeus obtains ownership of the underlying asset by the end of the lease term depreciation will be based on the useful life of the asset.

The lease term of the different contracts includes the non-cancellable period of each of them, any rent-free periods provided by the lessor plus an estimation of a renewal period when the contract provides the Group with the unilateral option to extend the original term and the Group is reasonably certain to exercise such option.

Leases acquired because of a business combination are measured as if the acquired lease was a new lease at the acquisition date. When assessing the term of the acquired lease the entity cannot be reasonably certain to exercise any option to extend at the acquisition date, especially when the Group has a right of use a similar underlying asset in the same location. A reassessment of the lease term is made whenever there is a significant decision on the integration of the acquired business that impacts the original judgment.

Lease payments are discounted at the incremental borrowing rate applicable to each different lease when the lease contract does not include an implicit interest rate. The nature of the underlying asset, lease term, and location are considered when estimating the incremental borrowing rates by individual entity.

4.2.7 Pension and post-employment benefits

The Group operates a number of defined benefit and defined contribution pension plans. Liabilities of the Group arising from defined benefit obligations are determined by applying the projected unit credit method. Independent actuarial valuations for defined benefit plans are performed annually for all the plans. The actuarial assumptions used to calculate the benefit obligations vary according to the economic conditions of the country in which the plan is located. Such plans are either externally funded, with the assets within the schemes held separately from those of the Group, or unfunded with the related liabilities recorded in the consolidated statement of financial position.

For the funded defined benefit plans, the deficit or excess of the fair value of plan assets over the present value of the defined benefit obligation is recognized as a liability or an asset in the consolidated statement of financial position. However, excess assets are recognized only to the extent that they represent a future economic benefit available to the Group, for example in the form of refunds from the plan or reductions in future contributions.

Actuarial gains and losses arise mainly from changes in actuarial assumptions and differences between actuarial assumptions and what has actually occurred. Actuarial gains and losses are recognized immediately in other comprehensive income so that the net defined benefit plan asset or liability recognized in the consolidated statement of financial position is remeasured to reflect the full value of the plan deficit or surplus and are not reclassified to profit or loss in subsequent periods.

The defined benefit plans actuarial cost charged to the consolidated statement of comprehensive income within the 'Personnel and related expenses' caption, consists of service cost, and within the 'Other financial expenses' caption the net interest on the defined benefit liability is included.

Contributions made to defined contribution plans are charged to the consolidated statement of comprehensive income within the 'Personnel and related expenses' caption as incurred. The same accounting policy is applied to defined benefit plans which are funded by multi-employer plans where sufficient information is not available to apply defined benefit plan accounting.

4.2.8 Revenue from contracts with customers

Significant services and methods of revenue recognition

— Stand-ready series revenue recognition

Most of the Group's revenues are derived from a single performance obligation consisting of a stand-ready series of making technology services available for a customer to use as and when the customer decides. In these types of services contracts, the value that the customer receives for the performance completed to date coincides with the Group's right to consideration, and for that reason the Group has adopted the practical expedient that allows to recognize revenue in the amount to which the Group has a right to invoice.

The main services provided under this category of revenues is provided through technology platforms and correspond to technology services related to IT solutions and to distribution services. We provide both type of services to air and non-air customers, mainly hospitality customers and others.

Distribution services: the GDS provides comprehensive real-time search, pricing, booking and other processing solutions to travel providers and travel agency customers. The technological solutions provided by the GDS are the same every day during all the years of the contract. Each day of service is distinct from the previous day, but at the same time, the distinct services provided are substantially the same and are transferred to clients over time, complying with the definition of a series in IFRS 15. Consequently, the Group has identified as a single performance obligation with travel providers the stand ready series obligation to make its GDS Platform available for processing travel bookings and other related services that are closely related to the booking process. The platform is available every day to the customer and the usage determines both the variable price, based on bookings made, and the revenue. The value to the customer of Amadeus' performance completed to date coincides with the right to invoice to the customer, the determination of such amount depends on the terms and conditions agreed with each customer.

Revenues from GDS air customers are recorded at the time the reservation is made, that is when our right to invoice is created and what allows us to recognize revenue in accordance with the practical expedient of IFRS 15. Some bookings can be cancelled later, and according to the contracts in place, the booking fee earned should be reversed. To account for this variability in the transaction price revenue is recognized net of estimated future cancellations. The cancellation reserve is calculated monthly based on historical cancellation rate. The calculation is made by dividing the number of cancellations net of re-bookings at month end by the inventory of unused bookings at the beginning of the month.

Cancellation rate also impacts distribution fees and related commercial incentives ('distribution costs') payable to the third-party distributors (travel agencies, airlines direct sales and Amadeus Commercial Organizations –ACOs– which are not subsidiaries of the Group) that are also recorded net of the amounts relating to the cancellations.

GDS services are also provided to non-air customers mainly related to hotels and car rental companies. This type of distribution revenues is minor and is recognized when the reservation is used by the traveler, that is when our right to invoice is created and what allows us to recognize revenue in accordance with the practical expedient of IFRS 15.

IT solutions services: derive mainly from the Amadeus Passenger Service Systems (PSS) provided through Altéa suite and New Skies, and also from other hospitality products. The performance obligation identified is a stand ready obligation series to provide technology services through the Amadeus IT systems. This single performance obligation also meets the series definition as explained above (distinct services provided that are substantially the same and are transferred to clients over time). Usually, customers are charged a non-refundable upfront fee that is recognized as revenue over the contract term starting as of cutover date, and a variable fee based on a fee per transaction made (passengers boarded in PSS) that is recognized as revenue as the customer obtains value from the performance completed to date and that coincides with the right to invoice up to that date.

— Other revenue recognition patterns

Other revenues are derived from licensing software, from providing related professional services and support and from subscriptions of several Amadeus IT offerings. These contracts usually include multiple performance obligations, and the transaction price is allocated based on the relative stand-alone selling price of each of the performance obligations identified. Licensing revenue is recognized over the contract term since the license provides customer with a right to access considering input methods based on time elapsed. Services revenue consists of installation and consulting services and is recognized as the services are performed considering input methods based on hours and costs incurred. Support and maintenance revenue consist of telephone support and maintenance and is recognized over the term of the agreement based on hours elapsed. Revenues from subscriptions are proportionally recognized over the subscription or the agreement term based on input methods.

Revenues from licensing software and subscriptions, as well as from the stand-ready series of making technology services available, are provided through platforms and software that can be hosted in our own data centers or in third party cloud infrastructures.

Contract liabilities

As disclosed above, the Group typically satisfies its performance obligations in line with the usage of the Amadeus platforms and technology solutions made by customers over the period, that coincides with the billing for the period.

Upfront fees that are recognized as revenues over the contract duration and any other amounts billed before the Group satisfies its performance obligation are recorded as contract liabilities.

Consideration payable to a customer

In the Distribution business, apart from contracts with travel providers previously explained, the Group enters into subscriber services agreements mainly with travel agents, which provide them with the tools and services that permit access to the Amadeus system. These subscriber agreements regulate both, the relationship with the travel agency as customer of the GDS, and the relationship with the travel agency as provider of promotion services of the GDS. Travel agencies are granted with incentives in exchange for making bookings with the Amadeus GDS instead of with other GDS providers. The fair value of the services received cannot be estimated reliably since prices of the subscription and the incentives are negotiated together in a single contract and on an individual basis by travel agency. Usually, incentives paid are higher than the subscription revenues received and therefore the distribution cost is recorded net of the subscription fees.

4.2.9 Employee share-based payments

The Group share-based payment obligations are equity settled. Compensation expense for services received and the corresponding increase in equity are recognized as they are rendered by the employee during the vesting period and measured by reference to the grant date fair value (observable market rate) of the equity instruments granted to the employee. The compensation expense is recognized in the consolidated statement of comprehensive income for the year within the 'Personnel and related expenses' caption. The settlement of equity settled share-based payments is accounted for as the repurchase of an equity instrument.

4.2.10 Financial instruments

Financial assets

The Group has elected to present fair value gains and losses on investments in equity instruments that are not held for trading in OCI, and there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Impairment losses (and its reversal) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

Dividends from such investments continue to be recognized in profit or loss within 'Other income/ (expense)' caption when the Group's right to receive payments is established.

– Impairment

The Group applies an impairment model based on expected credit losses (ECL). A simplified approach has been elected and used for all trade receivables, as long as they do not contain a significant financing component. Under this simplified approach, credit impairment is recognized by reference to lifetime ECLs at each reporting date using a provision matrix that is based on the Group's historical credit loss experience.

The Group uses a time limit (overdue for more than 365 days) or a debtor's evidence of impairment such as: negative flows of operations, negative working capital, bankruptcy proceedings, high risk country, etc. for the default definition.

To estimate the ECLs of trade accounts, the Group segments its portfolio of receivables into the following categories:

- Accounts receivable from 'no risk' customers, mainly refers to invoices settled by clearing houses. For these amounts, it is assumed that there is no risk of default as the counterparty for the Group is the clearing house that guarantees the payment of its commitments via deposits required to all clients with debtor positions as per the clearing house policies and processes.
- Accounts receivable from customers classified as 'high risk' for complying with the Group's definition of default or presenting evidence of impairment mentioned above. They are fully provisioned.
- Accounts receivable from 'low risk' customers and not included in the previous categories.

'Low risk' customers outstanding balances are provisioned following a provision matrix which has been updated during 2021. The matrixes for years 2021 and 2020 are the following:

	Percentage of provision 2021	Percentage of provision 2020
Not due	1.5%	1.0%
Due up to 3 months	5.0%	5.0%
Due 3 to 6 months	22.0%	15.0%
Due 6 to 12 months	50.0%	50.0%
Due more than 12 months	100.0%	100.0%

Account receivables are written off when there is no reasonable expectation of recovery. Generally, this happens five years after invoice has been issued, except if the amount is still under dispute or litigation.

Hedge accounting

The Group has elected to adopt the general hedge accounting model that requires to ensure that hedge accounting relationships are aligned with risk management objectives and strategy and to apply a more qualitative and forward-looking approach to assessing hedge effectiveness. There might be instances when a derivative is not an effective hedge from an accounting perspective. In these situations, the derivative is classified as held for trading.

The Group uses derivative financial instruments to hedge certain currencies and interest rates. All these derivatives, whether designated as hedges or not, are measured at fair value, which is the market value for listed instruments or valuation based on option pricing models and discounted cash flow calculations for unlisted instruments. Net interests accrued for these derivatives which are either payable or receivable at the end of the reporting period, are reported according to their maturity under the current and 'non-current derivative financial assets' captions if they are receivable, or under the current and 'non-current derivative financial liabilities' captions if they are payable.

At the inception of a hedge relationship, the Group formally documents the hedge relationship to which the Group wishes to apply hedge accounting. Such hedges are expected to be highly effective in achieving offsetting changes in the

fair value and cash flows and are assessed on an ongoing basis to determine that they are still expected to be an effectively offset of the fair value or cash flows being hedged.

Generally, the 'ideal hypothetical derivative' method is used to evaluate the expected effectiveness of a hedge relationship in which the hedging instrument is a derivative. This method compares the expected change in fair value of the actual derivative designated as the hedging instrument and the expected change in fair value of an ideal hypothetical derivative that would result in perfect hedge effectiveness for the designated hedged item.

In the case of the foreign exchange risk when non-derivative instruments or some types of derivatives are used as hedging instrument, as it is explained in the documentation of the hedge relationship, the dual spot method is used. This means that the Group compares the expected spot-to-spot movement of the hedged item with the expected spot-to-spot movement of the hedging instrument to evaluate the expected hedge effectiveness of the hedge relationship.

The accounting treatment of gains or losses resulting from changes in the fair value of the derivatives is as follows:

– Fair value hedges

Changes in the fair value of the hedge instrument and of the hedged asset or liability are recognized in the consolidated statement of comprehensive income.

– Cash flow hedges

The portion of changes in the fair value of derivatives which are an effective hedge are accounted for, net of tax, directly through equity until the committed or forecasted transaction occurs, at which point these will be reclassified to the consolidated statement of comprehensive income. The portion considered ineffective is recognized directly in the consolidated statement of comprehensive income within the 'Financial expense, net' caption.

For some foreign currency forwards, the Group separates the spot component of the forward contract and designates as the hedging instrument only the change in the value of the spot element of the forward contract. The spot component is determined with reference to the relevant spot market exchange rates. Regarding the hedge accounting of these forwards, the forward element is separately accumulated as a separate component of equity. In the case of the Group's hedging relationships, forward element recorded in equity, within the 'Unrealized gains / losses reserve' caption, is reclassified to profit or loss in the same period during which the hedged expected cash flows affect profit or loss.

The treatment for currency options is quite similar, the Group separates the intrinsic value and the time value of option contracts and designates as the hedging instrument only the change in intrinsic value of the option. The changes in the time value are separately accumulated as a separate component of equity and is reclassified to profit or loss in the same period during which the hedged expected cash flow affects profit or loss.

In some circumstances the Group also uses non-derivative financial liabilities denominated in foreign currency to hedge the cash flow currency risk of its forecasted transactions. The functional currency translation difference of these hedging instruments is recognized directly in equity up until the forecasted transaction occurs, at which point it is reclassified to the consolidated statement of comprehensive income. Ineffective gains or losses are recorded directly in the consolidated statement of comprehensive income within the 'Financial expense, net' caption.

– No hedge accounting relationship

Gains and losses on derivatives neither designated nor qualifying for hedge accounting treatment are accounted for directly in the consolidated statement of comprehensive income within the 'Financial expense, net' caption.

4.2.11 Non-current assets held for sale

Non-current assets and disposal groups classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell. They are classified as held for sale if their carrying amounts will be recovered through a sale transaction rather than through continuing use. This condition is deemed to be met only when the asset or disposal group is available for immediate sale in its present condition and the sale is highly probable. A sale is considered highly probable when the appropriate level of management is committed to a plan to sell, the sale price marketed is reasonable in relation to the asset current fair value, an active program to locate a buyer and complete the sale plan must have been initiated, actions required to complete the plan indicate that it is unlikely that the plan will be significantly changed or withdrawn, and the plan is expected to qualify for recognition as a completed sale within one year from the date of classification except in certain limited circumstances.

5. FINANCIAL RISK AND CAPITAL MANAGEMENT

The Group, as a result of the normal course of its business activities, has exposure to foreign exchange, interest rate, treasury shares price evolution, credit and liquidity risk. The goal of the Group is to identify, measure and minimize these risks using the most effective and efficient methods to eliminate, reduce, or compensate such exposures. With the purpose of managing these risks, in some occasions, the Group enters into hedging activities with derivatives and non-derivative instruments.

5.1 Foreign exchange risk

As a result of the multinational orientation of its business, the Group is subject to foreign exchange risks derived from the fluctuations of various currencies.

Our revenue is almost entirely generated either in euro or in US Dollar (USD) (the latter representing 40%-50% of our total revenue). Revenue generated in currencies other than the euro or USD is negligible.

In turn, 55%-65% of our operating costs are denominated in many currencies different from the euro, including the USD, which represents 30%-40% of our operating costs. The rest of the foreign currency operating expenses are denominated in a variety of currencies, Sterling Pounds (GBP), Indian Rupees (INR), Australian Dollars (AUD), Singapore Dollars (SGD) and Thai Baht (THB) being the most significant. A number of these currencies may fluctuate vs. the euro similarly to the USD- euro fluctuations, and the degree of this correlation may vary with time.

The main objective of the Group's foreign exchange hedging strategy is to reduce the volatility of the countervalue in euros of the consolidated cash flows measured in different currencies. The instruments used to achieve this goal depend on the foreign currency of the operating cash flow to be hedged:

- The strategy to minimize USD exchange rate exposures is based on the use of natural hedges and derivative instruments. This strategy aims at reducing the exposure created by the USD denominated operating cash inflows of the Group with the payment in USD of the principal amount outstanding of the USD denominated debt. Neither as of December 31, 2021, nor as of December 31, 2020, there was significant USD denominated debt. As at December 31, 2021 and December 31, 2020, there was a significant amount of short-term financial investments denominated in USD, these investments were fully hedged.
- Aside from the risk on USD, there are foreign exchange risks derived from expenses denominated in a variety of foreign currencies mainly in GBP, INR, AUD and SGD. A natural hedge strategy is not available in these cases; therefore, the Group engages into derivative contracts with banks: basically currency forwards, currency options and

combinations of currency options to hedge a significant portion of the aforementioned short exposures (net expenses).

Since the objective in relation to exchange rate risk is to reduce the volatility of the euro values of cash flows denominated in foreign currency, the Group's total exposure to exchange rate changes is measured in terms of the Cash-flow at Risk (CFaR). This risk measure provides an estimate of the potential euro loss of the foreign currency denominated cash flows from the moment the estimation is calculated to the moment the cash flow is expected to take place. These estimates are made using a 95% confidence level.

The CFaR methodology is similar in many respects to the Value at Risk (VaR) methodology. However, whereas VaR is generally centered in the changes in the value of a portfolio of exposures in a given future interval of time, CFaR is focused on the changes in the value of the cash-flows of that portfolio from the calculation date to the moment in which these cash-flows are expected to effectively take place. In the case of Amadeus, CFaR is a more adequate measure of the risk of the Group given that the goal of our risk management strategy with relation to foreign exchange risk is reducing the volatility of the euro value of the foreign currency denominated cash-flows. An additional reason for focusing on cash-flows is that, eventually, the cash-flows of a company result in its level of liquidity, which in the case of a non-financial corporation, it is generally a scarce and valuable element.

The main limitations of the CFaR methodology are very similar to the ones of the VaR methodology:

- Firstly, its results are based on several of hypotheses on the future volatilities of the exchange rates and the future correlation among them which may correspond with the real evolution of the exchange rates or not.¹
- Additionally, the foreign exchange exposure estimates used as inputs to the model may deviate with respect to the exposures which will finally take place in the future². This limitation is particularly relevant today given the effect of the COVID-19 pandemic on the travel industry in general and in the Amadeus revenues particularly: depending on the evolution of the pandemic, the features and spread of its strains, the efficiency and speed of vaccination and the regulators attitude with respect to travel, the size of the USD exposure can significantly change.
- Finally, it is important to mention that given a level of CFaR calculated with a 95% confidence level, the losses which could take place in the remaining 5% of the cases may be significantly greater than the level of risk as measured with the CFaR methodology for a 95% confidence level.

The CFaR of the foreign exchange exposures of the Group calculated with a 95% confidence level is set forth in the table below:

December 31, 2021			December 31, 2020		
2022 CFaR	2023 CFaR	2024 CFaR	2021 CFaR	2022 CFaR	2023 CFaR
(4.2)	(18.7)	(57.0)	(15.6)	(35.0)	(79.3)

As of the end of 2021, CFaR levels calculated for the next three years are lower than in the calculation performed in the previous year. This lower level of CFaR is mainly due to the lower size of the USD exposures estimated for the three coming years and the lower level of the implicit volatilities used in the calculations as of December 31, 2021.

(1) The volatilities implicit in the market prices of currency options and the historic correlations among the main currencies in which Amadeus has exposures are used as inputs to the model.

(2) In order to calculate the foreign currency exposures, the Group takes into account the estimated cash flows in each currency according to the last available forecast and the foreign currency hedges contracted as of the CFaR calculation date.

As it can be observed in the table above, the level of risk measured in CFaR terms tends to increase for the periods which are further away. The reasons for this are: (1) in theory, the further away the future cash-flows are, more adverse the effect of foreign exchange fluctuations can potentially be; (2) the level of hedging is smaller for the later periods; and (3) in the later periods the size of the foreign exchange exposures tends to be greater.

5.2 Interest rate risk

The objective of the Group in terms of interest rate risk management is reducing the volatility of the net interest flows payable by the Group. In line with this goal as of December 31, 2021 approximately 78% (79%, 2020) of the debt contracted by the Group was fixed rate debt. No interest rate hedges were hedging this debt as of December 31, 2021, and 2020.

The sensitivity of fair value of Amadeus debt to a 0.1% (10 bps) parallel shift of the interest rate curve as of December 31, 2021, and 2020, is set forth in the table below:

	December 31, 2021		December 31, 2020	
	+10 bps	-10 bps	+10 bps	-10 bps
Euro denominated debt	16.3	(16.5)	21.1	(21.2)
Total	16.3	(16.5)	21.1	(21.2)

In 2021 there has been a reduction in the sensitivity of the value of the debt to the movements of the interest rate curve with respect to the previous year. This reduction has been caused by the reduction in the amount of gross debt outstanding and the lower average life of this debt.

According to the table above a 10 bps drop in the level of interest rates would cause a loss in the fair value of the debt (an increase of the liability) amounting to €16.5 million at December 31, 2021 (21.2 million, 2020).

5.3 Treasury shares price evolution risk

As of December 31, 2021, the Group has three different remuneration schemes outstanding which are settled with Amadeus shares; the Performance Share Plan (PSP), the Restricted Share Plan (RSP) and the Share Match Plan (SMP).

According to the rules of these plans, when they mature their beneficiaries will receive a number of Company's shares which for the outstanding plans will be (depending on the evolution of certain performance conditions) between a maximum of 1,469,000 shares and a minimum of 513,000 shares, approximately. It is Amadeus intention to make use of treasury shares to settle these plans at their maturity. The Group holds treasury shares for the future specific share delivery commitments with the Group employees and management.

During 2021 and 2020, the Group has acquired treasury shares corresponding to share buy-back programs. These programs had already been executed by the end of 2021. (see note 17).

5.4 Credit risk

Credit risk is the risk that a counterparty to a financial asset will cause a loss for the Group by failing to discharge an obligation.

The Group cash and cash equivalents are deposited in major banks on the basis of diversification and the credit risk of the available investment alternatives.

In 2021 the Group had some short-term financial investments (see note 5.6 below) in order to invest a portion of the liquidity of the Group. As of the end of 2021, the total amount of these investments was €683.2 million (€900.5 million

as at December 31, 2020). Some of these investments are denominated in USD, which are fully hedged from foreign exchange variations. These investments consist of a USD 450.0 million (€397.0 million as at December 31, 2021) repo backed Note maturing on June 29, 2022, USD 120.0 million (€106.2 million as at December 31, 2021) invested in a Term Liquidity Fund and €180.0 million invested in three different fixed income investment funds. The Group considers that these investments have a low credit risk since:

- The repo backed Note maturing in June 29, 2022, is secured by tri-party repos. This way, the Note has the double guarantee of a diversified portfolio of financial instruments acting as collateral and additionally it has the guarantee of the bank acting as counterparty of the repo transaction. The counterparty bank of the repo transaction is a prime international bank in the investment grade category. The portfolio of assets used as underlying of the repo transaction is valued by a third party (Euroclear) and matched on daily basis in order to reach at least 75% of the value of the investment.
- In the same line, the Term Liquidity Fund invests in tri-party repos. This way, it benefits from a similar package of security than the repo backed Note. This investment can be cancelled with a six-months notice period.
- The mutual funds in our portfolio invest in a diversified portfolio of investment grade fixed income securities with a short duration. The liquidity invested in these funds can be reimbursed in a week or less depending on the fund.

The credit risk of the Group's customer accounts receivable is mitigated by the fact that the majority are settled through the clearing houses operated by the International Air Transport Association ('IATA') and Airlines Clearing House, Inc. ('ACH'). These systems guarantee that the cash inflows from our customers will be settled at a certain fixed date, and partially mitigate the credit risk by the fact that the members of the clearing house are required to make deposits that would be used in the event of default. Moreover, our customer base is large and well diversified which results in a low concentration of the credit risk.

5.5 Liquidity risk

The Corporate Treasury is responsible for providing the cash needed by all the companies of the Group. In order to perform this task more efficiently, the Company concentrates the excess liquidity of the subsidiaries and channels it to the companies with cash needs.

This allocation of the cash position among the companies of the Group is mainly made through:

- Three different cash pooling agreements. One with most of the subsidiaries located in the euro area; another one in USD for the US subsidiaries and another one in British Pounds for the UK subsidiaries.
- Through bilateral Treasury Optimization agreements between Amadeus IT Group, S.A. and its subsidiaries.

Corporate Treasury monitors the Group's cash position through rolling forecasts of expected cash flows. These forecasts are performed by the subsidiaries of the Group and later on consolidated in order to examine both the liquidity situation and the prospects of the Group and its subsidiaries.

The detail of the contractual maturities of the Group's debt financing as of the end of the financial year 2021 and 2020 is described in note 18.

5.6 Capital management

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while continuing to generate returns to shareholders and to benefit other stakeholders through the optimization of the leverage ratio.

The Group bases its capital management decisions on the relationship between the Group's earnings and free cash flows and its debt amount and debt service payments. The capital structure of the Group consists of net debt and the equity of the Group.

The net financial debt as of December 31, 2021 and 2020, is set forth in the table below:

	December 31, 2021	December 31, 2020
Total non-current debt	4,344.5	4,343.0
Total current debt	635.4	1,320.6
Total debt	4,979.9	5,663.6
(-) Short-term investments	(683.2)	(900.5)
(-) Cash and cash equivalents	(1,127.7)	(1,555.1)
Total net financial debt	3,169.0	3,208.0

The Group's debt is rated by Standard & Poor's and Moody's as Investment Grade ('BBB-' and 'Baa2', respectively, with negative outlook for both). Both agencies keep a credit rating of the debt as 'Investment Grade'. The Group considers that the ratings awarded would allow access to the markets, if necessary, on reasonable terms. The short-term ratings of the Group are A3 from Standard & Poor's and P2 from Moody's, also in the Investment Grade category.

The Company's dividend policy is aimed to reach a dividend pay-out up to a range of 40% to 50% of the consolidated net profit of the year (excluding extraordinary impacts). The amount of dividends the Company decides to pay, if any, and the future dividend policy will however depend on a number of factors, including earnings, financial conditions, debt service obligations, cash requirements, prospects or market conditions. The amount of dividends to be paid is proposed by the Board of Directors and approved by the shareholders at General Shareholders' Meeting.

The dividend policy also establishes the approval, within the last quarter of the year, of an interim dividend related to the results of each financial period, to be paid in the month of January of the following year. Considering the financial results due to the COVID-19 pandemic, the General Shareholders' Meeting of June 17, 2021, did not propose any dividend distribution, and in 2020, the Company cancelled the complementary dividend payment initially scheduled for the General Shareholders' Meeting approval of June 18, 2020. No interim dividend has been distributed during year 2021.

6. COVID-19 RELATED IMPACTS

The COVID-19 pandemic has a material adverse effect on the Group's business, prospects, financial condition and results of operations. Substantially, all of the Group's revenue is derived from the worldwide travel and tourism industry and this outbreak negatively impacts this industry, particularly airlines, airports, hotels, railways and ferries. The volume of bookings during 2021 has improved compared to 2020, although it is still uncertain how long it will take to come back to the travel volumes prior to the impact of the spread of COVID-19.

The COVID-19 outbreak has impacted our risk assessment and our impairment testing as disclosed below.

6.1 Reinforcement of the liquidity position

During 2020, the Group adopted a set of measures to protect its liquidity, to enhance its financial flexibility and to support its operations.

Apart from the measures taken during 2020, on February 9, 2021, the Group has issued one bond amounting to €500.0 million, with maturity date February 2023. It has a quarterly payable coupon with a variable interest rate of three-month Euribor plus 65 basis points (see note 18).

The Group has fulfilled the debt repayments calendar, and has even paid a €500.0 million bond in August 2021, which was initially maturing in November 2021.

The Group also continues holding a €1,000.0 million Revolving Credit Facility, which is neither disposed of as at December 31, 2021, nor as at December 31, 2020.

Considering the 2021 and 2020 financial results due to the COVID-19 pandemic, the Board of Directors of Amadeus agreed not to propose any dividend distribution pertaining to these years.

Net cash and cash equivalents as at December 31, 2021, amounts to €1,127.5 million. Additionally, as disclosed in the consolidated statement of cash flows, the Group holds short-term investments amounting to €678.8 million, including the fair value of non-realized hedges. Unused credit facilities amount to €1,000.0 million. As a result, total liquidity position at the end of the year ended December 31, 2021, amounts to a total of €2,806.3 million which provides a comfortable buffer to weather adverse market conditions for an extended period.

Our main financial obligations for year 2022 relate to a €500.0 million bond maturity in March 2022, and the scheduled partial payment of the loans received from the European Investment Bank (EIB) for €15.0 million.

6.2 Expected credit loss provision

As disclosed in note 5, our credit risk is mitigated by the fact that the majority of our trade receivables are settled through clearing houses. Nevertheless, the COVID-19 outbreak has triggered some financial difficulties to certain customers increasing our risk assessment for accounts receivable recovery. The Group has updated the 2020 Expected Credit Losses (ECL) provision matrix used for low-risk customers. The update of the provision matrix was performed on June 30, 2021, and the impact amounted to approximately €2.3 million. From June 30, 2021 to December 31, 2021 the provision has increased but less than in year 2020. Please refer to note 4 to see disclosure of matrix for both years and note 13 for the evolution of the provision in the year 2021.

6.3 Restructuring measures

In March 2020 the Group announced an initial set of measures to reduce costs. Following this announcement, in July 2020, a plan of actions focused on mainly voluntary workforce reduction and on rationalizing the necessary rental space was set up. During 2021, in terms of workforce reduction, the Group has incurred in €25.9 million (€156.3 million, 2020) of Personnel and Related expenses corresponding to these restructuring measures. There are also other miscellaneous expenses incurred during 2021 amounting to €2.7 million (€3.8 million, 2020).

6.4 Impairment test

The Group monitors goodwill for internal management purposes at groups of cash generating units (CGUs) because it is the lowest level at which the synergies generated after business combinations are controlled at the internal management level and its mostly linked to the type of platforms and technological services provided to air and non-air customers.

As explained in note 7, the Group has reorganized its reporting structure in a way that has changed the composition of the groups of CGUs to which goodwill had been allocated. Therefore, a reallocation of goodwill has been performed using a relative value approach based on the change in the discounted expected future cash flows of the existing groups of CGUs derived from the change in the organization structure. Goodwill allocated to the new segment Hospitality and

Other Solutions, comprises the goodwill relating to the group of CGUs of TravelClick and the amounts segregated from the pre-existing Distribution segment and IT Services group of CGUs.

The COVID-19 pandemic has generated an on-going health and economic crisis, resulting in acutely depressed travel volumes. The Group has performed an impairment test of our groups of CGUs, as at September 30, 2021, applying a number of scenarios (including, IATA's latest projections, base case and a pessimistic case), concluding that there was no evidence of impairment at any of our groups of CGUs, even under the pessimistic scenario.

The Group considered the latest information available to test for impairment. The situation is constantly evolving but vaccination programs and the relaxation of travel restrictions are having a positive effect. Therefore management believes that as at December 31, 2021, there is no triggering event for impairment of the group of CGUs.

Calculations use cash flow projections based on financial budgets as discussed by the Board of Directors in October 2021 covering a 3-year period (2022-2024) plus additional forecasts developed for 2025-2026. Cash flows beyond that five-year period have been extrapolated using growth rates that do not exceed the long-term average rates for the markets in which the three groups of CGUs operate.

These internal forecasts are based on external assumptions such as Growth Domestic Product published by the International Monetary Fund, air traffic data published by IATA, among others. The Group for its internal forecasts has considered lower capital expenditures and cost reductions linked to the restructuring measures.

The projections have been performed considering the following assumptions:

The compound annual growth rate (CAGR) of forecasted revenues used for the impairment exercise, is set forth in the table below:

	December 31, 2021 2022-2026 period	December 31, 2020 2021-2025 period
Base case	14.26%- 26.89%	10.30% - 35.41%
Optimistic case	16.27%- 27.92%	11.30% - 36.45%
Pessimistic case	13.25%- 25.86%	9.30% - 34.36%

The Group discloses below the CAGR for the projected scenario until 2026 (2025, in the data displayed for December 31, 2020) since the year before the effects of COVID-19 started (year 2019):

	December 31, 2021 2020-2026 period	December 31, 2020 2020-2025 period
Base case	1.22%- 8.91%	0.6% - 3.21%
Optimistic case	1.80%- 9.55%	1.98% - 4.66%
Pessimistic case	0.63%- 8.27%	(0.79%) - 2.20%

Discount rates have also been reviewed to reflect the current economic situation. No changes estimated for perpetual growth rates.

The discount rates and perpetuity growth rates (beyond the five-year forecasts) applied to the cash flow projections in 2021 and 2020 for the different groups of CGUs are as follows:

December 31, 2021			
	Growth rate to perpetuity	Post-tax discount rate	Pre-tax discount rate
Air Distribution	1.5%	7.3%	9.2%
Air IT Solutions	2.5%	7.7%	9.3%
Hospitality & Other Solutions	2.5%	8.0%	9.8%

December 31, 2020			
	Growth rate to perpetuity	Post-tax discount rate	Pre-tax discount rate
Distribution	1.5%	7.6%	9.8%
IT Services	2.5%	7.6%	9.4%
TravelClick	2.5%	7.6%	9.2%

According to this analysis of the value in use of assets assigned to the groups of cash generating units of the Group, there is no evidence of impairment.

Management believes that any reasonable deterioration of the key assumptions considered, which are the basis to calculate the value in use, would not result in the recoverable amount being lower than the respective unit's carrying amount for any of the groups of CGUs at which level goodwill is monitored.

In addition to the test for the groups of cash generating units disclosed above, the Group has carried out specific impairment test for individual intangible assets. The Group has recognized the following impairment losses in the consolidated statement of comprehensive income:

- €31.1 million (€124.9 million, 2020), related to specific developments and implementation efforts carried out for customers that have either cancelled contracts, suspended or ceased operations and investments related to new solutions or technology which did not or will not deliver the expected benefits. From the total impairment expense for the year ended on December 31, 2021, €31.0 million corresponds to the Air IT Solutions segment and €0.1 million to the Hospitality & Others segment (€103.7 million to the Air IT Solutions segment and €21.2 million to the Air Distribution segment, respectively in 2020).
- €5.6 million (€10.3 million, 2020), related to customer relationships which have been impaired due to lower expected economic benefits on some of them (€0.2 million corresponding to the Air Distribution segment and €5.4 million to the Air IT Solutions segment). The full amount in 2020 corresponded to the Air Distribution segment.

6.5 Going concern

Considering all the aforementioned measures, the Group believes that the significant doubt associated with the current uncertainties related to the COVID-19 does not result in a material uncertainty related to such events or conditions that may cast significant doubt on the entity's ability to continue as a going concern.

7. SEGMENT REPORTING

The segment information has been prepared in accordance with the ‘management approach’, which requires presentation of the segments on the basis of the internal reports about components of the entity which are regularly reviewed by the chief operating decision maker (CODM) in order to allocate resources to a segment and to assess its performance.

Until September 30, 2021, the Group was organized into two operating segments based on the different services offered by the Group:

- Distribution, where the primary offering is Amadeus GDS platform. It generates revenues mainly from booking fees the Group charges to travel providers for bookings made, as well as other non-booking revenues; and
- IT Solutions, where the Group offers a portfolio of technology solutions (primarily Altéa PSS and New Skies) that automate mission-critical processes for travel providers. This segment generates revenues from the transactions processed in the Amadeus platform, as well as from other IT services.

The diversification and growth strategy based on new companies’ acquisitions and internal developments has led to an evolution in the way in which Amadeus management analyses its results and allocates resources. In order to better reflect this revised perspective, from the third quarter of 2021, the Group has implemented a new segment reporting. The new reporting structure pivots on the type of customer and platform, distinguishing between travel and hospitality. This new segment reporting is composed of three segments: Air Distribution, Air IT Solutions and Hospitality & Other Solutions, detailed below.

- Air Distribution, comprising travel customers and very similar to the former Distribution segment, but with a higher weight of pure Airline Distribution, as it excludes Hotel and Car providers;
- Air IT Solutions, also focused on travel customers including results from both Airline IT and Airport IT businesses; and
- Hospitality & Other Solutions, mainly focused on hospitality customers including both the distribution and IT solutions services and composed of TravelClick (formerly IT Solutions), Hotel and Payments distribution (formerly Distribution), Hotel and Payment IT solutions (formerly IT Solutions), Mobility, Insurance and Ferry (the three were formerly Distribution) and Travel Audience (formerly IT Solutions).

The segment reporting information for earlier periods has been restated to conform with these changes.

The Group applies the same accounting policies for the measurement of the profit or loss of its operating segments as those described in note 4. However, management when evaluating the performance of each operating segment uses contribution as a performance measure. Contribution is defined at the relevant operating segment as revenue less operating costs plus capitalizations directly allocated to the relevant operating segment. The operating expenses (excluding capitalized expenses and those incentives associated to those capitalizations) of the Group are allocated either to operating direct costs or to indirect costs; we denominate operating direct costs to those direct costs that can be allocated to an operating segment and indirect costs to those that cannot be allocated to any operating segment.

Additionally, the Group manages its borrowing activities and taxes centrally and they are not followed up per segment.

Information regarding the Group’s operating segments and the reconciliation of the measure of profit or loss to the consolidated statement of comprehensive income as of December 31, 2021, and 2020, are set forth in the table below:

	December 31, 2021				December 31, 2020			
	Air Distribution	Air IT Solutions	Hospitality & Other Solutions	Total	Air Distribution	Air IT Solutions	Hospitality & Other Solutions	Total
Revenue	1,061.9	1,069.5	538.6	2,670.0	639.3	985.8	548.9	2,174.0
Contribution	395.3	705.3	171.8	1,272.4	128.8	598.0	145.2	872.0

The main reconciling items correspond to:

	December 31, 2021	December 31, 2020
Revenue	2,670.0	2,174.0
Contribution	1,272.4	872.0
Net indirect cost (1)	(673.5)	(813.4)
Depreciation and amortization	(681.9)	(829.4)
Operating income / (loss)	(83.0)	(770.8)

- (1) Principally comprises what we denominate indirect costs that are costs shared between the operating segments, such as: (i) costs associated with Amadeus technology systems, including processing of multiple transactions, and (ii) corporate support, including various corporate functions such as finance, legal, human resources, internal information systems, etc. Additionally, it includes capitalization of expenses and incentives received from the French government in respect of certain product development activities in Nice and which have not been allocated to an operating segment.

The Group operates in the travel industry and, accordingly, events that significantly affect the industry could also affect the Group's operations and financial position.

Amadeus IT Group, S.A. is based in Spain and is the counterparty to all key contractual arrangements with airlines and other travel providers for Air Distribution and Air IT Solutions operating segments.

The table below represents a split of how the revenue of the Group is geographically distributed based on where the travel agent, in which bookings are reserved, is located (for the Air Distribution operating segment), and attending to where the airline receiving the services is registered (for the Air IT Solutions and Hospitality & Other Solutions operating segment):

	December 31, 2021	December 31, 2020
EMEA	1,403.4	991.6
Asia & Pacific	332.5	361.1
America	934.1	821.3
Revenue	2,670.0	2,174.0

Included in the table above, the countries with most significant level of revenues including Spain are the following:

	December 31, 2021	December 31, 2020
USA	769.8	639.6
Germany	173.9	136.8
Spain	126.9	56.5
France	124.2	101.3

Non-current assets by geographic area for the year ended December 31, 2021 and 2020, are set forth in the table below:

December 31, 2021	Europe				Other		PPA Assets	Total
	Spain	France	Germany	Other	USA & Canada	Rest of the world		
Intangible Assets	587.0	1,675.4	122.3	6.2	1,116.4	18.3	389.2	3,914.8
Property, plant and equipment	5.7	45.4	165.4	11.9	24.1	26.4	–	278.9
Right of use assets	34.9	62.5	55.8	27.4	16.4	37.9	–	234.9
Investments in associates	–	–	–	–	–	7.8	–	7.8
Total	627.6	1,783.3	343.5	45.5	1,156.9	90.4	389.2	4,436.4

December 31, 2020	Europe				Other		PPA Assets	Total
	Spain	France	Germany	Other	USA & Canada	Rest of the world		
Intangible Assets	547.4	1,716.7	129.2	11.5	1,095.0	27.6	419.5	3,946.9
Property, plant and equipment	4.9	47.8	227.3	12.9	29.2	25.6	–	347.7
Right of use assets	36.3	43.7	59.7	33.6	34.1	35.0	–	242.4
Investments in associates	–	–	–	–	–	16.2	–	16.2
Total	588.6	1,808.2	416.2	58.0	1,158.3	104.4	419.5	4,553.2

The PPA Assets mainly correspond to the Amadeus brand and other intangible assets identified during the Purchase Price Allocation exercise (PPA) performed as a result of the business combination (Leverage Buy-Out) between Amadeus Group and the Company in July 2005 that for their own nature cannot be allocated geographically.

8. GOODWILL

The reconciliation of the carrying amount of goodwill for the years ended as of December 31, 2021 and 2020, is set forth in the table below:

	December 31, 2021	December 31, 2020
Carrying amount at the beginning of the year	3,539.8	3,661.5
Additions due to acquisitions of subsidiaries (note 16)	–	54.7
Impairment	–	(4.4)
Adjustments during the measurement period	–	(0.2)
Transfers (note 16)	–	(42.8)
Exchange rate adjustments	114.4	(129.0)
Carrying amount at the end of the period	3,654.2	3,539.8

‘Additions due to acquisitions of subsidiaries’ for the year ended December 31, 2020, relates to the goodwill arisen from the acquisition of Optym’s Sky business (see note 16).

‘Impairment’ for the year ended December 31, 2020, is connected to the goodwill from Amadeus Travel IMS, S.L.

‘Transfers’ for the year ended December 31, 2020 correspond to the completion of the purchase price allocation exercise for the business combination of ICM and of Optym’s Sky business.

‘Exchange rate adjustments’ for the year ended December 31, 2021 and 2020, mainly relates to the USD – EUR evolution.

Goodwill derived from any acquisition is allocated for impairment testing purposes to the group of cash generating units (CGUs) that is expected to benefit from the acquisition that originated the goodwill, based on Amadeus’ organizational structure and operations. Goodwill has been reallocated, as explained in note 6, following the new segment reporting structure disclosed in note 7. Previously reported information has been restated accordingly.

The breakdown of the current amount of goodwill per group of CGUs is set forth in the table below:

	December 31, 2021	December 31, 2020
Air Distribution	1,890.4	1,890.4
Air IT Solutions	790.1	742.4
Hospitality & other solutions	973.7	907.0
Carrying amount	3,654.2	3,539.8

For details on Goodwill impairment test see note 6.

9. INTANGIBLE ASSETS

The reconciliation of the carrying amounts for the years ended December 31, 2021 and 2020, of the items included under the ‘Intangible assets’ caption is set forth in the table below:

Gross Value	Patents, trademarks, licenses and others	Technology and content	Contractual relationships	Total
December 31, 2019	465.6	5,568.0	1,538.5	7,572.1
Additions	1.8	–	6.4	8.2
Additions of Software internally developed	–	455.0	–	455.0
Retirements and disposals	(2.0)	(124.1)	(10.4)	(136.5)
Reclassification to Assets held for sale	–	(6.7)	(2.0)	(8.7)
Transfer	147.0	20.8	(115.6)	52.2
Exchange rate adjustments	(2.3)	(60.9)	(92.4)	(155.6)
December 31, 2020	610.1	5,852.1	1,324.5	7,786.7
Additions	2.4	–	2.3	4.7
Additions of Software internally developed	–	393.9	–	393.9
Retirements and disposals	(4.1)	–	(11.7)	(15.8)
Changes in consolidation perimeter	0.4	–	4.6	5.0
Transfer	–	(0.2)	–	(0.2)
Exchange rate adjustments	1.8	45.0	79.9	126.7
December 31, 2021	610.6	6,290.8	1,399.6	8,301.0

Accumulated depreciation and Impairment	Patents, trademarks, licenses and others	Technology and content	Contractual relationships	Total
December 31, 2019	(135.0)	(2,724.9)	(524.4)	(3,384.3)
Amortization charge	(15.6)	(367.7)	(107.9)	(491.2)
Impairment losses charged to profit or loss	–	(124.9)	(10.3)	(135.2)
Retirements and disposals	1.9	117.6	5.4	124.9
Reclassification to Assets held for sale	–	5.5	2.0	7.5
Transfer	(145.8)	1.5	137.5	(6.8)
Exchange rate adjustments	2.0	21.8	21.5	45.3
December 31, 2020	(292.5)	(3,071.1)	(476.2)	(3,839.8)
Amortization charge	(10.0)	(377.3)	(88.9)	(476.2)
Impairment losses charged to profit or loss	–	(31.1)	(5.6)	(36.7)
Retirements and disposals	4.1	(0.1)	10.4	14.4
Changes in consolidation perimeter	(0.3)	–	(3.4)	(3.7)
Exchange rate adjustments	(1.2)	(21.8)	(21.2)	(44.2)
December 31, 2021	(299.9)	(3,501.4)	(584.9)	(4,386.2)
Carrying amount at December 31, 2020	317.6	2,781.0	848.3	3,946.9
Carrying amount at December 31, 2021	310.7	2,789.4	814.7	3,914.8

‘Patents, trademarks, licenses and others’ caption includes intangible assets with indefinite useful life with a carrying value of €293.2 million as of December 31, 2021 and 2020, that mainly relates to the Amadeus brand. It has been estimated that the Amadeus brand will contribute to the Group net cash inflows indefinitely. Among the different factors considered in reaching this conclusion, the following matters should be highlighted:

- There are no expectations of the Amadeus brand to be abandoned; and
- There is certain stability within the industry since it is composed of few players worldwide and Amadeus has a strong positioning.

The Amadeus brand has been allocated to the group of CGUs of Air Distribution and of Air IT Solutions (€257.8 million and €35.4 million respectively for 2021 and 2020) based on the relative present value of the royalty savings in each of them. The brand does not generate cash inflows that are independent from other assets and is, therefore, tested for impairment at the level of the group of CGUs at which it can be allocated. The key assumptions used for the impairment tests as well as the methodology followed is described in note 6.

During 2021 and 2020, the Group reported certain impairment losses in relation to products that will not deliver the expected economic benefits, due to either unforeseen additional efforts required to deliver the customer’s needs, or to a downwards reassessment of the expected demand (see note 6).

The transfers in 2020 under ‘Patents, trademarks, licenses and others’, ‘Technology and Content’ and ‘Contractual Relationships’ captions mainly relate to the completion of the purchase price allocation exercise of ICM and of Sky Optym acquisition, as well as some reclassifications for certain fully amortized assets between categories.

10. PROPERTY, PLANT AND EQUIPMENT

The reconciliation of the carrying amounts for the years ended December 31, 2021 and 2020, of the items included under the caption ‘Property, plant and equipment’ caption is set forth in the table below:

Gross Value	Land & buildings	Data processing hardware & software	Other property, plant and equipment	Total
December 31, 2019	295.8	799.6	110.1	1,205.5
Additions	6.5	46.3	6.2	59.0
Retirements and disposals	(13.8)	(57.8)	(5.7)	(77.3)
Reclassification to assets held for sale	–	(0.1)	(0.1)	(0.2)
Transfers	–	20.2	3.9	24.1
Exchange rate adjustments	(4.2)	(12.7)	(4.2)	(21.1)
December 31, 2020	284.3	795.5	110.2	1,190.0
Additions	17.7	29.7	3.8	51.2
Retirements and disposals	(21.0)	(36.2)	(8.7)	(65.9)
Changes in consolidation perimeter	–	4.2	1.7	5.9
Transfers	0.1	11.8	2.0	13.9
Exchange rate adjustments	2.9	7.4	1.3	11.6
December 31, 2021	284.0	812.4	110.3	1,206.7

Accumulated depreciation and Impairment	Land & buildings	Data processing hardware & software	Other property, plant and equipment	Total
December 31, 2019	(163.3)	(547.9)	(62.2)	(773.4)
Depreciation charge	(15.7)	(107.9)	(7.8)	(131.4)
Retirements and disposals	9.3	56.3	5.0	70.6
Reclassification to assets held for sale	–	0.1	0.1	0.2
Transfers	–	(19.0)	(4.5)	(23.5)
Exchange rate adjustments	2.7	9.2	3.3	15.2
December 31, 2020	(167.0)	(609.2)	(66.1)	(842.3)
Depreciation charge	(19.9)	(86.3)	(12.6)	(118.8)
Retirements and disposals	18.9	35.1	7.4	61.4
Changes in consolidation perimeter	–	(4.1)	(1.7)	(5.8)
Transfers	–	(14.2)	–	(14.2)
Exchange rate adjustments	(1.7)	(5.6)	(0.8)	(8.1)
December 31, 2021	(169.7)	(684.3)	(73.8)	(927.8)
Carrying amount at December 31, 2020	117.3	186.3	44.1	347.7
Carrying amount at December 31, 2021	114.3	128.1	36.5	278.9

Additions to the ‘Data processing hardware & software’ caption mainly relate to the data processing hardware and software acquired for the data processing center in Erding (Germany) amounting to €12.9 million (€26.3 million, 2020).

The transfers under ‘Land & buildings’, ‘Data processing hardware & software’ and ‘Other property, plant and equipment’ captions mainly relate to some reclassification for certain fully amortized assets between categories.

The amount of expenditure in assets under construction recognized in the carrying amount of property, plant and equipment for the year ended December 31, 2021, is €3.3 million (€3.1 million, 2020).

11. LEASES

The reconciliation of the carrying amounts for the years ended December 31, 2021 and 2020, of the items included under the caption of 'Right of use assets' is set forth in the table below:

	Land & buildings	Data processing hardware & software	Data centers	Other property, plant and equipment	Total
Carrying amount as of December 31, 2019	306.7	23.9	3.9	1.9	336.4
Additions	15.7	3.1	–	–	18.8
Depreciation charge	(52.2)	(13.5)	(1.3)	(0.2)	(67.2)
Space reductions and early terminations	(34.9)	–	–	–	(34.9)
Transfers	0.6	0.1	–	(1.5)	(0.8)
Reclassification to Assets held for sale	(0.2)	–	–	–	(0.2)
Exchange rate adjustments	(9.2)	(0.2)	(0.3)	–	(9.7)
Carrying amount as of December 31, 2020	226.5	13.4	2.3	0.2	242.4
Additions	57.3	2.5	–	1.5	61.3
Depreciation charge	(40.1)	(8.6)	(1.3)	(0.2)	(50.2)
Space reductions and early terminations	(25.0)	–	–	–	(25.0)
Exchange rate adjustments	6.2	(0.1)	0.3	–	6.4
Carrying amount as of December 31, 2021	224.9	7.2	1.3	1.5	234.9

Additions to 'Land & buildings' for the year ended December 31, 2021, mainly relate to the new contracts signed for office buildings in Singapore and France (additions in 2020 corresponded to office buildings in USA, Australia, Sweden and United Arab Emirates).

Lease liabilities are detailed in note 18 and interest expenses on them are disclosed in note 25.

As at December 31, 2021, there are no significant commitments for leases (€34.8 million, 2020). Last year commitments referred to the leasing of offices in France which the Group has begun to use in 2021.

The total cash outflow for leases for the year ended December 31, 2021 amounts to €57.5 million (€72.9 million in 2020).

12. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD

The reconciliation of the carrying amount for the years ended December 31, 2021 and 2020, of the items included under the 'Investments accounted for using the equity method' caption is set forth in the table below:

	Investments accounted for using the equity method
Carrying amount as of December 31, 2019	30.5
Share in profit/(loss) of associates and joint ventures accounted for using the equity method	(8.7)
Distribution of dividends	(3.2)
Exchange rate adjustments	(2.4)
Carrying amount as of December 31, 2020	16.2
Share in profit/(loss) of associates and joint ventures accounted for using the equity method	(5.7)
Additions	2.3
Retirement due to control acquisition	(4.1)
Distribution of dividends	(0.4)
Exchange rate adjustments	(0.3)
Other	(0.2)
Carrying amount as of December 31, 2021	7.8

The entities consolidated by the Group under the equity method are not quoted in any organized stock market.

The 'Share in profit/(loss) of associates and joint ventures accounted for using the equity method' caption for the year ended December 31, 2021 and 2020 is presented net of taxes at the respective shareholder level.

The financial information of the Group's associates and joint ventures is set forth in the table below:

	December 31, 2021	December 31, 2020
Total assets	40.3	64.6
Total liabilities	25.6	42.4
Net assets	14.7	22.2
Investments accounted for using the equity method	7.8	16.2
Total revenue	31.5	46.7
Profit for the year	(5.9)	(12.0)
Share in profit/(loss) of associates and joint ventures accounted for using the equity method	(5.7)	(8.7)

13. FINANCIAL ASSETS AND LIABILITIES AND FAIR VALUE MEASUREMENTS

The Group's classification of financial assets and liabilities as of December 31, 2021, is set forth in the table below:

	Note	Amortized cost	FVOCI	Hedging derivatives (OCI)	FVPL	Total
Other non-current financial assets		82.7	8.7	–	–	91.4
Non-current derivative financial assets	22	–	–	1.6	–	1.6
Total non-current financial assets		82.7	8.7	1.6	–	93.0
Trade accounts receivable		441.9	–	–	–	441.9
Other current financial assets		514.4	–	–	180.0	694.4
Current derivative financial assets	22	–	–	8.0	0.2	8.2
Cash and cash equivalents	26	1,127.7	–	–	–	1,127.7
Total current financial assets		2,084.0	–	8.0	180.2	2,272.2
Non-current debt	18 and 26	4,344.5	–	–	–	4,344.5
Non-current derivative financial liabilities	22 and 26	–	–	11.8	–	11.8
Other non-current financial liabilities		1.0	–	–	13.2	14.2
Total non-current financial liabilities		4,345.5	–	11.8	13.2	4,370.5
Current debt	18 and 26	635.4	–	–	–	635.4
Other current financial liabilities		11.6	–	–	–	11.6
Dividend payable	17	0.3	–	–	–	0.3
Current derivative financial liabilities	22 and 26	–	–	6.7	4.6	11.3
Trade accounts payable		734.5	–	–	–	734.5
Total current financial liabilities		1,381.8	–	6.7	4.6	1,393.1

Other current financial assets mainly include short-term investments in which the Group has invested part of the liquidity raised through the several financings amounting to €683.2 million which are included in the net financial debt calculation (note 5). Under amortized cost, the Group includes the repo backed Note and the Term Liquidity Fund, and under FVPL the Credit Suisse Short term Fund 'FI', the Morgan Stanley Short Maturity Euro Bond fund, and the Credit Mutuel Asset Management (CM-AM) Institutional Short term disclosed in note 13.1 below.

The Group's classification of financial assets and liabilities as of December 31, 2020, is set forth in the table below:

	Note	Amortized cost	FVOCI	Hedging derivatives (OCI)	FVPL	Total
Other non-current financial assets		71.3	10.3	–	–	81.6
Non-current derivative financial assets	22	–	–	21.5	–	21.5
Total non-current financial assets		71.3	10.3	21.5	–	103.1
Trade accounts receivable		429.6	–	–	–	429.6
Other current financial assets		635.9	–	–	285.2	921.1
Current derivative financial assets	22	–	–	44.2	34.5	78.7
Cash and cash equivalents	26	1,312.4	–	–	242.7	1,555.1
Total current financial assets		2,377.9	–	44.2	562.3	2,984.5
Non-current debt	18 and 26	4,343.0	–	–	–	4,343.0
Non-current derivative financial liabilities	22 and 26	–	–	1.0	–	1.0
Other non-current financial liabilities		0.6	–	–	12.2	12.8
Total non-current financial liabilities		4,343.6	–	1.0	12.2	4,356.8
Current debt	18 and 26	1,320.6	–	–	–	1,320.6
Other current financial liabilities		9.4	–	–	–	9.4
Dividend payable	17	0.3	–	–	–	0.3
Current derivative financial liabilities	22 and 26	–	–	21.0	1.5	22.5
Trade accounts payable		406.8	–	–	–	406.8
Total current financial liabilities		1,737.1	–	21.0	1.5	1,759.6

Other current financial assets mainly include short-term investments in which the Group has invested part of the liquidity raised through the several financings undertaken during the year 2020. Under amortized cost, the Group includes the triparty repo and under FVPL the RedArc Global Investments ICAV- Trade Finance Fund (TFF) disclosed in note 13.1 below.

The Group's non-derivative financial liabilities (except for current and non-current debt disclosed in note 18) by maturity as of December 31, 2021, is set in the table below:

		Current		Non-current			Total non-current
	December 31, 2021	2022	2023	2024	2025	2026 and beyond	
Other non-current financial liabilities	14.2	–	1.0	13.2	–	–	14.2
Other current financial liabilities	11.6	11.6	–	–	–	–	–
Dividend payable	0.3	0.3	–	–	–	–	–
Trade accounts payable	734.5	734.5	–	–	–	–	–
Total other financial liabilities	760.6	746.4	1.0	13.2	–	–	14.2

The Group's non-derivative financial liabilities (except for current and non-current debt disclosed in note 18) by maturity as of December 31, 2020, is set in the table below:

	December 31, 2020	Current		Non-current			Total non-current
		2021	2022	2023	2024	2025 and	
Other non-current financial liabilities	12.8	–	0.6	–	12.2	–	12.8
Other current financial liabilities	9.4	9.4	–	–	–	–	–
Dividend payable	0.3	0.3	–	–	–	–	–
Trade accounts payable	582.5	582.5	–	–	–	–	–
Total other financial liabilities	605.0	592.2	0.6	–	12.2	–	12.8

The tables above show the discounted amounts for financial liabilities. The undiscounted amounts do not differ significantly.

13.1 Fair value measurements disclosures

The assets and liabilities that are measured at fair value on a recurring or non-recurring basis in the consolidated statement of financial position are set forth in the table below. These fair value measurements are categorized into different levels of fair value hierarchy based on the inputs to valuation techniques used.

	Note	December 31, 2021		December 31, 2020	
		Level 2	Level 3	Level 2	Level 3
Other non-current financial assets		–	8.7	–	9.1
Non-current derivative financial assets cash-flow hedge	22	1.6	–	21.5	–
Current derivative financial assets	22	8.2	–	78.7	–
Non-current derivative financial liabilities cash-flow hedge	22	11.8	–	1.0	–
Current derivative financial liabilities	22	11.3	–	22.5	–
Current financial assets at fair value		180.0	–	285.2	–
Cash equivalents at fair value		–	–	242.7	–
Contingent consideration at fair value	16	–	13.2	–	12.2

The derivatives relate to foreign currency forwards and options.

The fair values of financial assets or liabilities traded on active liquid markets are fixed according to the prices quoted in those markets. If the market for a financial asset is not active or no market price is available, fair values are determined in accordance with generally accepted pricing valuation techniques which include discounted cash flows, standard valuation models based on market parameters, dealer quotes and use of comparable arm's length transactions.

The Group's foreign currency forward contracts are measured using quoted forward exchange rates. As such, the financial assets or liabilities in our consolidated statement of financial position resulting from these derivative financial instruments that are measured at fair value, would fall within the level 2 category of the fair value hierarchy. Fair values

reflect the credit risk of the instrument and include adjustments to take into account the credit risk of the Group entity and counterparty when appropriate.

There were no transfers between levels of fair value hierarchy during the years ended December 31, 2021, and 2020.

The fair value of the contingent consideration is determined considering the expected payment using probability weighted average of pay-outs associated with each possible scenario. This method requires considering the range of possible outcomes, the pay-out associated with each possible outcome and the probability of each outcome arising.

As of December 31, 2021, level 2 includes an amount of €75.0 million that corresponds to Credit Suisse Short term Fund 'FI' subscribed in March 2021 that invest mainly in corporate bonds with average rating of assets of A. There is also an additional amount of €75.0 million that corresponds to Morgan Stanley Short Maturity Euro Bond fund subscribed in April 2021 investing in bonds from Treasuries, Government related and Corporates. In addition, there is an amount of €30.0 million that corresponds to Credit Mutuel Asset Management (CM-AM) Institutional Short term subscribed in July 2021 investing in corporate bonds as well.

As of December 31, 2020, level 2 included an amount of USD 350 million (€285.2 million as at December 31, 2020) that corresponded to a RedArc Global Investments ICAV- Trade Finance Fund (TFF) subscribed in October 2020. It also includes Amundi Money Market liquidity fund that invest in short-term debt instruments, amounting to €242.7 million

Level 3 includes an amount of USD 15 million (€13.2 million, as of December 31, 2021, and €12.2 million as of December 31, 2020) corresponding to the estimated contingent consideration in the acquisition of Optym's Sky business. This variable consideration depends on the revenues upon the execution of qualified new licenses until the end of year 2024. There have been no changes on fair value estimation for this financial liability. Level 3 also includes interests in certain unlisted non-controlled companies.

The Group estimates that the carrying amount of its financial assets and liabilities is a reasonable approximation of their fair value as of December 31, 2021, and 2020, except for the following financial liabilities:

	December 31, 2021			December 31, 2020		
	Carrying amount	Fair Value	% of face value	Carrying amount	Fair Value	% of face value
Bonds	4,459.9	4,869.5	109.2%	4,459.9	4,946.5	110.9%
European Investment	215.0	211.3	98.3%	262.3	257.9	98.3%

The fair value measurement of the bonds and the European Investment Bank unsecured senior loan are categorized within the level 1 and level 2 in the fair value hierarchy, respectively.

13.2 Expected credit losses allowance, derecognition of financial assets and cancellation reserve

The expected credit losses provision is presented as a reduction of the 'Trade account receivables' caption.

The reconciliation of the ECL provision for the year 2021 and 2020 is the following:

	December 31, 2021	December 31, 2020
Carrying amount at the beginning of the year	174.2	120.2
Additional expected credit losses	39.8	79.1
Write-offs	(12.3)	(16.1)
Unused reversed amounts	(22.7)	(9.0)
Carrying amount at the end of the year	179.0	174.2

As of December 31, 2021, the breakdown of the carrying amount and ECL provision of 'Trade account receivables' is set forth in the table below:

	December 31, 2021					
Trade account receivables	Not due	Due up to 3 months	Due 3 to 6 months	Due 6 to 12 months	Due more than 12 months	Total
No risk customers	258.5	–	–	–	–	258.5
High risk customers (fully provisioned)	5.6	10.5	3.3	13.5	87.9	120.8
Rest of customers	100.0	60.0	18.6	26.8	36.2	241.6
Total gross	364.1	70.5	21.9	40.3	124.1	620.9
High risk customers provision	(5.6)	(10.5)	(3.3)	(13.5)	(87.9)	(120.8)
Provision (rest of customers)	(1.5)	(3.0)	(4.1)	(13.4)	(36.2)	(58.2)
Total provisions	(7.1)	(13.5)	(7.4)	(26.9)	(124.1)	(179.0)
Total net balance	357.0	57.0	14.5	13.4	–	441.9

As of December 31, 2020, the breakdown of the carrying amount and ECL provision of 'Trade account receivables' is set forth in the table below:

Trade account receivables	December 31, 2020					Total
	Not due	Due up to 3 months	Due 3 to 6 months	Due 6 to 12 months	Due more than 12 months	
No risk customers	223.4	–	–	–	–	223.4
High risk customers (fully provisioned)	4.3	6.0	5.3	22.2	76.4	114.2
Rest of customers	90.0	66.0	36.0	47.6	26.6	266.2
Total gross	317.7	72.0	41.3	69.8	103.0	603.8
High risk customers provision	(4.3)	(6.0)	(5.3)	(22.2)	(76.4)	(114.2)
Provision (rest of customers)	(0.9)	(3.3)	(5.4)	(23.8)	(26.6)	(60.0)
Total provisions	(5.2)	(9.3)	(10.7)	(46.0)	(103.0)	(174.2)
Total net balance	312.5	62.7	30.6	23.8	–	429.6

Accounts receivable are recorded net of a cancellation reserve, and accounts payable are recorded net of the reduction in distribution costs derived from cancellations €36.9 million as of December 31, 2021 (€18.3million in 2020) and €16.1 million (€7.6 million, 2020) respectively.

13.3 Trade payables Directive

Pursuant to the Spanish legislation in force, the disclosures related to the Directive on trade payables as of December 31, 2021 and 2020, for the Spanish subsidiaries is set forth in the table below:

	December 31, 2021	December 31, 2020
	Days	Days
Average payment term to trade payables	44	27
Ratio of operations paid	46	27
Ratio of outstanding payments	27	11
	Millions of euros	Millions of euros
Total payments	436.2	520.3
Total outstanding payments	29.0	15.7

Trade operations with suppliers of goods and services received since the initial date of the Law 31/2014, December 3, have been taken into consideration to calculate the average payment term to trade payables.

The trade payables considered as accounts payable eligible to be disclosed in the consolidated financial statements are those which by nature are trade payables with suppliers of goods and services and, therefore, are included under the 'Trade payables' caption in the current liabilities in the consolidated statement of financial position.

14. REVENUE

14.1 Disaggregation of revenue from contracts with customers

All the revenues booked by the Group under the 'Revenue' caption derive from contracts with customers. The Group obtains revenue from the rendering of services over time in the markets and segments as disclosed in note 7.

A disaggregation of revenue is as follows:

	December 31, 2021	December 31, 2020
Revenue provided through platforms and software	2,498.0	1,981.0
Revenue from professional services and other revenue	172.0	193.0
Revenue	2,670.0	2,174.0

14.2 Contract liabilities

The breakdown of the contract liabilities for the years ended December 31, 2021 and 2020, is set forth in the table below:

	Non-current contract liabilities	Current contract liabilities	Total
Carrying amount as of December 31, 2019	245.7	238.6	482.5
Additions	38.8	370.8	409.6
Revenue recognized in the period	–	(459.8)	(459.8)
Transfers	(33.8)	32.3	(1.5)
Exchange rate adjustments	(1.1)	(11.0)	(12.1)
Carrying amount as of December 31, 2020	249.6	170.9	420.5
Additions	46.4	358.2	404.6
Revenue recognized in the period	–	(392.2)	(392.2)
Transfers	(60.0)	60.0	–
Exchange rate adjustments	1.3	9.8	11.1
Carrying amount as of December 31, 2021	237.3	206.7	444.0

Contract liabilities include the portion of the cash received from customers for which the Group has not rendered the services yet as at the end of the reporting period. The Group receives cash from customers mainly in relation to implementation services of the Altéa IT solution. The implementation is not a separate performance obligation and therefore, the consideration received is recognized as revenue over the term of the contract term. The Group starts the recognition of revenues when the migration of the customer has been completed (cut-over date).

15. OTHER ASSETS AND LIABILITIES

15.1 Other assets and liabilities

The breakdown of other assets as of December 31, 2021 and 2020, is set forth in the table below:

	December 31, 2021	December 31, 2020
Taxes receivable – non income tax (note 23)	126.5	111.0
Other	43.6	56.3
Other non-current assets	170.1	167.3
Prepaid expenses	195.2	179.0
Taxes receivable – non income tax (note 23)	61.9	58.1
Other	9.4	11.4
Other current assets	266.5	248.5
Total other assets	436.6	415.8

Prepaid expenses represent mainly payments made in advance for which services have not been received yet. Within those, the most significant amounts relate to advances to travel agencies and to maintenance contracts, mostly for hardware and software and to other services billed in advance by the provider.

Taxes receivable – non income tax includes VAT receivables and mainly withholding tax receivables (as detailed in note 23).

The breakdown of other liabilities as of December 31, 2021 and 2020, is set forth in the table below:

	December 31, 2021	December 31, 2020
Defined benefit plan liabilities	92.3	94.3
Other non-current liabilities	43.4	43.8
Total other non-current liabilities	135.7	138.1
Taxes payable – non income tax (note 23)	33.0	37.7
Other public institutions payable	69.2	67.2
Employee related accrual and others	268.2	323.0
Total other current liabilities	370.4	427.9
Total other liabilities	506.1	566.0

Taxes payable - non income tax include VAT payables and other tax payables (as detailed in note 23).

Other public institutions payable include mainly social costs payable.

Employee related accrual and others include amounts payable to the Group's employees, mainly for variable remuneration and accruals for holidays, and in 2020 also for the voluntary restructuring measures (see note 6).

15.2 Pension and post-employment benefits

Certain Group companies operate defined benefit plans. Depending on the country, these plans are offered on a voluntary basis or are mandatory as a result of the respective legal or Collective Agreement requirements. The benefits mainly consist of a life-long annuity or a lump sum payable at retirement, death, disability or early retirement when

certain conditions are met. Some of the plans provide death and retirement benefits to spouses subject to member contributions at higher rates. The Group provides for post-retirement medical plan and post-retirement life insurance benefits to a group of beneficiaries in the U.S.A. Most of the obligations under defined benefit plans are voluntary based and operate on a funded basis with plan assets covering the obligations whilst mandatory plans are generally unfunded and provisioned in the accounting books.

The amounts related to defined benefit plans recognized in the consolidated statement of financial position as of December 31, 2021 and 2020, are set forth in the table below:

	December 31, 2021	December 31, 2020
Present value of Funded Defined Benefit Obligation	122.8	115.2
Fair value of plan assets	(105.3)	(90.3)
Funded Status	17.5	24.9
Present value of Unfunded Defined Benefit Obligation	74.5	69.4
Net liability in the consolidated statement of financial position	92.0	94.3

The Group recognizes in equity all actuarial gains and losses in the period in which they occur. As a result, in 2021, actuarial gains of €4.7 million (pre-tax €6.2 million) were recognized through the consolidated statement of comprehensive income. In 2020 actuarial losses of €6.0 million (pre-tax €7.9 million) were recognized in the consolidated statement of comprehensive income. See details in note 17.

The defined benefit plan amounts recognized in the consolidated statement of comprehensive income at December 31, 2021 and 2020, are set forth in the table below:

	December 31, 2021	December 31, 2020
Service cost	8.5	(1.6)
Net interest on the net defined benefit liability (note 25)	1.5	2.0
Immediate recognition of gain (loss) arising during the year	(0.7)	0.7
Administration expenses	0.6	0.6
Total charge recognized in profit or loss	9.9	1.7
(Gain) / loss due to demographic assumptions	0.8	(1.0)
(Gain) / loss due to financial assumptions	(10.4)	12.2
(Gain) / loss due to experience	11.3	(10.7)
Assets (gain) / loss on plan assets	(7.9)	(8.4)
Total re-measurements recognized in other comprehensive income	(6.2)	(7.9)
Total	3.7	(6.2)

As of December 31, 2021, and 2020, balances and movements of the items included under defined benefit plan liability are set forth in the table below:

	December 31, 2021	December 31, 2020
Carrying amount at the beginning of the year	94.3	112.0
Employer contributions	(7.8)	(8.8)
Total charge recognized in profit and loss	9.9	1.7
Total re-measurements recognized in other comprehensive income	(6.2)	(7.9)
Exchange rate (gain) / loss	1.8	(2.9)
Transfers	–	0.2
Carrying amount at the end of the year	92.0	94.3

The reconciliation of the present value of the defined benefit obligation is set forth in the table below:

	December 31, 2021	December 31, 2020
Defined benefit obligation at beginning of the year	184.6	197.0
Net current service cost	8.5	(1.6)
Interest cost	3.5	4.1
Net benefit paid	(8.9)	(6.7)
Actual taxes paid	–	–
(Gain) / loss due to demographic assumptions	0.8	(1.0)
(Gain) / loss due to financial assumptions	(10.4)	12.2
(Gain) / loss due to experience	11.3	(10.7)
(Gain) / loss due to exchange rate changes	8.6	(9.6)
Immediate recognition of loss arising during the year	(0.7)	0.7
Transfers	–	0.2
Defined benefit obligation at end of the year	197.3	184.6

The reconciliation of the fair value of plan assets is set forth in the table below:

	December 31, 2021	December 31, 2020
Fair value of plan assets at beginning of the year	90.3	85.0
Employer contributions	7.8	8.8
Interest income on plan assets	2.0	2.1
Net benefits paid	(9.4)	(7.3)
Actuarial gain / (loss) on plan assets	7.9	8.4
Gain / (loss) due to exchange rate changes	6.8	(6.7)
Fair value of plan assets at end of the year	105.4	90.3

The best estimate of contributions expected to be paid into the defined benefit plan in the next annual financial year is €8.4 million.

As of December 31, 2021, the weighted average asset allocation per pension plan and by asset category is set forth in the table below:

	France Ret. Indemnity	United Kingdom	USA	India	Philippines	Navitaire Philippines	Taiwan
Cash and cash equivalents	–	–	1%	–	–	2%	–
Equity Securities	–	35%	41%	–	10%	45%	–
Debt Securities	–	36%	43%	–	90%	53%	–
Real Estate	–	–	6%	–	–	–	–
Asset held by insurance company	100%	–	–	100%	–	–	–
Other	–	29%	9%	–	–	–	100%
Total	100%	100%	100%	100%	100%	100%	100%

As of December 31, 2020, the weighted average asset allocation per pension plan and by asset category is set forth in the table below:

	France Ret. Indemnity	United Kingdom	U.S.A.	India	Philippines	Navitaire Philippines	Taiwan
Cash and cash equivalents	–	–	1%	–	3%	6%	–
Equity Securities	–	30%	41%	–	14%	42%	–
Debt Securities	–	–	43%	–	83%	52%	–
Real Estate	–	–	6%	–	–	–	–
Asset held by insurance company	100%	–	–	–	–	–	–
Other	–	70%	9%	100%	–	–	100%
Total	100%	100%	100%	100%	100%	100%	100%

The nature of the benefits provided by the defined benefit plans in the Group varies from pension plans, long service and seniority awards, to gratuity plans, among others. These plans are structured and governed by local legislations (e.g. labor law). There are plans that do not report risks to the Group since are 100% covered by insurance policies, while in others the main risks associated with the plans are fluctuations in the financial and actuarial assumptions (e.g. discount rate, inflation, salary increase, life expectancy, etc.), past experience (in the collective or asset linked to the plans) or legislation evolution.

The principal actuarial assumptions applied in the preparation of the consolidated statement of financial position are set forth in the table below:

Used to determine the defined benefit obligation at end of the year and profit and loss charge for new financial year:	December 31, 2021	December 31, 2020
Discount rate	2.23%	1.78%
Underlying consumer price inflation	2.19%	1.90%
Rate of future compensation increases	3.39%	3.34%
Rate of pension increases	2.73%	2.43%
Used to determine profit and loss charge for the current financial year:		
Discount rate	1.78%	2.26%
Underlying consumer price inflation	1.90%	2.01%
Rate of future compensation increases	3.34%	3.22%
Rate of pension increases	2.43%	2.54%

The above summary is a weighted average based on the defined benefit obligation of each country.

The sensitivity of the overall pension plan liability to changes in the weighted principal assumptions is:

Millions of euros	December 31, 2021		December 31, 2020	
	Increase 25bps	Decrease 25bps	Increase 25bps	Decrease 25bps
Discount rate for Obligations	(7.4)	7.8	(6.8)	7.2
Salary rate	3.2	(3.0)	2.7	(2.6)

The expense for defined contribution plans amounted to €54.3 million for the years ended December 31, 2021 (€51.6 million, 2020).

16. BUSINESS COMBINATIONS

16.1 Business combinations during present year

In December 2020, the Company's management committed to a plan to sell part of its shares in Amadeus Travel IMS, S.L. that would involve a loss of control of the subsidiary. The assets and liabilities of the disposal group were classified as held for sale at the lower of its carrying amount and fair value less cost to sell as at December 31, 2020.

On April 30, 2021, the Group has sold 55% ownership of Amadeus Travel IMS, S.L. through Amadeus IT Group, S.A. Consequently, the assets and liabilities of this company, classified as held for sale as at December 31, 2020, have been de-recognized linked to the loss of control. The Group held previously a 95% interest and therefore the 5% non-controlling interest has been also been de-recognized.

As a result, no significant impacts have been recorded in the consolidated statement of comprehensive income for the year ended December 31, 2021.

As of May 1, 2021, the Group has recorded the remaining 40% ownership of Amadeus Travel IMS, S.L., at its fair value and consolidated the entity under the equity method going forward.

16.2 Business combinations during preceding year

The main impacts of business combinations on the consolidated statement of financial position as of December 31, 2020, are set forth in the table below:

	Millions of euros
Cash paid	36.7
Contingent consideration at fair value	13.6
Pre-existing customer relationship	5.0
Consideration transferred	55.3
Recognized amounts of identifiable assets acquired and liabilities assumed	(0.6)
Net excess purchase price from current transactions (note 8)	54.7

The reconciliation between the cash paid for current acquisitions and the net cash invested in subsidiaries as of December 31, 2020, is set forth in the table below:

	Millions of euros
Cash paid for current transactions	36.7
Net cash on deferred consideration from prior periods	(0.3)
Net cash invested in subsidiaries	36.4

The total acquisition-related costs for the six months period ended December 31, 2020, are recognized as an expense under the 'Other operating expenses' caption of the consolidated statement of comprehensive income and are part of cash flows from operating activities in the consolidated statement of cash flows. The disclosure is as follows:

	Optym's Sky business
Acquisition-related costs (pre-tax)	0.9

The amount of Revenue and Profit / (loss) net of taxes that the business combination has contributed to the Group since acquisition and that is included in the consolidated statement of comprehensive income for the year ended December 31, 2020, is set forth in the table below:

	Optym's Sky business
Revenue	8.4
Profit net of taxes	1.0

If the business combination had been consolidated as of January 1, 2020, the pro-forma Group's consolidated statement of comprehensive income for the reporting period would show additional Revenue and Profit / (losses) net of taxes for the period as set forth in the table below:

	Amadeus Pro-forma	Optym's Sky business
Revenue	2,174.9	0.9
Profit / (losses) net of taxes	(625.0)	0.1

These amounts are calculated without adjusting the results to reflect additional depreciation and amortization that would have been charged assuming a fair value adjustment to intangible assets and other homogenization adjustments, interest expense for debt levels of the Group after the business combination and any related tax effects.

On January 31, 2020, after receiving all the necessary regulatory approvals, the Group has acquired through its subsidiary Amadeus North America Inc. Optym's Sky business. The transaction is a business combination and has been structured as an asset deal where Amadeus has acquired from Innovative Scheduling, LLC., all of the property and assets of the business and assumed certain liabilities of the business. The Optym's Sky Suite results were consolidated into Amadeus' books from January 31, 2020.

The 'Sky Suite Products' acquired belong to the Air IT Solutions segment and relate to network planning and flight scheduling solutions. At the core of an airline's operations is its ability to develop flight schedules with maximum profitability and reliability. For the past three years, Amadeus and Optym have enjoyed a successful partnership, focusing on these core operations with key customers in North America, Latin America and Europe.

As of December 31, 2020, the purchase accounting for the business combination of Optym's Sky business was completed. The table below sets forth the assets acquired and the liabilities assumed recognized at the acquisition date. The Group expects that the goodwill will be deductible for income tax purposes.

The fair values of identifiable assets acquired, and the liabilities assumed are the following:

		Optym's Sky business	
	Carrying amounts at acquisition date	Fair Value adjustments to purchase value	Fair value of net assets acquired
Intangible assets	-	27.7	27.7
Right of use assets	1.4	-	1.4
Other non-current assets	0.1	-	0.1
Total non-current assets	1.5	27.7	29.2
Trade account receivables	1.4	-	1.4
Other current assets	0.1	-	0.1
Total current assets	1.5	-	1.5
Non-current lease liabilities	1.1	-	1.1
Total non-current liabilities	1.1	-	1.1
Trade and other payables	0.6	-	0.6
Current lease liabilities	0.3	-	0.3
Other current liabilities	0.4	-	0.4
Total current liabilities	1.3	-	1.3
Net identifiable assets acquired and liabilities assumed	0.6	27.7	28.3
Consideration transferred	55.3		55.3
Goodwill	54.7		27.0

The intangible assets identified in the acquisition of Optym's Sky business were customer relationships, technology and tradename. The residual goodwill amounts to €27.0 million and is associated with the future cash flows attributable to yet undeveloped intangible assets such as future technology, future customer relationships, Amadeus specific synergies and the assembled workforce.

The fair value of trade receivables acquired were estimated as set forth in the table below:

	Millions of euros
Gross carrying amount	1.4
Allowance for doubtful accounts	-
Fair value of receivables	1.4

17. EQUITY

17.1 Share Capital

As of December 31, 2021 the Company's share capital amounts to €4.5 million (€4.5 million as of December 31, 2020) as represented by 450,499,205 ordinary shares (450,499,205 ordinary shares as of December 31, 2020) with a nominal value of €0.01 per share, all of them of one single class; totally subscribed and paid.

On April 2, 2020, by virtue of the powers delegated by the General Shareholders' Meeting, the Board of Directors agreed the increase in the share capital of the Company, excluding the preferential subscription right, by €192,307.69, by issuing

19,230,769 new shares which €0.01 corresponds to the nominal amount and €38.99 to additional paid-in capital. This capital increase was registered at the Commercial Registry of Madrid on April 3, 2020.

The Company's shares are traded on the Spanish electronic trading system ('Continuous Market') on the four Spanish Stock Exchanges (Madrid, Barcelona, Bilbao and Valencia). The Company's shares form part of the Ibex 35 index [AMS].

As of December 31, 2021, and 2020, the Company's shares were held as set forth in the table below:

Shareholder	December 31, 2021		December 31, 2020	
	Shares	%	Shares	%
Free float (1)	449,788,963	99.84%	449,973,829	99.88%
Treasury shares (2)	613,597	0.14%	231,196	0.05%
Board of Directors (3)	96,645	0.02%	294,180	0.07%
Total	450,499,205	100%	450,499,205	100%

(1) Includes shareholders with significant equity stake on December 31, 2021 and 2020, reported to the National Commission of the Stock Exchange Market (CNMV).

(2) Voting rights remain ineffective given they are treasury shares.

(3) It does not include voting rights that could be acquired through financial instruments.

17.2 Additional paid-in capital

The changes in the balance of the 'Additional paid in capital' caption include the recognition and settlement of the share-based payments considered as equity-settled (note 21). The fair value of the amounts received during year ended December 31, 2021, as consideration for the equity instruments granted, amounts to €20.7 million (€17.5 million, 2020) offset by the settlement of the Performance Share Plan, Restricted Share Plan and Share Match Plan cycles by €13.6 million (€19.4 million, 2020).

17.3 Retained earnings and reserves

This caption increased during the year 2020, due to the equity value of the convertible bonds issued by the Group on April 2020 (see note 18). The equity instrument recognized under this caption amounted to €40.1 million partially offset by the related transaction costs which amounted to €1.0 million (€0.7 million net of taxes).

17.4 Dividends

No interim dividend has been distributed during year 2021. On January 17, 2020, an interim dividend of €0.56 per share, amounting to €241.4 million was paid in full.

The Board of Directors approved on March 23, 2020, the cancellation of the complementary dividend payment of €320.0 million (€0.74 euros/share) initially scheduled for the General Shareholders' Meeting of June 18, 2020.

17.5 Treasury Shares

The reconciliation of the carrying amounts for the years ended December 31, 2021 and 2020, of the treasury shares is set forth in the table below:

	Treasury Shares	Millions of euros
Carrying amount as of December 31, 2019	244,708	5.4
Acquisitions	481,131	23.1
Retirements	(494,643)	(19.0)
Carrying amount as of December 31, 2020	231,196	9.5
Acquisitions	640,000	36.9
Retirements	(257,599)	(12.9)
Carrying amount as of December 31, 2021	613,597	33.5

On May 7, 2021, the Company's Board of Directors agreed to carry out a share buy-back program for a maximum amount of €44.0 million, and up to a maximum of 550,000 shares, representing 0.12% of the share capital to meet obligations related to the share based remuneration plans for employees, managers and CEO (Chief Executive Officer – Consejero Delegado) of the Group for the years 2021 and 2022. Under this Program, the Company has purchased 550,000 shares as of December 31, 2021.

On June 15, 2021, the wholly owned subsidiary Amadeus S.A.S., carried out a share buy-back program for a maximum amount of €7.2 million, and up to a maximum of 90,000 shares, representing 0.019% of the share capital, to meet obligations related to the share-based remuneration plans in order to meet the obligations related to the allocation of shares to employees and senior Management of Amadeus S.A.S. (and its wholly owned subsidiary Amadeus Labs) for the year 2021. The Company reached the maximum investment under this Program with the purchase of 90,000 shares on December 31, 2021.

On February 28, 2020, the Company's Board of Directors agreed to carry out a share buy-back program for a maximum amount of €72.0 million and up to a maximum of 900,000 shares, representing 0.21% of the share capital to meet obligations related to the remuneration plans of shares for employees, managers and CEO of the Group for the years 2020, 2021 and 2022.

On March 23, 2020, the Company's management agreed to modify this share buy-back program up to a maximum investment of €28.0 million and up to a maximum of 350,000 shares, representing 0.081% of the company's share capital, to serve obligations related to the share compensation plan for employees, managers and CEO of the Group for the year 2020. The Company reached the maximum investment under this Program with the purchase of 350,000 shares on March 23, 2020.

On June 18, 2020, the wholly owned subsidiary Amadeus S.A.S., carried out a share buy-back program up to a maximum of 130,000 shares, representing 0.029% of the capital company, to meet obligations related to the remuneration plans of shares in order to meet the obligations related to the allocation of shares to employees and senior Management of Amadeus S.A.S. (and its wholly owned subsidiary Amadeus Labs) for the year 2020. The Company reached the maximum investment under this Program with the purchase of 130,000 shares on June 26, 2020.

During the year 2021, the Group has settled employee share-based plans and therefore transferred 257,351 shares (492,104 shares, 2020) to employees, and has delivered 248 shares (13 shares, 2020) to the former Amadeus IT Group, S.A. minority shareholders in relation to the exchange ratio established in the merger plan between Amadeus IT Group, S.A. and Amadeus IT Holding, S.A. occurred in 2016.

The historical cost for treasury shares retired (primarily for the settlement of the PSP, RSP and SMP, as detailed in note 21), is deducted from the 'Additional paid-in capital' caption of the consolidated statement of financial position.

17.6 Unrealized gains / (losses) reserve

The reconciliation of the carrying amount for the years ended as of December 31, 2021 and 2020, of components of the unrealized gains/(losses) reserve are set forth in the table below:

	Cash-flow hedges		Actuarial gains and losses	Changes in the fair value of equity investment at FVOCI	Exchange differences on translation of foreign operations	Total
	Exchange rates hedges	Interest rate swaps				
Balance at December 31, 2019	(15.6)	(2.5)	(44.6)	2.3	(33.9)	(94.3)
Changes in fair value	60.8	–	7.9	(1.0)	(236.8)	(169.1)
Tax effect of changes in fair value	(15.2)	–	(1.9)	(0.2)	–	(17.3)
Other changes in equity	–	–	1.9	–	3.8	5.7
Tax effect of transfer to equity	–	–	(0.4)	–	–	(0.4)
Transfers to income and expense	2.3	2.5	–	–	–	4.8
Tax effect of transfers to income and expense	(0.6)	(0.6)	–	–	–	(1.2)
Balance at December 31, 2020	31.7	(0.6)	(37.1)	1.1	(266.9)	(271.8)
Changes in fair value	(25.8)	–	6.2	(0.7)	190.1	169.8
Tax effect of changes in fair value	6.5	–	(1.5)	–	–	5.0
Other changes in equity	–	–	0.2	–	1.4	1.6
Transfers to income and expense	(26.8)	0.9	–	–	–	(25.9)
Tax effect of transfers to income and expense	6.7	(0.3)	–	–	–	6.4
Balance at December 31, 2021	(7.7)	–	(32.2)	0.4	(75.4)	(114.9)

The 'Cash-flow hedges' corresponds mainly to a reserve used to recognize the changes in fair value, net of taxes, of certain effective hedge instruments held by the Group to cover foreign exchange and interest rate risks, as detailed in note 22.

The 'Actuarial gains and losses' corresponds to a reserve used to recognize all of the actuarial gains and losses for the period of all the Group's defined benefit plans. The actuarial gains and losses comprise mainly the effects of the changes in actuarial assumptions as detailed in note 15.

The 'Exchange differences on translation of foreign operations' corresponds to a reserve used to record the exchange differences arising from the translation of the financial statements of foreign operations, when their functional currency is different from the euro.

17.7 Non-controlling interests

On August 2021, i:FAO AG has been merged into Amadeus Corporate Business AG after acquiring through a squeeze-out the remaining minority participation in i:FAO AG with an impact of €10.7 million in non-controlling Interests. The merge has been done with retroactive effective date as of January 1, 2021.

On January 2020, the Group has executed the call option over the remaining 30% shares of Argo IT. The Group has derecognized the impact on non-controlling interest which has amounted to €3.2 million.

18. CURRENT AND NON-CURRENT DEBT

The breakdown of carrying amounts of financial debt as of December 31, 2021 and 2020, is set forth in the table below:

	December 31, 2021	December 31, 2020
Bonds	3,959.9	3,959.9
Deferred charges on Bonds	(27.7)	(34.9)
European Investment Bank (EIB)	200.0	214.8
Other deferred financing fees	(1.1)	(1.5)
Accrued interest	13.3	5.5
Other debt with financial institutions	1.0	3.9
Lease liabilities	199.1	195.3
Total non-current debt	4,344.5	4,343.0
Bonds	500.0	500.0
European Investment Bank (EIB)	15.0	47.5
European Commercial Paper (ECP)	–	622.0
Other deferred financing fees	(0.1)	(1.0)
Accrued interest	27.5	27.8
Other debt with financial institutions	51.8	73.3
Lease liabilities	41.2	51.0
Total current debt	635.4	1,320.6
Total debt	4,979.9	5,663.6

As of December 31, 2021, approximately 78% (79% in December 31, 2020) of the Groups' outstanding interest-bearing debt is at fixed rate of interest. The European Commercial Paper (ECP) amounting €622.0 as of December 31, 2020, matured during 2021 and it was replaced by a new Floating Rate Note (FRN) Eurobond maturing on February 9, 2023 amounting to €500.0 (see note 18.1 below).

The Group is required to meet two financial covenants for the European Investment Bank senior loan 2013 (see below), calculated on the basis of (i) the ratio of total Net Debt to EBITDA, and (ii) the ratio of EBITDA to Net Interest Payable. As of December 31, 2021, these covenants have been waived by the EIB until its maturity date.

18.1 Bonds

The movement of the Group's bond issues for the years ended December 31, 2021 and 2020, is set forth in the table below:

	December 31, 2021		December 31, 2020	
	Current	Non-current	Current	Non-current
Carrying amount at the beginning of the year	500.0	3,959.9	500.0	2,000.0
New issues	–	500.0	–	2,459.9
Transfers	500.0	(500.0)	500.0	(500.0)
Repayments	(500.0)	–	(500.0)	–
Carrying amount at the end of the year	500.0	3,959.9	500.0	3,959.9

The details of the bonds as of December 31, 2021, are as follows (all of them are issued by the Company):

Bond	Bourse	Issuance date	Maturity date	Amount	Annual coupon	Issue price (of nominal)	Purpose
Euro Medium Term Note Program	Luxembourg	September 18, 2018	September 18, 2023	500.0	0.88%	99.90%	TravelClick acquisition
Euro Medium Term Note Program	Luxembourg	September 18, 2018	September 18, 2026	500.0	1.50%	99.76%	TravelClick acquisition
Euro Medium Term Note Program	Luxembourg	September 18, 2018	March 31, 2022	500.0	Euribor + 0.45% (*)	100.00%	TravelClick acquisition
Euro Senior, Convertible Bonds(**)	Luxembourg	April 9, 2020	April 9, 2025	709.9	1.50%	100.00%	Strengthen of liquidity
Euro Medium Term Note Program	Luxembourg	May 20, 2020	May 20, 2024	500.0	2.50%	99.90%	Strengthen of liquidity
Euro Medium Term Note Program	Luxembourg	May 20, 2020	May 20, 2027	500.0	2.88%	99.89%	Strengthen of liquidity
Euro Medium Term Note Program	Luxembourg	September 24, 2020	September 24, 2028	750.0	1.88%	99.19%	Strengthen of liquidity
Euro Medium Term Note Program	Luxembourg	February 9, 2021	February 9, 2023	500.0	Euribor + 0.65% (*)	100.10%	Strengthen of liquidity
				4,459.9			

(*) the coupon is quarterly in this case

(**) excluding equity component

Convertible bonds

On April 9, 2020, the Company completed the issuance of convertible bonds with an issue size of €750.0 million. Each bond has a nominal amount of €100,000 and a coupon of 1.5% per annum payable semi-annually in arrear in equal instalments and matures, at par, on April 9, 2025 (unless previously converted, redeemed or purchased and cancelled). The bonds are convertible into shares at the option of the bondholder with an initial conversion price of €54.60.

Convertible bonds were considered as a compound financial instrument and were broken down into two separate components: a financial liability amounting to €709.9 million and an equity portion amounting to €40.1 million (both nominal amounts) (note 17).

The Group has paid transaction costs related to it by an amount of €18.5 million, which has been also split between liability (€17.5 million as 'Deferred Financing Fees') and equity (€1.0 million).

Eurobonds

On February 9, 2021, the Company has issued a Floating Rate Note Eurobond for a total value of €500.0 million admitted to trading on the Luxembourg Stock Exchange. It has a maturity of two years (February 9, 2023) and a quarterly interest payment of 3-month Euribor + 0.65%, and an issue price of 100.10% of its nominal value.

On August 2, 2021, the Group has repaid the bond under the denominated 'Senior Fixed Rate Instruments' issued on November 10, 2015, through its subsidiary Amadeus Capital Markets, S.A.U. initially scheduled on November 17, 2021, and amounting to €500.0 million.

On May 13, 2020, the Company carried out the issuance of two Eurobonds for a total value of €1,000.0 million under the program 'Euro Medium Term Note Program' admitted to trading in the Luxembourg Stock Exchange. The two bonds amount to €500.0 million each one. Both of them have been issued at fixed interest rate, the first one with a maturity of four years (May 2024), an annual coupon of 2.50%, and an issue price of 99.90% of its nominal value; and the other one with a maturity of seven years (May 2027), an annual coupon of 2.88%, and an issue price of 99.89% of its nominal value. The Company has paid transaction costs related to them by an amount of €5.7 million.

On September 24, 2020, the Company carried out another issuance of a Eurobond for a value of €750.0 million under the program 'Euro Medium Term Note Program' admitted to trading on the Luxembourg Stock Exchange. It has been issued at fixed interest rate with a maturity of eight years (September 2028), an annual coupon of 1.88%, and an issue price of 99.19% of its nominal value. The Company has paid transaction costs related to them by an amount of €10.7 million.

On October 6, 2020, the Group repaid the bond under the denominated 'Senior Fixed Rate Instruments' issued on October 10, 2016, through its subsidiary Amadeus Capital Markets, S.A. (Sociedad Unipersonal) amounting to €500.0 million.

18.2 European Investment Bank (EIB)

The Group has been granted by the European Investment Bank with three unsecured loans in 2012, 2013 and 2020.

EIB loans for 2013 have a repayment schedule every six months, while the new loan signed on December 2020, has an annual repayment schedule. On May 24, 2021, the Group paid the last instalment on the EIB loan 2012.

The breakdown of the conditions and reconciliation with the carrying amount as of December 31, 2021, is the following:

EIB Loan	Grant date	Amount	Repayment starts	Carrying amount	Repayments		Purpose
					2021	2020	
EIB Loan 2012	May 24, 2012	200.0	(*)	–	(17.5)	(35.0)	R&D activities
EIB Loan 2013	April 29, 2013	150.0	Nov-17	15.0	(30.0)	(30.0)	R&D activities
EIB Loan 2020	June 20, 2020	200.0	Dec-27	200.0	–	–	R&D activities
				215.0	(47.5)	(65.0)	

(*) The loan is structured in two separates tranches, a first tranche amounting to €150.0 million starting on November 2015, and a second tranche amounting to €50.0 million starting on November 2016.

The cash flows resulting from the loans have been discounted at the market interest rate, determined by reference to the market conditions that existed as the origination date of the loans, and interest rates charged for similar debt instruments. This fair value measurement is categorized within level 2.

18.3 Revolving Loan Facility

On April 27, 2018, the Group entered into a €1,000.0 million Revolving Credit Facility. This facility has a maturity of five years that could be extended for two additional years. Transaction costs ('Deferred financing fees') amounted to €0.9 million (€1.3 million as of December 31, 2020). Neither as of December 31, 2021, nor as of December 31, 2020, the Group has disposed of this facility.

On March 25, 2020, the Group entered into a €1,000 million Euro Term Loan Facility which effective date was April 1, 2020. The Group paid related transaction costs by an amount of €3.1 million. On May 12, 2020, the Group partially cancelled €500.0 million of this loan facility. Additionally, on September 24, 2020, the Group cancelled the remaining amount of the Euro Term Credit Facility, amounting to €500.0 million.

18.4 Euro-Commercial Paper programme (ECP)

The Group, through its subsidiary Amadeus Finance B.V., formalized a short-term commercial paper issuance program (Euro-Commercial Paper Program - ECP) for a maximum amount of up to €1,500.0 million. This program is guaranteed by Amadeus IT Group, S.A. The securities that are issued under the program have the following basic characteristics, among others, on the occasion of each issue: a) may be issued in euros or in any other currency and may have different expiration dates (not exceeding 364 days), b) may accrue interest at a fixed or variable interest rate; and c) are Governed by English law.

During the year 2021, the Group has not issued any Euro Commercial Paper (ECP) (issuance of €1,199.5 million net of interest, 2020). Euro Commercial paper has been fully repaid during the year, amounting to €622.0 million (€1,157.5 million, 2020).

18.5 Other debt with financial institutions

This caption mainly includes non-recourse reverse factoring agreements with financial institutions. As of December 31, 2021, the Group has transferred €45.0 million to financial institution under these arrangements (€63.1 million as of December 31, 2020). The average interest rates for these transactions were 0.57% (0.62%, 2020).

18.6 Maturity analysis

The Group's financial debt by maturity as of December 31, 2021, is set in the table below:

	December 31, 2021	Current		Non-current			
		2022	2023	2024	2025	2026 and beyond	Total non-current
Bonds	4,459.9	500.0	1,000.0	500.0	709.9	1,750.0	3,959.9
EIB	215.0	15.0	–	–	–	200.0	200.0
Accrued interests	40.8	27.5	–	–	13.3	–	13.3
Other debt with financial institutions	52.8	51.8	1.0	–	–	–	1.0
Leases	240.3	41.2	36.2	30.2	26.3	106.4	199.1
Total debt payable	5,008.8	635.5	1,037.2	530.2	749.5	2,056.4	4,373.3
Non-current Deferred financing fees	(28.8)						
Current Deferred financing fees	(0.1)						
Total debt	4,979.9						

The Group's financial debt by maturity as of December 31, 2020, is set in the table below:

	December 31, 2020	Current		Non-current			
		2021	2022	2023	2024	2025 and beyond	Total non-current
Bonds	4,459.9	500.0	500.0	500.0	500.0	2,459.9	3,959.9
EIB	262.5	47.5	15.0	–	–	200.0	215.0
ECP	622.0	622.0	–	–	–	–	–
Accrued interests	33.3	27.8	–	–	–	5.5	5.5
Other debt with financial institutions	77.2	73.2	4.0	–	–	–	4.0
Leases	246.3	51.0	38.6	27.2	21.9	107.5	195.2
Total debt payable	5,701.2	1,321.5	557.6	527.2	521.9	2,772.9	4,379.6
Non-current Deferred financing fees	(36.4)						
Current Deferred financing fees	(1.0)						
Remaining fair value adjustment on EIB loan	(0.2)						
Total debt	5,663.6						

The tables above show the discounted amounts for financial liabilities. The undiscounted amounts do not differ significantly.

19. PROVISIONS

The reconciliation of the carrying amounts for the years ended December 31, 2021 and 2020, under the 'Non-current provisions' caption is set forth in the table below:

	Millions of euros
Carrying amount at December 31, 2019	26.8
Additions	0.5
Payments	(0.1)
Unused reversed amounts	(5.3)
Transfers	(0.9)
Translation changes	(2.1)
Carrying amount at December 31, 2020	18.9
Additions	4.6
Payments	(1.1)
Unused reversed amounts	(3.5)
Exchange rates adjustments	0.1
Carrying amount at December 31, 2021	19.0

'Non-current provisions' caption, includes the best estimate for claims and litigations connected with the final compensation that would be required to settle with third parties and the provisions to fulfil certain compensating obligations in territories where the Group operates, it also includes other provisions mainly related to the restoration obligations of office buildings where the Group carries out its operations.

The reconciliation of the carrying amounts for the years ended December 31, 2021 and 2020, of 'Current provisions' caption is set in the table below

	Millions of euros
Carrying amount at December 31, 2019	8.4
Additions	7.4
Payments	(1.3)
Unused reversed amounts	(0.2)
Transfers	0.5
Carrying amount at December 31, 2020	14.8
Additions	0.2
Payments	(0.3)
Retirements	(6.8)
Unused reversed amounts	(6.2)
Transfers	0.9
Exchange rates adjustments	0.1
Carrying amount at December 31, 2021	2.7

This caption included as of December 31, 2020 a provision of €6.8 million which corresponded to amounts which could become payable to a bank, in accordance with a comfort letter, in connection with loans granted by this bank to Qivive GmbH, an associate company. During 2021, the procedure has ended and the Group has released the provision and a deposit with no significant impact in the consolidated statement of comprehensive income.

20. RELATED PARTIES BALANCES AND TRANSACTIONS

All transactions with related parties are carried out on an arm's length basis. Transactions between the Group and its subsidiaries, which are related parties of the Company, were eliminated in consolidation. Accordingly, they are not disclosed in this note.

As of December 31, 2021, and 2020, there are neither shareholders nor entities with significant influence considered related parties.

Other related parties relate to the transactions between the Group and its associates and joint-ventures.

The Group's transactions and balances with the related parties (in thousands of euros) as of December 31, 2021, are set forth in the tables below:

	December 31, 2021		
	Board members and key management	Other related parties	Total
Consolidated statement of comprehensive income			
Cost of revenue and other operating expenses	–	48,582	48,582
Personnel and related expenses	13,304	–	13,304
Total expenses	13,304	48,582	61,886
Dividends from associates	–	384	384
Revenue	–	11,872	11,872
Total income	–	12,256	12,256

	December 31, 2021		
	Board members and key management	Other related parties	Total
Consolidated statement of financial position			
Dividends Receivable - Other current financial assets	–	390	390
Trade accounts receivable	–	–	–
Trade accounts payable	–	13,043	13,043

The Group's transactions and balances with the related parties (in thousands of euros) as of December 31, 2020, are set forth in the tables below:

	December 31, 2020		
Consolidated statement of comprehensive income	Board members and key management	Other related parties	Total
Cost of revenue and other operating expenses	-	50,784	50,784
Personnel and related expenses	16,318	-	16,318
Total expenses	16,318	50,784	67,102
Dividends from associates	-	3,178	3,178
Revenue	-	15,738	15,738
Total income	-	18,916	18,916

	December 31, 2020		
Consolidated statement of financial position	Board members and key management	Other related parties	Total
Dividends Receivable - Other current financial assets	-	3,038	3,038
Trade accounts receivable	-	5,481	5,481
Interim dividend payable (1)	367	-	367
Trade accounts payable	-	14,723	14,723

(1) During the year 2020 the dividends paid to Board members and key management amounted to €366 thousand.

20.1 Board of Directors

The position of Member of the Board of Directors is remunerated in accordance with the Company's bylaws. The remuneration for said functions consists of a fixed remuneration to be determined by the General Shareholders' Meeting before the relevant financial year ends. The remuneration to which the Executive Director may be entitled despite of his functions as Director, consists of salary (in cash and in kind), yearly and/or multiannual bonus, subject to the objectives fulfilment, share-based plans and any other compensation following the remuneration policy approved by the General Shareholders' Meeting held on June 21, 2018, for a period of three years (2019, 2020 and 2021).

On June 17, 2021, the Ordinary General Shareholders' Meeting agreed a fixed remuneration of the members of the Board of Directors, in their capacity as such, in cash or in kind, for the period January to December 2021 with a limit of €1,653 thousand, and vested the Board of Directors with the authority to resolve on how said remuneration was to be distributed among the members of the Board, following article 36 of the Company's bylaws. No loans, advances or stock options have been granted to the members of the Board of Directors.

The breakdown by type of payment (in thousands of euros) received by the members of the Board of Directors in 2021 and 2020 is set forth in the table below:

		Year 2021		Year 2020	
Board Members		Payment in cash	Payment in kind	Payment in cash	Payment in kind
William Connelly	President (1)	212	–	125	–
José Antonio Tazón García	President (1)	144	2	265	2
Guillermo de la Dehesa Romero	Vice-Chairman (1)	–	–	59	–
Francesco Loredan	Vice-Chairman (1)	116	–	99	–
Luis Maroto Camino	Executive Director	35	–	30	–
Xiaouqun Clever	Director	93	–	40	–
Jana Eggers	Director (4)	50	–	–	–
Clara Furse	Director	156	–	131	–
Pilar García	Director	116	–	99	–
Stephan Gemkow	Director	116	–	88	–
Pierre-Henri Gourgeon	Director (2)	54	–	99	–
Nicolas Huss	Director (3)	76	–	96	–
Peter Kuerpick	Director	116	–	99	–
Amanda Mesler	Director (4)	61	–	–	–
Josep Piqué	Director	93	–	79	–
David Webster	Director	157	–	138	–
Total	Total	1,595	2	1,447	2

- (1) Mr. Guillermo de la Dehesa served as Vice-Chairman until June 18, 2020, when he was replaced by Mr. William Connelly. On June 17, 2021, Mr. William Connelly has been appointed as Chairman, substituting Mr. José Antonio Tazón leaving the Board. Mr. Francesco Loredan has been named Vice-President from that date.
- (2) Mr. Pierre-Henri Gourgeon left the Board on June 17, 2021
- (3) Mr. Nicolas Huss left the Board on July 15, 2021
- (4) Ms. Jana Eggers and Ms. Amanda Mesler have joined the Board on June 17, 2021

At December 31, 2021 and 2020, investment held by the members of the Board of Directors in the share capital of the Company is set forth in the table below:

Name	December 31, 2021	December 31, 2020
	Shares	Shares
José Antonio Tazón	–	205,000
Luis Maroto	96,294	88,429
David Webster	1	1
Pierre-Henri Gourgeon	–	400
Stephan Gemkow	350	350

During 2021, and up to the authorization for issue of these annual accounts, neither any of the members of the Board of Directors nor any other person related to them, in accordance with the Spanish Capital Companies Act has reported to the Board of Directors any direct or indirect conflict situation with the interest of the Company.

During the year ended December 31, 2021, and 2020, the amounts accrued to the Chief Executive Officer (Consejero Delegado) for his executive functions are the following (in thousands of euros):

	December 31, 2021	December 31, 2020
Compensation in cash (salary and bonus)	2,339	1,797
Compensation in kind	54	57
Pension plan and collective life insurance policies	188	183
Share based payments	851	1,591
Total	3,432	3,628

20.2 Key Management Compensation

During the year ended December 31, 2021, and 2020, the amounts accrued to Key Management are the following (in thousands of euros):

	December 31, 2021	December 31, 2020
Compensation in cash (salary and bonus)	6,254	6,416
Compensation in kind	279	430
Pension plan and collective life insurance policies	495	680
Share based payments	1,247	3,714
Total	8,275	11,240

Along the year 2021, key management consisted of 11 members (13 members, 2020). As at December 31, 2021, key management was formed by 8 members (11 members as at December 31, 2020).

The reconciliation of the number of shares held by the Group Key Management at December 31, 2021 and 2020, is set forth in the table below:

	Shares
December 31, 2019	380,310
Additions	63,255
Disposals	(84,268)
December 31, 2020	359,297
Additions	10,845
Disposals	(123,852)
December 31, 2021	246,290

21. SHARE-BASED PAYMENTS

The Group has the following reward schemes in place for management and employees:

21.1 Performance Share Plan (PSP)

The Performance Share Plan (PSP) consists of a contingent award of shares to certain members of the Amadeus Group's management. The final delivery of the shares at the end of the vesting period is subject to the fulfillment of certain predetermined performance conditions linked to value creation in Amadeus Group as well as conditions related to the provision of services by employees.

The performance conditions relate to the relative shareholder return (TSR) and the adjusted basic earnings per share (EPS) growth. From 2018, an additional performance objective related to pre-tax adjusted free cash flow (OCF) growth is included. The duration (vesting period) of each independent cycle is three years each and no holding period applies except in France.

This plan is an equity-settled share-based payment transaction under IFRS 2 and, accordingly, the fair value of services received during the years ended as of December 31, 2021 and 2020, as consideration for the equity instruments granted, has impacted 'Personnel and related expenses' caption in the consolidated statement of comprehensive income in an amount of €9.6 million (€8.6 million, 2020) against Additional paid-in capital.

The fair value of the equity instruments granted has been determined using a Monte-Carlo valuation model for the tranche that involves market conditions, and a Black-Scholes method and an estimation of expected performance for the tranche that involve non-market conditions. The fair value of the equity instruments at grant date is adjusted to incorporate the market conditions to which the performance of the plan is linked.

From 2019, there are two types of PSP plans as certain employees (mainly members of the executive committee) are subject to a post-vesting holding period of two years. This restriction that has been taken into consideration when determining the fair value of the instruments granted (PSP 2019 (II), PSP 2020 (II) and PSP 2021 (II) below).

The detail of the shares allotted and fair value at grant date in the Group's PSP, is set forth in the table below:

	PSP 2018	PSP 2019 (I)	PSP 2019 (II)	PSP 2020 (I)	PSP2020 (II)	PSP 2021 (I)	PSP2021 (II)
Total shares allotted at grant date (1)	173,930	123,500	49,050	184,415	59,765	81,402	45,760
Fair value of the instruments at grant date (2)	€ 64.03	€ 66.90	€ 58.63	€ 37.61	€ 31.85	€ 59.92	€ 51.24
Dividend yield	1.24%	1.54%	1.54%	2.45%	2.45%	0.00%	0.00%
Expected volatility	19.06%	19.06%	22.09%	31.31%	35.77%	40.89%	46.37%
Risk free interest rate	–	–	0.05%	–	0.14%	–	–

(1) This number of shares could increase up to double if the Group's performance in all performance objectives is extraordinary.

(2) This fair value is calculated as the weighted average share price throughout the plan.

The detail of the changes and settlement in the Group's PSP for the years 2021 and 2020, is set forth in the table below:

December 31, 2021					
	PSP 2018	PSP 2019	PSP 2020	PSP 2021	Total (1)
Outstanding shares at beginning of the year	148,922	151,446	233,193	–	533,561
Shares allotted during the period	–	–	–	127,162	127,162
Forfeiture during the period	(18,604)	(11,110)	(16,546)	(6,149)	(52,409)
Settlement of plan at vesting date	(130,318)	–	–	–	(130,318)
Outstanding shares at end of the year	–	140,336	216,647	121,013	477,996
Performance objectives	93.3%				
Shares transferred to employees (2)	130,318				
Weighted average price	€ 59.32				
Impact in Additional paid-in capital (millions of €)	(6.7)				

December 31, 2020					
	PSP 2017	PSP 2018	PSP 2019	PSP 2020	Total (1)
Outstanding shares at beginning of the year	214,334	155,410	165,100	–	534,844
Shares allotted during the period	–	–	–	244,180	244,180
Forfeiture during the period	(1,463)	(6,488)	(13,654)	(10,987)	(32,592)
Settlement of plan at vesting date	(212,871)	–	–	–	(212,871)
Outstanding shares at end of the year	–	148,922	151,446	233,193	533,561
Performance objectives	166%				
Shares transferred to employees (2)	354,943				
Weighted average price	€ 49.28				
Impact in Additional paid-in capital (millions of €)	(12.8)				

(1) This number of shares could increase up to double if the Group's performance in all performance objectives is extraordinary.

(2) The Group used treasury shares to settle these share-based payments (as detailed in note 17).

21.2 Restricted Share Plan (RSP)

The Restricted Share Plan (RSP) consists of the delivery of a given number of Amadeus shares to certain employees on a non-recurring basis, after predetermined services requirements are met. The RSP beneficiaries must remain employed in a Group company during a determined period of time, which oscillates between two and five years.

This plan is an equity-settled share-based payment transaction under IFRS 2. The fair value of services received during the years ended as of December 31, 2021 and 2020, as consideration for the equity instruments granted (amounting to

255,767 shares in 2021 and 56,716 shares, respectively), has impacted 'Personnel and related expenses' caption in the consolidated statement of comprehensive income in an amount of €5.4 million (€0.9 million, 2020) against Additional paid-in capital.

The detail of RSP awards settled during 2021 and 2020 is set forth in the table below:

	December 31, 2021	December 31, 2020
Shares transferred to employees (1)	7,909	26,743
Weighted average price	€ 54.92	€ 52.46
Impact in Additional paid-in capital (millions of €)	(0.5)	(1.0)

(1) The Group used treasury shares to settle these share-based payments (as detailed in note 17).

21.3 Share Match Plan (SMP)

The Share Match Plan (SMP) consists of a contingent award of shares to Amadeus employees that voluntarily decided to participate in the plan. The final delivery of the shares at the end of the vesting period depends on the achievement of predetermined vesting conditions that relate to the purchase and holding of Amadeus IT Group S.A. shares, as well as, to the participant remaining employed by an Amadeus participating company until the end of the cycle.

Under the terms of the Share Match Plan, Amadeus will grant the participants an additional Amadeus IT Group, S.A. share for every two purchased, provided they hold their purchased shares for a year after the purchase period has ended.

This plan is an equity-settled share-based payment transaction under IFRS 2. The fair value of services received during the years ended as of December 31, 2021 and 2020, as consideration for the equity instruments granted (amounting to 257,114 shares and 278,564 shares, respectively) has impacted 'Personnel and related expenses' caption in the consolidated statement of comprehensive income in an amount of €5.7 million (€8.0 million, 2020) against Additional paid-in capital.

The detail of SMP awards settled during 2021 and 2020 is set forth in the table below:

	December 31, 2021	December 31, 2020
	SMP 2019	SMP 2018
Shares transferred to employees (1)	119,124	110,418
Weighted average price	€ 57.70	€ 45.68
Impact in Additional paid-in capital (millions of €)	(6.4)	(5.6)

(1) The Group used treasury shares to settle these share-based payments (as detailed in note 17).

22. DERIVATIVE FINANCIAL INSTRUMENTS

The Group enters into derivative financial instruments to manage the financial risks to which it is exposed in the normal course of business. An outline of the Group's financial risks, the objectives and policies pursued in relation to those risks are described in notes 4 and 5.

As of December 31, 2021, and 2020, the fair values of assets and liabilities of derivative financial instruments are set forth in the table below (see note 13):

	December 31, 2021				December 31, 2020			
	Assets		Liabilities		Assets		Liabilities	
	Current	Non-current	Current	Non-current	Current	Non-current	Current	Non-current
Derivative financial instruments designated as cash-flow hedge	8.0	1.6	6.7	11.8	44.2	21.5	21.0	1.0
Derivative financial instruments designated as fair value hedge	0.2	–	4.6	–	34.5	–	1.5	–
Total	8.2	1.6	11.3	11.8	78.7	21.5	22.5	1.0

As of December 31, 2021, and 2020, the maturity of the notional amount of the Group's derivative financial assets and liabilities is set forth in the table below:

	December 31, 2021				December 31, 2020			
	2022	2023	2024 and beyond	Total	2021	2022	2023 and beyond	Total
Derivative financial instruments designated as cash-flow hedge	387.7	228.7	3.9	620.3	481.7	289.3	111.2	882.2
Derivative financial instruments designated as fair value hedge	500.9	–	–	500.9	943.8	2.5	–	946.3
Total	888.6	228.7	3.9	1,121.2	1,425.5	291.8	111.2	1,828.5

There has been no significant ineffectiveness to be recorded from foreign currency hedges during 2021 and 2020.

22.1 Cash flow hedges of interest rates

During the year ended 2021, the Group did not sign any new interest rate swaps (IRS) contracts, to hedge the Group's exposure to interest rate changes by fixing most of the interest amounts to be paid in coming years.

On March 10, 2016 the Group cancelled an IRS contract and discontinued the hedging relationship. Accordingly, the pre-tax impact of the IRS in other comprehensive income of €16.1 million has all been transferred to the consolidated statement of comprehensive income until 2021, in line with the maturity calendar of the debt that was being hedged. The amount transferred in 2021 amounted to €0.9 million (€2.5 million, 2020).

22.2 Cash flow hedges of exchange rates

The Group is exposed to risks associated with fluctuations of exchange rates in currencies different than the euro. The Group uses currency derivatives, mainly currency forward contracts to hedge the exposure to foreign currencies, and a natural hedge of US dollar-denominated net operating cash inflows with payments of principal on US dollar-denominated

debt, to hedge the exposure to US dollar. As of the date of issuance of the consolidated annual accounts, the Group does not hold any debt denominated in USD.

Regarding currency derivatives held, for the year ended December 31, 2021, a loss of €25.8 million (€19.3 million net of taxes) has been charged to other comprehensive income. A gain of €60.8 million (€45.6 million net of taxes) was charged to other comprehensive income for the year ended December 31, 2020.

22.3 Fair value hedges

This caption mainly includes the information on derivatives that the Group has contracted to hedge their short term investments, as disclosed in note 13.

23. TAXATION

The companies that make up the Group are all individually responsible for their own tax assessments in their countries of residence, without any worldwide Group tax consolidation. The statute of limitations varies from one company to another, according to local tax laws in each case. Tax returns are not considered definitive until the statute of limitations expires, or they are accepted by the Tax Authorities. Independently that the fiscal legislation is open to different interpretations, it is estimated that any additional fiscal liability, as may arise from a possible tax audit, will not have a significant impact on the consolidated annual accounts taken as a whole.

The management of the Company considers that the mentioned taxes were properly settled, therefore, in the event of differences in the interpretation of the current tax regulations, regarding the fiscal treatment of the transactions, the potential resulting liabilities, should they materialize, will not significantly impact the accompanying annual accounts.

In June 2015, the Company received a final decision from the Central Administrative Court (TEAC) rejecting cumulatively the appeals with regards to the tax assessment signed under protest relating to the Non-residents Income Tax for the year 2007. In July 2015, judicial appeal process had been initiated in the same court considering the resolution was not in line with the Law, insomuch as the allegations and/or proof (evidence) presented before the court in November 2013 were declared inexistent by omission that could turn out to be essential for the resolution of the claim. In January 2017, a resolution from the TEAC was received, rejecting the allegations submitted by the Company before it. In February 2017, the Company initiated an appeal before to the National Appellate Court. In September 2017, after the disclosure of the file, a statement of claim has been registered to the National Appellate Court, and in November 2017 the statement of conclusions. The resolution was received in October 2020. The National Court accepted the Company's claim partially, declared TEAC's resolution null and void and sent back the appeal to the TEAC again. In April 2021 the TEAC issued a new ruling rejecting the Company's claims, so in July 2021 the Company filed a new appeal and a lawsuit before the National Appellate Court. In December 2021 the National Appellate Court received a writ by virtue of which the lawsuit filed was admitted. The resolution is still pending.

The Company has voluntarily deposited the amount required by the Tax Authorities, until the resolution of this litigation and has registered the appropriate liability under the caption 'Non-current income tax liabilities' in order to minimize its exposure in the event the final decision from the Court does not result in its favor. Therefore, and in any case, the resolution of this matter should not have any significant impact on the Company's financial situation.

Since 1999, the Company has been engaged in disputes with the Indian tax authorities in relation to an allegation that the distribution activities in that country qualify as a permanent establishment in India. On this basis, the Indian tax authorities claim that a portion of the revenue generated in respect of bookings made by travel agencies located in India should be subject to Indian tax. There are several proceedings underway relating to the tax years between 1995 and 2019 at different procedural stages (ranging from initial inspection to appeal) before the Indian administrative authorities

and before the Supreme Court. The resolution from the Delhi High Court dated on January 2010 concerning tax years from 1995 to 1998 concludes on the existence of permanent establishment, but without income subject to tax in India. This resolution was also extended by other Tribunals to the fiscal years from April 1, 1998 to March 31, 2016 (both inclusive). These decisions are under dispute before the Delhi High Court and the Supreme Court. The Company does not foresee the imposition of sanctions in view of the development of the different legal procedures favorable to the Company.

Additionally, since 2006, the Indian tax authorities are of the opinion that the IT service agreement executed between the Company and an airline (both non-resident) may give rise to royalty payments and fees for technical services in India. As a result of this interpretation, a new tax claim is under dispute. The dispute has been extended on a yearly basis not only to a specific airline but to the Altea System in general for its operation in India. In 2020, the Income Tax Appellate Tribunal (ITAT) held that that payment made by airlines to Amadeus in relation to the Altea system are linked to business profit. Accordingly, the said payments cannot be taxed as royalty under the Tax Treaty between Spain and India. It is the first time where a tribunal has ruled the above. The resolution is not final and has been appealed by the Indian Tax Authorities to the Delhi High Court.

Pursuant to the order issued by the Delhi High Court of December 2021, the process of requesting a refund of the amounts paid to the Indian tax authorities in respect of withholdings for the tax years 1995/1996 to 2015/2016 has been initiated, without any pronouncement having been made to date by the Indian tax authorities.

In any case, the Company records the appropriate accruals in order to minimize its exposure in the event the final ruling from the Court does not result in its favor.

Amadeus IT Group, S.A. pays Corporate Income Tax via the Tax consolidation regime (Tax Group 256/05), from which it is the dominant company.

Spanish Tax Consolidation Group is formed by the following companies:

Parent company: Amadeus IT Group, S.A.

Subsidiaries:

- Amadeus Soluciones Tecnológicas, S.A., Sociedad Unipersonal
- Amadeus Capital Markets, S.A., Sociedad Unipersonal
- Amadeus Content Sourcing, S.A., Sociedad Unipersonal
- TravelClick Europe, S.L. (indirectly participated via its wholly owned subsidiary TravelClick, Inc.)

The income tax expense for the years ended on December 31, 2021 and 2020, is set forth in the table below:

	December 31, 2021	December 31, 2020
Current	(74.0)	(33.5)
Deferred	134.7	289.9
Total Income tax (expense)/income	60.7	256.4

The reconciliation between the statutory income tax rate in Spain and the effective income tax rate applicable to the Group as of December 31, 2021 and 2020, is set forth in the table below:

	December 31, 2021	December 31, 2020
	%	%
Statutory income tax rate in Spain	25.0	25.0
Effect of different tax rates	0.9	2.6
Tax Credits / Permanent Differences	7.5	2.1
Purchase price allocation impact	(2.6)	(0.4)
Effective income tax rate	30.8	29.3

As of December 31, 2020, the difference mainly corresponded to tax credits related to the modifications of the patent box regime (IP box) in France.

The detail of tax receivables and payables as of December 31, 2021 and 2020, is set forth in the table below:

	December 31, 2021	December 31, 2020
Tax receivable current and non-current		
Current income tax assets	105.0	56.0
VAT (note 15)	58.1	54.6
Other taxes receivable (note 15)	130.3	114.5
Total	293.4	225.1
Tax payable current and non-current		
Current income tax liabilities	31.4	18.5
VAT (note 15)	11.5	7.1
Non-current income tax liabilities	148.5	136.5
Other taxes payable (note 15)	21.5	30.6
Total	212.9	192.7

The 'Non-current income tax liabilities' caption corresponds to uncertain tax positions for income tax. The separation of these tax positions in the consolidated statement of financial position arises from the application of IFRIC 23.

The Group's deferred tax balances as of December 31, 2021, are set forth in the table below:

Assets	December 31, 2020	Changes in consolidation perimeter	Net charged to income statement	Charged to equity	Transfers	Translation changes	December 31, 2021
Depreciation and amortization	17.6	–	1.5	–	(0.4)	0.1	18.8
Employee benefits	27.9	–	(2.1)	(1.5)	0.2	1.3	25.8
Hedge accounting	5.2	–	6.5	(5.3)	(2.5)	–	3.9
Tax audit	14.6	–	2.8	–	–	–	17.4
Bad debt provision	12.0	–	1.1	–	0.2	0.6	13.9
Net cancellation reserve	2.6	–	2.5	–	–	–	5.1
Other	16.8	0.8	17.8	–	–	0.7	36.1
Net operating losses (NOLs)	198.9	–	51.6	–	(32.5)	0.3	218.3
Subtotal	295.6	0.8	81.7	(6.8)	(35.0)	3.0	339.3
Netting	(183.3)	–	–	–	28.5	–	(154.8)
Total	112.3	0.8	81.7	(6.8)	6.5	3.0	184.5

Liabilities	December 31, 2020	Net charged to income statement	Charged to equity	Transfers	Translation changes	December 31, 2021
Depreciation and amortization	404.0	(26.9)	–	–	3.8	380.9
Hedge accounting	19.9	(3.3)	(11.8)	(2.5)	–	2.3
Purchase Price Allocation	244.2	(7.4)	–	–	1.6	238.4
Other	60.7	(15.4)	–	–	9.5	54.8
Subtotal	728.8	(53.0)	(11.8)	(2.5)	14.9	676.4
Netting	(183.3)	–	–	28.5	–	(154.8)
Total	545.5	(53.0)	(11.8)	26.0	14.9	521.6

The Group's deferred tax balances as of December 31, 2020, are set forth in the table below:

Assets	December 31, 2019	Net charged to income statement	Charged to equity	Transfers	Translation changes	December 31, 2020
Depreciation and amortization	28.9	(2.4)	–	(7.1)	(1.8)	17.6
Employee benefits	14.2	6.8	(1.9)	9.1	(0.3)	27.9
Hedge accounting	9.9	–	(4.7)	–	–	5.2
Tax audit	13.4	1.2	–	–	–	14.6
Bad debt provision	6.2	4.9	–	1.0	(0.1)	12.0
Net cancellation reserve	5.1	(2.5)	–	–	–	2.6
Other	33.8	(10.4)	1.0	(6.2)	(1.4)	16.8
Net operating losses (NOLs)	–	199.0	–	–	(0.1)	198.9
Subtotal	111.5	196.6	(5.6)	(3.2)	(3.7)	295.6
Netting	(74.1)	–	–	(109.2)	–	(183.3)
Total	37.4	196.6	(5.6)	(112.4)	(3.7)	112.3

Liabilities	December 31, 2019	Net charged to income statement	Charged to equity	Transfers	Translation changes	December 31, 2020
Depreciation and amortization	439.7	(31.9)	–	–	(3.8)	404.0
Hedge accounting	9.6	–	10.3	–	–	19.9
Purchase Price Allocation	308.7	(57.5)	–	5.7	(12.7)	244.2
Other	67.2	(3.8)	–	(2.5)	(0.2)	60.7
Subtotal	825.2	(93.2)	10.3	3.2	(16.7)	728.8
Netting	(74.1)	–	–	(109.2)	–	(183.3)
Total	751.1	(93.2)	10.3	(106.0)	(16.7)	545.5

The expiration date of unused tax losses and credits for which no deferred tax asset has been recognized in the consolidated annual accounts, mainly due to the uncertainty of their recoverability as of December 31, 2021 and 2020, is set forth in the table below:

Year(s) of expiration	December 31, 2021	December 31, 2020
From 1 to 5 years	15.5	2.5
More than 5 years	38.1	32.1
Unlimited	37.4	36.5
Total	91.0	71.1

24. EARNINGS PER SHARE

The detail of weighted average number of shares as of December 31, 2021 and 2020 is set forth in the table below:

	December 31, 2021			December 31, 2020
	Weighted average number of ordinary shares	Weighted average number of potentially dilutive shares	Weighted average number of ordinary shares	Weighted average number of potentially dilutive shares
Total shares issued	450,499,205	450,499,205	445,560,155	445,560,155
Treasury shares	(466,462)	(466,462)	(353,155)	(353,155)
Potentially dilutive shares	–	15,182,416	–	11,503,822
Total shares	450,032,743	465,215,160	445,207,000	456,710,822

The basic earnings / (losses) per share is calculated by dividing the profit / (loss) attributable to equity holders of the Company by the weighted average number of ordinary shares issued during the period, excluding weighted treasury shares.

The dilutive earnings / (losses) per share is calculated by dividing the profit / (loss) attributable to equity holders of the Company plus the interest accrued by bond holders by the weighted average number of ordinary shares issued during the period, excluding weighted treasury shares, plus potentially dilutive ordinary shares.

Dilutive effects during the period ended December 31, 2021, and 2020, are driven by the potential conversion of the convertible bonds into ordinary shares.

The calculation of basic and diluted earnings / (losses) per share in euros (rounded to two digits) is set forth in the table below:

Basic earnings / (losses) per share			
December 31, 2021		December 31, 2020	
Profit / (Loss) for the year attributable to owners of the parent	Earnings / (losses) per share basic [in Euros]	Profit / (Loss) for the year attributable to owners of the parent	Earnings / (losses) per share basic [in Euros]
(142.4)	(0.32)	(625.4)	(1.40)

Diluted earnings / (losses) per share			
December 31, 2021		December 31, 2020	
Profit / (Loss) for the year attributable to owners of the parent	Earnings / (losses) per share diluted [in Euros]	Profit / (Loss) for the year attributable to owners of the parent	Earnings / (losses) per share diluted [in Euros]
(134.7)	(0.29)	(619.9)	(1.36)

25. ADDITIONAL INFORMATION

25.1 Commitments

The Group guarantees for the year ended December 31, 2021, and 2020, are set forth in the table below:

	December 31, 2021	December 31, 2020
Other guarantees and bank guarantees	59.7	33.9
Guarantees over office buildings and equipment	7.3	6.4
Bank guarantees on commercial contracts	12.7	3.0
Total	79.7	43.3

As of December 31, 2021, the Group has short-term commitments to acquire property, plant and equipment for €3.3 million (€4.1 million, 2020).

25.2 Interest expense and other financial expenses

The 'Interest expense' for the year ended December 31, 2021 and 2020, mainly corresponds to the borrowings detailed in note 18. The breakdown is set forth in the table below:

	December 31, 2021	December 31, 2020
Bonds	77.4	54.9
European Investment Bank	2.1	3.1
European Commercial Paper	–	(0.8)
Interest from derivative instruments	1.0	2.5
Other debt with financial institutions	0.6	0.4
Lease liabilities	4.8	6.5
Subtotal	85.9	66.6
Deferred financing fees	9.1	10.8
Interest expense	95.0	77.4

The breakdown of 'Other financial expenses' caption for the year ended December 31, 2021 and 2020, is set forth in the table below:

	December 31, 2021	December 31, 2020
Net interest on the Net Defined Benefit liability (note 15)	1.5	2.0
Interest expense on Tax	4.0	4.3
Commitment fees	3.5	2.4
Others	6.6	4.0
Other financial expenses	15.7	12.7

25.3 Employee distribution

The employee distribution by category and gender for the year ended December 31, 2021 and 2020, is set forth in the table below:

	December 31, 2021			December 31, 2020		
	Female	Male	Total	Female	Male	Total
CEO/Senior Vice-president/Vice-president	2	23	25	4	23	27
Group Directors	42	139	181	38	141	179
Managers	1,671	3,295	4,966	1,327	2,756	4,083
Disabled managers	36	31	67	31	28	59
Staff	4,356	6,194	10,550	4,952	7,092	12,044
Disabled Staff	71	76	147	70	88	158
TOTAL	6,178	9,758	15,936	6,422	10,128	16,550

The average employee distribution by category and gender for the year ended December 31, 2021 and 2020, is set forth in the table below:

	December 31, 2021			December 31, 2020		
	Female	Male	Total	Female	Male	Total
CEO/Senior Vice-president/Vice-president	2	23	25	4	23	27
Group Directors	40	142	182	38	143	181
Managers	1,393	2,850	4,243	1,345	2,784	4,129
Disabled managers	39	35	74	27	32	59
Staff	4,671	6,706	11,377	5,292	7,613	12,905
Disabled Staff	67	76	143	67	86	153
TOTAL	6,212	9,832	16,044	6,773	10,681	17,454

25.4 Auditing services

The fees for annual accounts auditing services and other services rendered by the audit firm (EY) international organization for the year ended December 31, 2021, and 2020, are set forth in the table below:

	December 31, 2021	December 31, 2020
Auditing	2.1	2.1
Other assurance services	0.4	0.6
Tax advice	0.1	0.1
Other services	0.7	0.5
Total	3.3	3.3

26. CASH FLOWS

The Group classifies its short-term investments as cash equivalents when held for the purpose of meeting short-term cash commitments. The investments are highly liquid, readily convertible to known amounts of cash and subject only to an insignificant risk of changes in value. These short-term investments generally consist of certificates of deposit, time deposits, commercial paper, short-term government obligations and other money market instruments with maturity of three months or less. Such investments are valued at cost, which approximates fair value.

Bank overdrafts that are repayable on demand are included as a component of cash and cash equivalents for the purposes of presenting the consolidated statement of cash flows.

In the event that cash or cash equivalents were restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period, these assets are classified as non-current on the consolidated statement of financial position.

The reconciliation of the 'Cash and cash equivalents net' caption of the consolidated statement of cash flows and the 'Cash and cash equivalents' caption of the consolidated statement of financial position as of December 31, 2021 and 2020, is set forth in the table below:

	December 31, 2021	December 31, 2020
Cash on hand and balances with banks	876.7	828.7
Short-term investments	251.0	726.4
Cash and cash equivalents	1,127.7	1,555.1
Bank overdrafts	(0.2)	(1.2)
Cash and cash equivalents net	1,127.5	1,553.9

As of December 31, 2021, the Group has maintained short-term money market investments with an average yield rate of 0.00% for euro investments. As of December 31, 2020, the Group has maintained short-term money market investments with an average yield rate of minus 0.19% for euro investments and 0.14% for and USD investments.

These investments are readily convertible to a certain amount of cash and do not have an appreciable risk of change in value.

The table below details changes in the Group's financial liabilities arising from financing activities, including both cash and non-cash changes during the year ended December 31, 2021, and 2020:

		Non-cash changes								
	December 31, 2020	Cash Flows from financing activities	Payment of reverse factoring agreements	Transfers	Leases and others	Reverse factoring	Fair value adjustments (note 22)	Accrued interest	Other changes	December 31, 2021
Non-current debt	4,343.0	499.3	-	(562.6)	42.4	-	-	-	22.4	4,344.5
Non-current derivative financial liabilities	1.0	-	-	-	-	-	10.8	-	-	11.8
Current debt	1,320.6	(1,322.3)	(85.5)	562.6	7.2	63.3	-	75.3	14.2	635.4
Current derivative financial liabilities	22.5	-	-	-	-	-	(11.2)	-	-	11.3
Total	5,687.1	(823.0)	(85.5)	-	49.6	63.3	(0.4)	75.3	36.6	5,003.0

		Non-cash changes								
	December 31, 2019	Cash Flows from financing activities	Transfers	Leases and others	Convertible bonds (note 18)	Reverse factoring	Fair value adjustments (note 22)	Accrued interest	Other changes	December 31, 2020
Non-current debt	2,328.2	2,661.7	(596.9)	(26.5)	(40.1)	–	–	–	16.6	4,343.0
Non-current derivative financial liabilities	6.0	–	–	–	–	–	(5.0)	–	–	1.0
Current debt	1,245.5	(670.8)	596.9	21.0	–	63.1	–	65.6	(0.7)	1,320.6
Current derivative financial liabilities	28.1	–	–	–	–	–	(5.6)	–	–	22.5
Total	3,607.8	1,990.9	–	(5.5)	(40.1)	63.1	(10.6)	65.6	15.9	5,687.1

27. SUBSEQUENT EVENTS

On January 11, 2022, the Company has carried out an issuance of a Eurobond (Note) admitted to trading on the Luxembourg Stock Exchange for a value of €500.0 million.

The issuance has the following features: nominal value of €500.0 million, with a maturity date of two years (January 25, 2024), with an optional redemption for the issuer for the total amount until February 2, 2023, at a floating interest rate 3-month Euribor plus 60 basis points, payable on quarterly basis and an issue price of 100.103% of its nominal value.

The payment and settlement of the issuance have taken place on January 25, 2022.

On February 18, 2022, the net proceeds of the bond issuance have been used for the payment of the redemption of the €500 million outstanding Notes issued on February 9, 2021 disclosed in note 18 (maturity date February 9, 2023).

Fully Consolidated Companies	Registered Address	Country	Activity	Investment December 31, 2021	Investment December 31, 2020
				(%) (1) (2)	(%) (1) (2)
Amadeus Airport IT Americas, Inc. (3)	5950 Hazeltine National Drive, Suite 210. Orlando, Florida. 32822.	U.S.A.	Software development	100.00%	100.00%
Amadeus Albania sh.p.k	Bulevardi Deshmoret e Kombit, Tirana.	Albania	Distribution	100.00%	100.00%
Amadeus América S.A. (4)	Ingeniero Enrique Butty 240 4th floor. Caba CP 1001.	Argentina	Regional support	100.00%	100.00%
Amadeus Americas, Inc.	3470 NW 82nd Avenue Suite 1000 Miami, Florida 33122.	U.S.A.	Regional support	100.00%	100.00%
Amadeus Argentina S.A.U.	Ingeniero Enrique Butty 240 4th floor. Caba CP 1001.	Argentina	Distribution	100.00%	95.50%
Amadeus Asia Limited	21st, 23rd and 27th Floor, Capital Tower. 87/1 All Season Place. Wireless Road, Lumpini, Pathumwan. 10330 Bangkok.	Thailand	Regional support	100.00%	100.00%
Amadeus Austria Marketing GmbH	Dresdnerstrasse 91/C1/4, 1200 Wien.	Austria	Distribution	100.00%	100.00%
Amadeus Benelux N.V.	Berkenlaan 8A/09, 1831 Diegem.	Belgium	Distribution	100.00%	100.00%
Amadeus Bilgi Teknolojisi Hizmetleri A.Ş.	İstanbul Havalimanı Serbest Bölgesi Plaza Ofis No: 1401 Kat: 14 34830 Yesilköy, İstanbul.	Turkey	Software development	100.00%	100.00%
Amadeus (Beijing) Information Technology Co., Ltd. (5)	Rm704, 7th Floor, Raffles City Beijing Office Tower, No.1 Dongzhimen South St., Dongcheng District, 100007 Beijing.	China	Software development	100.00%	-
Amadeus Bolivia S.R.L. (6)	Equipetrol North. J Street. Building "Rolea Center" 1st floor. Suites E&D. Santa Cruz.	Bolivia	Distribution	100.00%	100.00%
Amadeus Bosna d.o.o. za marketing Sarajevo	Midhat Karic Mitke 1, 71000 Sarajevo	Bosnia and Herzegovina	Distribution	100.00%	100.00%
Amadeus Brasil Ltda.	Rua das Olimpíadas 205 – 5 andar, Sao Paulo 04551-000.	Brazil	Distribution	83.51%	83.51%
Amadeus Bulgaria OOD	Stefan Karadja Street 2, fl. 3., Sredets region, 1000 Sofia.	Bulgaria	Distribution	55.01%	55.01%
Amadeus Capital Markets, S.A., Sociedad Unipersonal	Salvador de Madariaga, 1. 28027 Madrid	Spain	Financial activities	100.00%	100.00%
Amadeus Central and West Africa S.A.	7, Avenue Nogues 08 BPV 228 Abidjan 01	Ivory Coast	Distribution	100.00%	100.00%
Amadeus Commercial Enterprise Private Limited (7)	No.101, Yashila, No. 1/1, 1st Main Koramangala 8th Block, 560095 Bangalore	India	Distribution and software development	100.00%	-

Fully Consolidated Companies	Registered Address	Country	Activity	Investment December 31, 2021 (%) (1) (2)	Investment December 31, 2020 (%) (1) (2)
Amadeus Content Soucing, S.A., Sociedad Unipersonal	Salvador de Madariaga 1, 28027, Madrid	Spain	Intermediation	100.00%	100.00%
Amadeus Corporate Business, AG	Berghamer Straße 6, 85435 Erding-Aufthausen	Germany	Holding of shares	100.00%	100.00%
Amadeus Customer Center Americas S.A.	Oficentro La Virgen II. Torre Prisma, Piso 5, Pavas, San José.	Costa Rica	Regional support	100.00%	100.00%
Amadeus Czech Republic and Slovakia s.r.o.	Meteor Centre Office Park. Sokolovská 100 / 94 Praha 8 – Karlín 186 00.	Czech Republic	Distribution	100.00%	100.00%
Amadeus Data Processing, GmbH	Berghamer Strasse 6. D-85435. Erding. Munich.	Germany	Data processing	100.00%	100.00%
Amadeus Denmark A/S (8)	Lufthavnsboulevaden 14, 2770 Kastrup.	Denmark	Distribution	100.00%	100.00%
Amadeus Eesti AS	Tuukri 19. 10152 Tallinn.	Estonia	Distribution	100.00%	100.00%
Amadeus Finance B.V.	Jupiter Building. Herikerbergweg 88. 1101 CM Amsterdam.	The Netherlands	Financial activities	100.00%	100.00%
Amadeus France, S.A.	Le Seine Saint Germain Bâtiment C, 2-8 Ave. Du Bas-Meudon. F-92445 Issy-Les-Moulineaux Cedex.	France	Distribution	100.00%	100.00%
Amadeus GDS LLP	48 Auezov Str,m 4th floor, 050008, Almaty.	Kazakhstan	Distribution	100.00%	100.00%
Amadeus GDS (Malaysia) Sdn. Bhd.	Suite 1005, 10th Floor. Wisma Hamzah-kwong Hing. n° 1 Leboh Ampang. Kuala Lumpur 50100.	Malaysia	Distribution	100.00%	100.00%
Amadeus GDS Singapore Pte. Ltd. (9)	1 Wallich Street 27-00 Guoco Tower Singapore 078881	Singapore	Distribution	100.00%	100.00%
Amadeus Germany GmbH	Zentrale Finanzen Siemensstraße 1, 61352. Bad Homburg.	Germany	Distribution	100.00%	100.00%
AMADEUSGLOBAL Ecuador S.A.	República del Salvador N35- 126 and Portugal, Zanté Building; 2nd floor Suite 206, Quito.	Ecuador	Distribution	100.00%	100.00%
Amadeus Global Operations Americas, Inc. (3)	Corporate creations, Network Inc, 3411 Silverside Road #104 Rodney building, Wilmington, Delaware 19810. New Castle County.	U.S.A.	Data processing	100.00%	100.00%

Fully Consolidated Companies	Registered Address	Country	Activity	Investment December 31, 2021	Investment December 31, 2020
				(%) (1) (2)	(%) (1) (2)
Amadeus Global Travel Distribution Ltd.	P.O. Box 6680-00100 14,Riverside off Riverside Drive Grosvenor suite 4A, 4th Floor, Nairobi.	Kenya	Distribution	100.00%	100.00%
Amadeus Global Travel Israel Ltd.	14 Ben Yehuda St. 61264 Tel Aviv.	Israel	Distribution	100.00%	100.00%
Amadeus GTD (Malta) Limited	Birkirkara Road. San Gwann. SGN 08.	Malta	Distribution	100.00%	100.00%
Amadeus GTD Southern Africa Pty. Ltd.	Turnberry Office Park. 48 Grosvenor Road, Bryanston. 2021 Johannesburg.	South Africa	Distribution	100.00%	100.00%
Amadeus Hellas Electronic Travel Information Services Single Member	60 Poseidonos Avenue, PO BOX 166 75, Glyfada, Athens.	Greece	Distribution	100.00%	100.00%
Amadeus Honduras, S.A. (3)	Building El Ahorro Hondureño. Cía. de Seguros, S.A. 4to Nivel Local B. Av. Circunvalación. San Pedro Sula.	Honduras	Distribution	100.00%	100.00%
Amadeus Hong Kong Ltd.	3/F, Henley Building nº 5 Queens' Road. Central Hong Kong.	China	Distribution	100.00%	100.00%
Amadeus Hospitality Americas, Inc. (3)	75 New Hampshire Ave, Portsmouth NH 03801.	U.S.A.	Distribution and software development	100.00%	100.00%
Amadeus Hospitality Asia Pacific Pte. Ltd. (3) (10)	600 North Bridge Road, #14-02 Parkview Square, Singapore 188778.	Singapore	Distribution and software development	100.00%	100.00%
Amadeus Hospitality Netherlands B.V.	Chasséveld 15G 4811 DH Breda.	The Netherlands	Distribution and software development	100.00%	100.00%
Amadeus Hospitality UK Limited (3)	Fourth Floor Drapers Court, Kingston Hall Road, Kingston-upon-Thames, Surrey KT1 2BQ.	U.K.	Distribution and software development	100.00%	100.00%
Amadeus Information Technology LLC	M. Golovin line 5, 2nd floor 107045, Moscow.	Russia	Distribution	100.00%	100.00%
Amadeus Integrated Solutions Pty Ltd.	Turnberry Office Park, 48 Grosvenor Road, Bryanston, Johannesburg.	South Africa	Distribution	100.00%	100.00%
Amadeus IT Group Colombia S.A.S.	Carrera 11 No. 84 - 09 6° floor Building Amadeus Tower, Bogotá.	Colombia	Distribution	100.00%	100.00%

Fully Consolidated Companies	Registered Address	Country	Activity	Investment December 31, 2021	Investment December 31, 2020
				(%) (1) (2)	(%) (1) (2)
Amadeus IT Pacific Pty. Ltd.	Level 7 180 Thomas Street 2000 Haymarket, Sydney.	Australia	Distribution	100.00%	100.00%
Amadeus IT Services GmbH (11)	Berghamer Str. 6 85435, Erding-Aufhasen.	Germany	Software development	100.00%	100.00%
Amadeus IT Services UK Limited	3rd Floor First Point, Buckingham Gate, Gatwick, West Sussex RH6 ONT.	U.K.	Distribution and software development	100.00%	100.00%
Amadeus Italia S.p.A.	Via Morimondo, 26, 20143 Milano.	Italy	Distribution	100.00%	100.00%
Amadeus Japan K.K.	SPP Ginza Building 5F, 2-4-9 Ginza, Chuo-Ku, Tokio 104-0061.	Japan	Distribution	100.00%	100.00%
Amadeus Korea, Ltd.	3Fl. POPA Bldg., 130, Mapo-daero, Mapo-gu, Seoul 121-710.	South Korea	Software development and software definition	100.00%	100.00%
Amadeus Lebanon S.A.R.L.	Gefinor Centre P.O. Box 113-5693 Beirut.	Lebanon	Distribution	100.00%	100.00%
Amadeus Leisure IT GmbH	Carlo-Schmid-Straße 12 52146 Würselen/Aachen.	Germany	Software development	100.00%	100.00%
Amadeus Macedonia DOOEL Skopje	Gradski Zid, Blok 4/8, 1000 Skopje.	Macedonia	Distribution	100.00%	100.00%
Amadeus Magyaroszag Kft	1075 Budapest. Madách Imre út 13-14. Budapest.	Hungary	Distribution	100.00%	100.00%
Amadeus Marketing (Ghana) Ltd.	12 Quarcoo Lane, West Airport Residential Area. Accra.	Ghana	Distribution	100.00%	100.00%
Amadeus Marketing Ireland Ltd.	6th Floor, 2 Grand Canal Square, Dublin 2.	Ireland	Distribution	100.00%	100.00%
Amadeus Marketing Nigeria Ltd.	26, Ladipo Bateye Street. G.R.A., Ikeja, Lagos.	Nigeria	Distribution	100.00%	100.00%
Amadeus Marketing Philippines Inc.	36th Floor, LKG Tower Ayala Avenue, Makati City.	Philippines	Distribution	100.00%	100.00%
Amadeus Marketing Romania S.R.L.	246C Calea Floreasca, Sky Tower Building, 19th floor, 014476, Bucharest.	Romania	Distribution	100.00%	100.00%
Amadeus Marketing (Schweiz) A.G.	Pfingstweidstrasse 60. Zurich CH 8005.	Switzerland	Distribution	100.00%	100.00%
Amadeus México, S.A. de C.V. (12)	Av. Paseo de la Reforma 180-1802 Juárez, Piso 18, Suite A. Col. Juárez. Delegación Cuauhtemoc. CP 06600. México DF.	Mexico	Distribution	100.00%	100.00%
Amadeus North America, Inc. (3)	3470 Northwest 82 Ave., Suite 1000, Miami, Florida 33122.	U.S.A.	Distribution	100.00%	100.00%
Amadeus Norway AS (8)	Post boks 6645, St Olavs Plass, No-0129 Oslo.	Norway	Distribution	100.00%	100.00%

Fully Consolidated Companies	Registered Address	Country	Activity	Investment December 31, 2021	Investment December 31, 2020
				(%) (1) (2)	(%) (1) (2)
Amadeus Paraguay S.R.L. (6)	Luis Alberto de Herrera 195 esquina Fulgencio Yegros Inter Express Building- 2nd floor, Suite 202, Asunción.	Paraguay	Distribution	100.00%	100.00%
Amadeus Perú S.A.	Víctor Andrés Belaunde, 147. Real 5 Building, Suite 902. San Isidro, Lima.	Peru	Distribution	100.00%	100.00%
Amadeus Polska Sp. z o.o.	Al. Jerozolimskie 142 B, 02-305 Warszawa.	Poland	Distribution	100.00%	100.00%
Amadeus Rezervasyon Dağıtım Sistemleri A.Ş.	Barbados Square İş Merkezi.Dikilitaş Mah. Emirhan Cad. No: 113 Kat:18 34349 Istanbul.	Turkey	Distribution	100.00%	100.00%
Amadeus S.A.S.	Les Bouillides, 485 Route du Pin Montard. Boite Postale 69. F-06902 Sophia Antipolis Cedex.	France	Software development and software definition	100.00%	100.00%
Amadeus Saudi Arabia Limited (13)	3rd Floor, Diner's Square Center, King Abdulaziz Road P.O. Box no. 16196 Jeddah 21464.	Saudi Arabia	Distribution	100.00%	100.00%
Amadeus Scandinavia AB	Hälsingegatan 49 6tr, Box 6602, SE-113 84 Stockholm.	Sweden	Distribution	100.00%	100.00%
Amadeus Slovenija, d.o.o.	Dunajska 122, 1000 Ljubljana.	Slovenia	Distribution	100.00%	100.00%
Amadeus Sofia Labs EOOD	19 Dobri Voynikov Stre., apt 3, fl. 2. Lozenets region. 1164 Sofia.	Bulgaria	Software development and software definition	100.00%	100.00%
Amadeus Software Labs India Private Limited (14)	6th Floor, Etamin Block, Prestige Technology Park-II, Marathahalli-Srajapur Outer Ring Road, 560103 Bangalore.	India	Software development and software definition	100.00%	100.00%
Amadeus Software Technology (Shanghai) CO., Ltd. (3)	1709 You You International Plaza, No. 76 Pujian Road, Pudong New Area 200127 Shanghai.	China	Distribution and software development	100.00%	100.00%
Amadeus Soluciones Tecnológicas, S.A., Sociedad Unipersonal	Calle Salvador de Madariaga 1, 28027, Madrid.	Spain	Distribution	100.00%	100.00%
Amadeus Taiwan Co. Ltd.	12F, No. 77 Sec.3, Nan-Jing E. Rd. Taipei City.	Taiwan	Distribution	100.00%	100.00%
Amadeus Yemen Limited (6)	Al-Zubariri Street. Aman Tower Building 6th floor. Sana'a.	Yemen	Distribution	100.00%	100.00%

Fully Consolidated Companies	Registered Address	Country	Activity	Investment December 31, 2021 (%) (1) (2)	Investment December 31, 2020 (%) (1) (2)
Argo IT México S.A. de C.V. (15)	Laguna de Términos 221, Torre A, Oficina 903, col Granada. Deleg. Miguel Hidalgo. CP 11520. Cdmx	Mexico	Software Development	100.00%	100.00%
Argo IT Tecnologia S.A. (15)	Rua do Paraíso, No. 148, planta 13, Estado de São Paulo	Brazil	Software development	100.00%	100.00%
Bratys Development Srl (3) (6)	3 Zarii Street, 5th District Bucharest	Romania	Information Technology	100.00%	100.00%
Content Hellas Electronic Tourism Services S.A. (16)	157, Syngrou Av., 3rd floor, N. Smyrni, 17121 Athens.	Greece	Distribution	-	100.00%
Enterprise Amadeus Ukraine	Podil Square business center 30, Spasska street. 04070 Kyiv.	Ukraine	Distribution	100.00%	100.00%
ICM Airport Technics Australia Pty. Ltd. (17)	Unit 1, 12 Lord Street Lakes Business park, NSW 2019, Botany, Australia.	Australia	Installation of industrial machinery and equipment	100.00%	100.00%
ICM Airport Technics LLC. (17)	4001 Kennett Pike, Suite 302, DE 19807, Wilmington, United States.	U.S.A.	Installation of industrial machinery and equipment	100.00%	100.00%
ICM Airport Technics Singapore Pte. Ltd. (9)	80 Airport Boulevard, #04-21, Changi Airport Terminal 1, 819642, Singapore.	Singapore	Installation of industrial machinery and equipment	-	100.00%
ICM Airport Technics UK Ltd.	Aruna House, 2 Kings Road, Haslemere, Surrey, GU27 2QA, United Kingdom.	U.K.	Installation of industrial machinery and	100.00%	100.00%
ICM Australia Holdings Ltd. (17)	Unit 1, 12 Lord Street Lakes Business park, NSW 2019, Botany, Australia.	Australia	Holding of shares	100.00%	100.00%
ICM Group Holdings Limited	15 Queen's Road Central, Edinburgh Tower, 21st floor, The Landmark, Hong Kong.	China	Holding of shares	100.00%	100.00%
i:FAO AG (18)	Clemensstrasse 9 - 60487 Frankfurt am Main.	Germany	Holding of shares	-	90.02%
i:FAO Bulgaria EOOD (19)	Antim Tower, Level 15 -2 Kukush Street, 1309 Sofia.	Bulgaria	Software development	100.00%	90.02%
i:FAO Group GmbH (19)	Clemensstrasse 9 - 60487 Frankfurt am Main.	Germany	Distribution and software development	100.00%	90.02%

Fully Consolidated Companies	Registered Address	Country	Activity	Investment December 31, 2021 (%) (1) (2)	Investment December 31, 2020 (%) (1) (2)
Latinoamérica Soluciones Tecnológicas SPA (20)	Isidora Goyenechea 2939 P/10, Las Condes, Santiago de Chile.	Chile	Distribution	100.00%	100.00%
Navitaire LLC	333 South Seventh Street Suite 1800, 55402 Minneapolis.	U.S.A.	Software development	100.00%	100.00%
Navitaire Philippines Inc.	8767 Paseo De Roxas, Metro Manila, 16F Philamlife Tower, 1200, Makati City, Manila	Philippines	Software development	100.00%	100.00%
NMTI Holdings, Inc. (3)	Corporation Trust Center, 1209 Orange Street, Wilmington, County of New Castle, Registry of Delaware 19801 - Delaware 4326008.	U.S.A	Holding of shares	100.00%	100.00%
Private Enterprise "Content Ukraine" (21)	Podil Square business center 30, Spasska street. 04070 Kyiv.	Ukraine	Distribution	100.00%	100.00%
PT Amadeus Technology Indonesia (22)	UOB Square floor 39, Unit 2, Jl. M. H. Thamrin No. 10, Jakarta 10230.	Indonesia	Distribution	100.00%	100.00%
Pyton Communication Services B.V.	Building Videolab. Torenallee 20. 5617 BC Eindhoven.	The Netherlands	Distribution and software development	100.00%	100.00%
Pyton Communication Services Deutschland GmbH (23)	Kölner Straße 7A D - 51789 Lindlar.	Germany	Software development	100.00%	100.00%
SIA Amadeus Latvija	8 Audeju Street, LV-1050 Riga.	Latvia	Distribution	100.00%	100.00%
Sistemas de Distribución Amadeus Chile, S.A.	Marchant Pereira No 221, 11th floor. Comuna de Providencia, Santiago de Chile.	Chile	Distribution	100.00%	100.00%
Sistemas de Reservaciones CRS de Venezuela, C.A. (6)	Av. Francisco de Miranda, Parque Cristal Building, East Tower, Floor 3, Suite 3 - 7A, Urb. Los Palos Grandes, 1060, Caracas.	Venezuela	Distribution	100.00%	100.00%
SkySoft LLC	15 Khorenatsi str., Yerevan 0010, Armenia	Armenia	Software development	100.00%	-
Travel Audience, GmbH	Elsenstraße 106 12435 Berlin.	Germany	E-commerce	100.00%	100.00%

Fully Consolidated Companies	Registered Address	Country	Activity	Investment December 31, 2021	Investment December 31, 2020
				(%) (1) (2)	(%) (1) (2)
TravelClick Asia Pty (3)	291 Coventry Street Melbourne, 3205	Australia	Distribution	100.00%	100.00%
TravelClick Canada (3)	600-1741 Lower Water Street, Halifax, Nova Scotia, B3J 0J2.	Canada	Distribution	100.00%	100.00%
TravelClick Europe, S.L. (3)	Via Augusta, 117 - 08006 Barcelona.	Spain	Distribution	100.00%	100.00%
TravelClick France, Eurl. (3) (6)	12 Rue de la Chaussee D'Antin - 75009 Paris	France	Distribution	100.00%	100.00%
TravelClick, Inc. (3)	55 W 46th St 27th floor New York, NY 10036	U.S.A.	Distribution and software development	100.00%	100.00%
TravelClick Singapore Pte. Ltd. (10)	8 Kallang Avenue #12-05, Aperia (Tower 1) Singapore 339509	Singapore	Distribution	-	100.00%
UAB Amadeus Lietuva	Olimpieciu 1A-9B, LT-09200, Vilnius.	Lithuania	Distribution	100.00%	100.00%
UFIS Airport Solutions Holding Ltd. (16)	Suvarnabhumi Airport Operation Building, 999 Moo 1, Suite Z4-007, Bangna-Trad KM 15 Road, Nong Prue, Bang Phli, Samutprakarn 10540.	Thailand	Holding of shares	-	49.00%
UFIS Airport Solutions (Thailand) Ltd. (16)	Suvarnabhumi Airport Operation Building, 999 Moo 1, Suite Z4-007, Bangna-Trad KM 15 Road, Nong Prue, Bang Phli, Samutprakarn 10540.	Thailand	Holding of shares	-	74.00%
Vedaleon Technologies Pty. Ltd. (17)	4 Rayville Avenue, orquay VIC 3228, Australia	Australia	Software development	100.00%	100.00%
Videopolis, S.A.S. (3) (6)	8 place du Marché Neuilly Sur Seine - 92200	France	Distribution and Information technology	100.00%	100.00%
Videopolis.com, S.A. (3)	Avenue Louise 523 1050 Bruxelles	Belgium	Information Technology	100.00%	100.00%

Joint ventures companies and Associates	Registered Address	Country	Activity	Investment December 31, 2021	Investment December 31, 2020
				(%) (1) (2)	(%) (1) (2)
Alentour S.A.S	32 rue de Paradis 75010 Paris.	France	Software development	20.41%	-
Amadeus Algerie S.A.R.L	06, Rue AHCENE Outaleb « les Mimosas » Ben. AKNOUN.	Algerie	Distribution	40.00%	40.00%
Amadeus Egypt Computerized Reservation Services S.A.E. (24)	Units 81/82/83 Tower A2 at Citystars. Cairo.	Egypt	Distribution	100.00%	100.00%
Amadeus Gulf L.L.C.	7th Floor, Al Kazna Insurance Building, Banyas Street. P.O. Box 46969. Abu Dhabi.	United Arab Emirates	Distribution	49.00%	49.00%
Amadeus Libya Technical Services JV	Abu Kmayshah st. Alnofleen Area, Tripoli.	Libya	Distribution	25.00%	25.00%
Amadeus Maroc S.A.S.	Route du Complexe Administratif. Aéroport Casa Anfa. BP 8929, Hay Oulfa. Casablanca 20202.	Morocco	Distribution	30.00%	30.00%
Amadeus Qatar W.L.L.	Al Darwish Engineering W.W.L. Building n° 94 "D" Ring road 250. Hassan Bin Thabit – Street 960. Doha.	Qatar	Distribution	40.00%	40.00%
Amadeus Sudani co. Ltd.	Street 3, House 7, Amarat. Khartoum 11106.	Sudan	Distribution	40.00%	40.00%
Amadeus Syria Limited Liability (6) (24)	Shakeeb Arslan Street Diab Building, Ground Floor	Syria	Distribution	100.00%	100.00%
Amadeus Tunisie S.A.	41 bis. Avenue Louis Braille. 1002 Tunis – Le Belvedere.	Tunisia	Distribution	30.00%	30.00%
Jordanian National Touristic Marketing Private Shareholding Company	Second Floor, n°2155, Abdul Hameed Shraf Street Shmaisani. Aman.	Jordan	Distribution	50.00%	50.00%
Hiberus Travel One Inventory, S.L. (25)	Paseo Isabel La Católica 6 - Zaragoza	Spain	Software development	40.00%	95.00%
Qivive GmbH (16)	c/o Rechtsanwälte Amend Minnholzweg 2b. 61476 Kronberg im Taunus.	Germany	Information Technology	-	33.33%
Refundit Ltd.	30 ^a Gruner Dov. Street, Tel Aviv-Yaffo, 694827 Israel.	Israel	Software development	20.00%	20.00%

- (1) In certain cases, companies are considered to be wholly-owned subsidiaries, even though local statutory obligations require them to have more than one shareholder or a specific percentage of the capital stock owned by citizens and/or legal entities of the country concerned. These shareholders are not entitled to any economic right.
- (2) Unless otherwise stated, all participations are direct.
- (3) The participation in these companies is held through Amadeus Americas, Inc.
- (4) The share percentage in this company is 95% direct and 5% indirect, through Amadeus Soluciones Tecnológicas, S.A. Sociedad Unipersonal.
- (5) The share percentage in this company is indirect through Amadeus GDS Singapore Pte. Ltd.
- (6) This company is in the process of being liquidated.
- (7) The share percentage in this company is 99.99 % indirect, through Amadeus GDS Singapore Pte. Ltd. and 0.01% through Amadeus Asia Limited.
- (8) The participation in these companies is held through Amadeus Scandinavia AB.
- (9) Effective October 1, 2021, the company ICM Airport Technics Singapore Pte. Ltd. was amalgamated with Amadeus GDS Singapore Pte. Ltd. The resulted company is called Amadeus GDS Singapore Pte. Ltd.
- (10) Effective October 1, 2021, the company TravelClick Singapore was amalgamated with Amadeus Hospitality Asia Pacific Pte. Ltd. The resulted company is Amadeus Hospitality Asia Pacific Pte. Ltd.
- (11) Being Amadeus Airport IT, GmbH its previous company name
- (12) The share percentage in this company is 98% direct and 2% indirect, through Amadeus Soluciones Tecnológicas, S.A. Sociedad Unipersonal.
- (13) The share percentage in this company is 95.00 % indirect, through Amadeus S.A.S. and 5 % direct through Pyton Communication Services, B.V.
- (14) The share percentage in this company is 99.99 % indirect, through Amadeus S.A.S. and 0.01% through Amadeus Asia Limited.
- (15) The participation in this company is held through Amadeus Soluciones Tecnológicas, S.A., Sociedad Unipersonal.
- (16) This company has been liquidated during 2021.
- (17) The participation in this company is held through Amadeus IT Pacific Pty. Ltd.
- (18) Effective January 1, 2021, this company merged with Amadeus Corporate Business, AG. The resulting company is denominated Amadeus Corporate Business, AG.
- (19) The participation in this company is held through Amadeus Corporate Business, AG.
- (20) The participation in this company is held through Sistemas de Distribution Amadeus Chile, S.A.
- (21) The participation in this company is held through Enterprise Amadeus Ukraine.
- (22) The participation in this company is 99% direct and 1% indirect through Amadeus Asia Limited.
- (23) The participation in this company is held through Pyton Communication Services B.V.
- (24) Although there is a 100% interest in these companies, the Company has no control over them as there are some Board members named by airlines with veto rights for some relevant decisions, which prevent having control. There are no restrictions for transferring funds.
- (25) Being Amadeus Travel IMS, S.L its previous company name

Amadeus IT Group, S.A. and Subsidiaries

Directors' report for the year ended December 31, 2021

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1. Summary

1.1 Introduction

Full year Highlights (twelve months ended December 31, 2021)

- In Air Distribution, our travel agency air bookings grew 91.9% compared to 2020, albeit decreased 64.4% versus 2019.
- In Air IT Solutions, our passengers boarded (PB) showed an improvement of 22.9% from 2020 levels (and contracted 57.4% compared to 2019).
- Revenue grew 22.8% compared to 2020, to €2,670.0 million (versus 2019, revenue decreased by 52.1%).
- EBITDA¹ amounted to €627.6 million, a 175.5% improvement versus 2020 (albeit still representing a 71.9% drop compared to 2019).
- We reduced our adjusted annual loss² to €44.7 million, from a -€302.4 million in 2020 (a 103.5% decline versus our 2019 Adjusted profit).
- Free Cash Flow³ amounted to €99.2 million, or €234.0 million excluding implementation costs paid.
- Net financial debt⁴ amounted to €3,048.7 million as of December 31, 2021.

Market background and segment performance

Global air traffic growth continued to improve month-on-month throughout the fourth quarter of 2021. As reported by IATA, global air traffic had a -45.1% evolution in the month of December 2021 compared to the same period in 2019, an improvement over November's -47.0% and October's -49.4%. In turn, we saw an improvement in our volumes performance in the quarter, relative to prior quarter. Amadeus travel agency air bookings declined by 49.2% in the fourth quarter of 2021 compared to the same period in 2019, advancing from the 58.5% air booking reduction we saw in the third quarter. Driven by the evolution in our travel agency air bookings, in the fourth quarter of 2021, Air Distribution revenue declined by 49.9% vs. 2019, also improving over the 57.7% vs. 2019 Air Distribution revenue decrease in the third quarter of 2021.

In the fourth quarter of 2021, Amadeus passengers boarded contracted by 42.5% vs. the same period in 2019, representing an improvement in performance from the -50.7% growth reported in the third quarter, supported by large improvements across many regions. As a result of this volume performance and also of revenues not linked to passengers boarded, in the fourth quarter of 2021, Air IT Solutions revenue contracted by 30.8% vs. the same period of 2019, progressing from the -39.4% Air IT Solutions revenue growth rate reported in the third quarter.

In the fourth quarter of 2021, revenue from Hospitality & Other Solutions contracted by 25.0% relative to the same period in 2019, impacted by COVID-19 pandemic effects on the travel industry. This evolution represented a continued improvement from the -30.2% growth seen in the third quarter. In the fourth quarter, Hospitality, which generates the majority of revenues in the segment, continued to outperform Payments in terms of growth with respect to 2019, driven by its greater weight of non transaction-based revenues. Within

1 2021 and 2020 figures adjusted to exclude costs, amounting to €28.6 million (€19.8 million post tax) in 2021, and €169.1 million (€120.9 million post tax) in 2020, related to the implementation of the cost saving program announced in 2020.

2 Excluding after-tax impact of the following items: (i) accounting effects derived from PPA exercises and impairment losses, (ii) non-operating exchange gains (losses), (iii) costs related to the implementation of the cost saving program and (iv) other non-operating, non-recurring effects.

3 Defined as EBITDA, minus capex, plus changes in our operating working capital, minus taxes paid, minus interests and financial fees paid.

4 Based on our credit facility agreements' definition.

Hospitality, quarter-on-quarter improvements in revenue growth were seen within its business lines, most notably in revenue lines driven by transactions, such as reservations, bookings and media clicks.

2021 Group financial performance

The dynamics mentioned above resulted in a consistent strengthening of our financial performance in the fourth quarter, as we have seen throughout 2021. In the last quarter of the year, Amadeus Group revenue declined by 39.6% and EBITDA contracted by 53.9%⁵ compared to the same period in 2019. In the quarter, Free Cash Flow amounted to €137.4 million, or €177.5 million excluding cost saving program implementation costs paid. In the fourth quarter of 2021, Adjusted Profit⁶ amounted to €38.2 million.

In the 2021 full year period, Amadeus Group revenue and EBITDA contracted by 52.1% and 71.9%⁵, respectively, vs. 2019. Free Cash Flow amounted to €99.2 million, or €234.0 million, excluding cost saving program implementation costs paid. In 2021, we had an Adjusted Profit⁶ loss of €44.7 million.

As of December 31, 2021, liquidity⁷ available to Amadeus amounted to c.€2.8 billion, represented by cash⁷ (€1,127.5 million), short term investments⁷ (€678.8 million) and an undrawn revolving credit facility (€1,000 million).

Regarding our cost optimization efforts, in 2021, we achieved a total fixed cost reduction of €128.4 million vs. 2020, or of €634.5 million vs. 2019 (including both P&L fixed costs and capital expenditure, and excluding cost saving program implementation costs and bad debt). In 2021, our P&L fixed costs⁸ were €69.3 million below the P&L fixed costs we had in 2020, and capital expenditure declined by €59.1 million in 2021 vs. 2020 (excluding cost saving program implementation costs).

Business update

In the fourth quarter of 2021, we signed 26 new contracts or renewals of distribution agreements with airlines in Air Distribution, including with Delta Air Lines, totaling 77 signatures in 2021. We continued to make progress in relation to our NDC strategy. In the past few months, agreements on NDC were signed with Avianca, Malaysia Airlines and Emirates. Amadeus today has over 20 airlines signed for the distribution of NDC content through the Amadeus Travel Platform. We also announced the completion of American Airlines' full end-to-end workflow integration of NDC technology for points of sale in North America by early 2022. We continue to advance on the travel agency front as well, with several signatures to access NDC content via the Amadeus Travel Platform taking place in the quarter.

In relation to Airline IT, Hawaiian Airlines selected Amadeus as its next-generation technology partner and will be implementing Amadeus Altéa PSS, as well as Traveler ID for Safe Travel, and will connect to the Amadeus Payments Platform. Both Avianca and Malaysia Airlines renewed and expanded their PSS agreements with Amadeus to also implement additional solutions and functionality. Furthermore, Norse Atlantic signed for Amadeus New Skies PSS.

We continued to expand our customer base In Airport IT, with Cologne-Bonn Airport contracting for ACUS, Heathrow Airport contracting for Amadeus self-service check-in kiosks, and Pulkovo Saint Petersburg Airport upgrading for Altéa Departure Control for Ground Handlers. We also continued to expand our footprint in the

⁵ Adjusted to exclude costs incurred in relation to the implementation of the cost saving program announced in 2020, amounting to €28.6 million (€19.8 million post tax) in the full year 2021, and €5.9 million (€3.4 million post tax) in the fourth quarter of 2021. See section 3 for more details.

⁶ Excluding after-tax impact of the following items: (i) accounting effects derived from PPA exercises and impairment losses, (ii) non-operating exchange gains (losses), (iii) costs related to the implementation of the cost saving program and (iv) other non-operating, non-recurring effects.

⁷ Liquidity available is defined as (i) cash and cash equivalents, net of overdraft bank accounts, (ii) short term investments considered cash equivalent assets under our credit facility agreements' definition, net of associated unrealized hedging results, and (iii) undrawn revolving credit facilities at the Company's disposal.

⁸ Including the Personnel and Other operating expenses captions in the Income Statement, and excluding cost saving program implementation costs and bad debt.

U.S. with Houston Airport Systems implementing Amadeus biometric technology at George Bush Intercontinental Airport and William P. Hobby Airport.

In Hospitality, we were very pleased to announce in November, an agreement with Marriott International to deploy the Amadeus Central Reservations System (ACRS). In the coming years, the Amadeus cloud-based CRS will modernize Marriott's proprietary reservations system, and expand its commerce capabilities, including enabling travelers to personalize their travels by providing greater flexibility in choosing guest room attributes. We also continued to sign customers in the quarter for other solutions from our Hospitality portfolio, including Wyndham Hotels & Resorts, and Hoteis Real Portugal, among others.

1.2 Summary of operating and financial information

Summary of KPI (€millions)	Oct-Dec 2021	Oct-Dec 2020	Change vs. Q4'20	Change vs. Q4'19
Operating KPI				
TA air bookings (m)	67.7	27.5	146.7%	(49.2%)
Passengers boarded (m)	285.7	137.4	107.9%	(42.5%)
Financial results¹				
Air Distribution revenue	344.2	146.2	135.4%	(49.9%)
Air IT Solutions revenue	305.7	212.0	44.2%	(30.8%)
Hospitality & Other Solutions revenue	159.9	116.0	37.8%	(25.0%)
Revenue	809.8	474.3	70.8%	(39.6%)
EBITDA	221.9	31.6	602.6%	(53.9%)
Profit (Loss) for the period	(1.3)	(148.9)	(99.1%)	(100.6%)
Adjusted profit (loss)²	38.2	(88.2)	(143.4%)	(86.1%)
Adjusted EPS (euros)³	0.08	(0.20)	(143.3%)	(86.8%)
Cash flow				
Capital expenditure	(147.3)	(115.6)	27.4%	(23.3%)
Free cash flow ⁴	137.4	(213.5)	(164.3%)	(37.9%)
Indebtedness⁵				
	Dec 31, 2021	Dec 31, 2020	Change	
Net financial debt	3,048.7	3,073.9	(25.2)	

1 2021 and 2020 figures have been adjusted to exclude costs, amounting to €5.9 million (€3.4 million post tax) in the fourth quarter of 2021, and €93.4 million (€66.4 million post tax) in the fourth quarter of 2020, related to the implementation of the cost saving program announced in 2020. See section 3 for more detail.

2 Excluding after-tax impact of the following items: (i) accounting effects derived from PPA exercises and impairment losses, (ii) non-operating exchange gains (losses) and (iii) other non-operating, non-recurring effects.

3 EPS corresponding to the Adjusted profit attributable to the parent company.

4 Defined as EBITDA, minus capex, plus changes in our operating working capital, minus taxes paid, minus interests and financial fees paid.

5 Based on our credit facility agreements' definition.

Summary of KPI (€millions)	Full year 2021	Full year 2020	Change vs. 2020	Change vs. 2019
Operating KPI				
TA air bookings (m)	206.4	107.6	91.9%	(64.4%)
Passengers boarded (m)	848.6	690.6	22.9%	(57.4%)
Financial results¹				
Air Distribution revenue	1,061.9	639.3	66.1%	(63.9%)
Air IT Solutions revenue	1,069.5	985.8	8.5%	(41.2%)
Hospitality & Other Solutions revenue	538.6	548.9	(1.9%)	(33.2%)
Revenue	2,670.0	2,174.0	22.8%	(52.1%)
EBITDA	627.6	227.8	175.5%	(71.9%)
Profit (Loss) for the year	(122.6)	(505.3)	(75.7%)	(111.0%)
Adjusted profit (loss)²	(44.7)	(302.4)	(85.2%)	(103.5%)
Adjusted EPS (euros)³	(0.10)	(0.68)	(85.3%)	(103.4%)
Cash flow				
Capital expenditure	(460.2)	(501.5)	(8.2%)	(37.5%)
Free cash flow⁴	99.2	(541.9)	(118.3%)	(90.4%)

¹ 2021 and 2020 figures adjusted to exclude costs, amounting to €28.6 million (€19.8 million post tax) in 2021, and €169.1 million (€120.9 million post tax) in 2020, related to the implementation of the cost saving program announced in 2020. See section 3 for more detail.

² Excluding after-tax impact of the following items: (i) accounting effects derived from PPA exercises and impairment losses, (ii) non-operating exchange gains (losses) and (iii) other non-operating, non-recurring effects.

³ EPS corresponding to the Adjusted profit attributable to the parent company.

⁴ Defined as EBITDA, minus capex, plus changes in our operating working capital, minus taxes paid, minus interests and financial fees paid.

2. Business highlights

Air Distribution

- During 2021, we signed 77 new contracts or renewals of distribution agreements, which will broaden the scope of the content available in the Amadeus Travel Platform, particularly in relation with NDC (New Distribution Capability). In December, as part of a broader distribution and IT deal, we renewed and expanded our partnership with Avianca to include NDC enabled content in addition to Avianca's existing content for Amadeus travel sellers. In September, Etihad Airways agreed to make its full range of NDC offers available to Amadeus travel sellers. In October, we announced an NDC agreement with Cathay Pacific starting in first quarter of 2022 in several markets.
- Also, United Airlines renewed its distribution agreement with Amadeus, which now includes new NDC-enabled content. Qantas' NDC offers are also available through the Amadeus Travel Platform to pilot agents for testing.
- In January 2022, we signed a new distribution agreement with Emirates. Thanks to the expanded partnership, Emirates' NDC-enabled content will be integrated in the Amadeus Travel Platform. Also, all the Emirates' non-NDC content will become available without a surcharge for all Amadeus-connected travel sellers with immediate effect.
- As of today, we have more than 20 airlines signed for the distribution of their NDC content.
- We also made important progress in our geographic diversification, with deals that will allow us to extend our footprint in Asia Pacific. We renewed a multi-year technology deal with China's Tongcheng Travel, one of the major OTAs in China. Amadeus will power Tongcheng Travel's international expansion outside China through this technology agreement. In February, we announced that ezTravel, Taiwan's largest online travel agency (OTA), is implementing Amadeus Travel API. Lastly, in April, we announced that China's Trip.com Group in Shanghai, parent company of leading online travel brands Trip.com, Ctrip, Skyscanner and Qunar, will adopt our Amadeus Custom Search solution as part of its boutique shopping engine to deliver the best customer experience.

Air IT Solutions

Airline IT

- At the close of December, 210 customers had contracted either of the Amadeus Passenger Service Systems (Altéa or New Skies) and 200 customers had implemented either of them.
- Among them was Etihad Airways, which in September signed a landmark multi-year agreement to embark on a major digital transformation. As part of the deal, Etihad Airways will implement the full Amadeus Altéa PSS suite, in addition to web booking, revenue management capabilities and merchandizing, data management and passenger servicing solutions, as well as the Amadeus Digital Experience suite. Etihad has also contracted for Amadeus Altéa NDC.
- In December, Hawaiian Airlines, already an existing user of Amadeus Altéa Departure Control-Flight Management, selected Amadeus as its next-generation technology partner. Implementation of the Amadeus Altéa PSS suite will begin in the first quarter of 2022, with targeted completion in 2023. The airline will also implement Traveler ID for Safe Travel and will connect to the Amadeus Payments Platform.
- In September, Uzbekistan Airways contracted for the full Suite of Altéa PSS and some additional solutions, while Hawaiian Airlines, already an existing user of Departure Control-Flight Management, announced in December that it will implement the Amadeus Altéa PSS suite. The airline will also implement Traveler ID for Safe Travel and will connect to the Amadeus Payments Platform.

- Also in December, Avianca renewed and expanded its PSS agreement. Avianca deployed Amadeus Passenger Recovery to further optimize and automate disruption management, making the process faster and more efficient.
- In November, Ultra Air, a new Colombian ultra-low-cost carrier, contracted New Skies for its reservation and retailing platforms, along with its integrated day-of-departure, Digital Experience Suite, NDC Gateway, Ancillary Revenue Optimization, revenue accounting and loyalty solutions.
- Our upselling efforts continued during 2021. Saudia contracted for Passenger Recovery, while Air Algerie signed up for several solutions from our Airline IT portfolio including Traveler-DNA (formerly Customer Experience Management), Amadeus Anytime Merchandizing, the new Amadeus Mobile Application Premium and Amadeus Instant Search. Also, the airline contracted for Amadeus Altéa NDC to distribute their NDC content.
- Lufthansa Group airlines including Austrian Airlines, Brussels Airlines, Lufthansa and SWISS contracted for Amadeus' Digital Experience Suite (DES). Amadeus DES will allow the Lufthansa Group airlines to create a more personalized digital shopping experience for their customers (including mobile and desktop booking, servicing and flight disruption flows).
- LOT Polish Airlines and Amadeus have signed a multi-year deal that will see the airline maximize the benefits of the Amadeus Airline Platform. The renewal agreement covers a wide range of state-of-the-art solutions related to passenger services, airline operations, revenue management, merchandizing, passenger disruption management, and digital experience. By signing this new agreement with Amadeus, LOT will add a range of new IT solutions on top of its existing PSS. On the digital front, Amadeus will power the airline's website, providing LOT with levers to help increase traffic acquisition and boost sales conversions by enriching the shopping and booking experience on LOT.com.
- Vistara, the Indian carrier carrying more than 7 million passengers in 2019, has contracted for Amadeus Network Revenue Management. This solution will allow the carrier to grow revenues by adopting the latest technologies in Origin & Destination Revenue Management, as Vistara expands its domestic and international network.
- Our Safe Travel program is growing at a rapid pace. At the end of the year, we have 16 airlines live in production with Traveler ID for Safe Travel, and a busy customer pipeline. Our airline customers are using this technology to remove friction from the travel journey, by allowing passengers to validate their health documentation directly through the airline app or website. A total of 4.6 million passengers have been verified, saving travelers and airlines thousands of hours in queues while at the airport. Air Europa has recently implemented the latest version of the solution.

Airport IT

- Our Airport IT business maintained its positive commercial momentum last year, particularly around touchless technology, which is helping our airport customers adapt to the new social distancing rules. In April, we introduced Japan's first end-to-end biometric boarding process thanks to our partnership with Narita Airport and NEC. Heathrow Airport (United Kingdom) contracted 215 self-service check-in kiosks from ICM Airport Technics, an Amadeus Company. The new generation of kiosks will provide a consistent self-service experience from check-in to bag drop, and the ability to integrate biometric verification ensures operational benefits for airports as well as the ease of use of passengers.
- In March, Finavia, which runs 11 airports in Finland, chose Amadeus Flow.
- Cologne-Bonn Airport selected our cloud based Common Use Platform (ACUS) which has been successfully cut-over ahead of time mid-December 2021.
- Sofia Airport (Bulgaria), Prague Airport (Czech Republic), and Pulkovo Saint Petersburg Airport (Russia) contracted Altéa Departure Control for Ground Handlers during last year.

- We signed a deal with Sylt airlines club to provide ACUS at the Sylt Island's airport in Germany. This is the first club contract signed, meaning the contract is signed with the operating airlines in the airport instead of with the airport, allowing for more servicing flexibility. The initial airlines using ACUS will be Lufthansa, Swiss International Air Lines and Eurowings.
- We continued to expand our customer footprint in the United States. Missoula Montana Airport) contracted ACUS, while Louis Armstrong Airport (New Orleans), Sacramento International Airport (California), Kansas City International Airport and Houston Airport Systems will implement Amadeus' biometric technology. Also in U.S., Syracuse Hancock International Airport (New York) contracted for ACUS. Pittsburg International Airport (Pennsylvania) signed for the deployment of FIDS. Memphis International Airport (Tennessee) signed for Airport Operational Data Base, Resource Management System and PropWorks.

Hospitality & Other Solutions

Hospitality

- We continued to expand our portfolio of customers for our Hospitality solutions. In November, we announced an agreement with Marriott International to deploy the Amadeus Central Reservations System (ACRS) to modernize Marriott's reservation infrastructure in the coming years. Integrating the ACRS will ultimately replace Marriott's proprietary reservations system and expand its commerce capabilities, including enabling travelers to personalize their travels, by providing greater flexibility in choosing guest room attributes, and purchasing products like spa and golf when booking a stay. Marriott also contracted Demand360 during the year.
- In March, we announced that THE Park Hotels, a pioneer in the concept of luxury boutique hotels in India, and a user of Amadeus' Guest Management Solutions, contracted Amadeus' iHotelier Central Reservations System. The combination of both Amadeus solutions will enable THE Park Hotels to efficiently manage reservations, guest loyalty, and customer communications.
- Lore Group, with properties across Europe and the United States, signed for Amadeus Digital Media, while luxury chain Sun Siyam contracted our Guest Management Solutions. Also Swire Properties Hotel Management, based in Hong Kong, Siyam World, an all-inclusive resort in Maldives; and Millennium New York, have signed for Digital Media in 2021.
- Langham Hospitality Group, a global hotel company with more than 30 properties located in major cities over four continents, contracted Amadeus Sales and Event Management and Amadeus Service Optimization during the quarter. Hoteis Real Portugal, with 13 properties located in Porto, Lisbon and the Algarve, contracted for Amadeus Sales and Event Management.
- Wyndham Hotels & Resorts contracted Amadeus Demand360 to gain a broader view of market performance across its organization. HEI Hotels, which owns and manages over 80 full service, upper-upscale and luxury hotels and resorts throughout the United States, signed for Demand360, too.
- We also expanded our hotel distribution offering several distribution agreements. In August, we announced that Shanghai-based CTrip Corporate Travel of the Trip.com Group renewed a multi-year strategic partnership with Amadeus to gain access to extensive hospitality content. Also, and in addition to the NDC access mentioned above, we expanded our partnerships with VEI, IAG7 Viajes, and Munckhof travel agencies, to include Amadeus Value Hotels, for extended hotel content and Amadeus B2B Wallet for faster, automated reconciliation and payment processing. In addition, the integration of iHotelier® Channel Management™ in VEI will allow hotels to increase their visibility with VEI agents and therefore drive demand and bookings.

- In March, we expanded our global collaboration with Mastercard for five years. Through this relationship, Amadeus will support innovative payment offerings across the travel industry through its B2B Wallet using Mastercard Wholesale Program.
- In August, Philippine Airlines became the first carrier to deploy multi-currency pricing through Amadeus' innovative FX Box platform.

Other

- Amadeus appointed William Connelly as Chairman of the Board in June. Connelly, who has been on Amadeus' Board since the summer of 2019 and has served as Vice Chairman of the Board since 2020, replaces José Antonio Tazón, who retired after having served on Amadeus' Board of Directors since December 2008 and previously as Amadeus President and CEO for 18 years. Additionally, two new independent Directors, Jana Eggers and Amanda Mesler, joined the Board, in replacement of José Antonio Tazón and Pierre-Henri Gourgeon (other external) whose term of office expired also in June 2021. In July 2021, Mr. Nicolas Huss resigned as an Amadeus' Director following his appointment as CEO of Hotelbeds.
- In December, the Board of Directors appointed Jacinto Esclapés Díaz as new Secretary of the Board of Directors, effective January 1, 2022. He replaces Tomás López Fernebrand, who left the company at the end of 2021.

3. Presentation of financial information

The audited consolidated financial statements of Amadeus IT Group, S.A. and subsidiaries are the source to the financial information included in this document and have been prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union.

Certain amounts and figures included in this report have been subject to rounding adjustments. Any discrepancies in any tables between the totals and the sums of the amounts listed are due to rounding.

3.1 Alternative Performance Measures

This document includes unaudited Alternative Performance Measures such as EBITDA, operating income, net financial debt as defined by our credit facility agreements, adjusted profit and their corresponding ratios. These Alternative Performance Measures have been prepared in accordance with the Guidelines issued by the European Securities and Markets Authority for regulated information published on or after July 3, 2016.

- Segment contribution is defined as the segment revenue less operating costs plus capitalizations directly allocated to the segment. A reconciliation to EBITDA is included in section 5.3.
- EBITDA corresponds to Operating income (loss) plus D&A expense. A reconciliation of EBITDA to Operating income (loss) is included in section 5.3. The Operating income (loss) calculation is displayed in section 5.
- Adjusted profit (loss) corresponds to reported profit (loss) for the period, after adjusting for: (i) accounting effects derived from PPA exercises and impairment losses, (ii) non-operating exchange gains (losses), (iii) costs related to the implementation of the cost saving program and (iv) other non-operating, non-recurring items, as detailed in section 5.6.1.
- Net financial debt as defined by our credit facility agreements is calculated as current and non-current debt (as per the financial statements), less cash and cash equivalents and short term investments considered cash equivalent assets under our credit facility agreements' definition, adjusted for operating lease liabilities and non-debt items (such as deferred financing fees and accrued interest). A reconciliation to the financial statements is included in section 6.5.

- Liquidity available is defined as (i) cash and cash equivalents, net of overdraft bank accounts, (ii) short term investments considered cash equivalent assets under our credit facility agreements' definition, net of associated unrealized hedging results, and (iii) undrawn revolving credit facilities at the Company's disposal.

We believe that these Alternative Performance Measures provide useful and relevant information to facilitate a better understanding of the performance of Amadeus and its economic position. These measures are not standard and therefore may not be comparable to those presented by other companies.

3.2 Cost saving program implementation costs

In 2021, we incurred one-time costs related to the implementation of the cost saving program announced in 2020 amounting to €46.4 million (€13.3 million in the fourth quarter). Of these costs, an amount of €28.6 million (€19.8 million post tax) was reported under the Personnel expenses and Other operating expenses captions in the income statement (€5.9 million pre-tax, or €3.4 million post tax, in the fourth quarter), which mainly corresponded to severances. Under the capital expenditure caption in the cash flow statement, we had implementation costs of €17.8 million for 2021 (€7.4 million for the fourth quarter), which included costs incurred for office buildings and facilities.

In 2021, we paid cost saving program implementation costs amounting to €134.8 million (€40.1 million in the fourth quarter). Of these cash-outs, an amount of €17.8 million was reported under the capital expenditure caption in the cash flow statement in 2021 (€7.4 million in the fourth quarter). The remaining €117.0 million (€32.7 million in the fourth quarter) was reported, partly under the EBITDA (€28.6 million) and partly under the Change in working capital (€88.4 million) captions in the cash flow statement in 2021 (€5.9 million under EBITDA and €26.8 million under Change in working capital, in the fourth quarter).

In 2020, we incurred one-time costs related to the implementation of the cost saving program announced in 2020, amounting to €93.4 million (€66.4 million post tax) in the fourth quarter and €169.1 million (€120.9 million post tax) in the full year. These implementation costs were reported under the Personnel expenses and Other operating expenses captions in the income statement and mainly corresponded to severances. Of these amounts, €31.6 million and €34.1 million were paid in the fourth quarter of 2020 and the full year 2020, respectively.

Since the implementation of our cost efficiency plan, the related implementation costs incurred have amounted to €215.6 million, of which, €197.7 million (€158.5 million post tax) has been reported in the income statement, and €17.8 million under the capital expenditure caption in the cash flow statement. Of the total implementation costs incurred, €168.9 million has been paid to date.

For purposes of comparability with 2020 and 2019, 2021 and 2020 income statement figures shown in section 5 have been adjusted to exclude the impact on the income statement from cost saving program implementation costs. A reconciliation of these figures to the financial statements is provided below.

Income statement (€millions)	Oct-Dec 2021			Full year 2021		
	Excl. implementati on costs	Implementati on costs	As reported	Excl. implementati on costs	Implementati on costs	As reported
Group revenue	809.8	0.0	809.8	2,670.0	0.0	2,670.0
Cost of revenue	(172.7)	0.0	(172.7)	(495.0)	0.0	(495.0)
Personnel expenses	(327.9)	(3.5)	(331.4)	(1,314.2)	(25.9)	(1,340.1)
Other op. expenses	(87.3)	(2.3)	(89.6)	(233.2)	(2.7)	(236.0)
EBITDA	221.9	(5.9)	216.0	627.6	(28.6)	598.9
Dep. and amortization	(198.8)	0.0	(198.8)	(681.9)	0.0	(681.9)
Operating income (loss)	23.1	(5.9)	17.2	(54.3)	(28.6)	(83.0)
Net financial expense	(29.1)	0.0	(29.1)	(115.3)	0.0	(115.3)
Other income (expense)	(0.9)	0.0	(0.9)	0.8	0.0	0.9
Profit before income taxes	(6.9)	(5.9)	(12.7)	(168.8)	(28.6)	(197.4)
Income taxes	6.6	2.4	9.0	51.9	8.8	60.7
Profit (Loss) after taxes	(0.3)	(3.4)	(3.7)	(116.9)	(19.8)	(136.7)
Share in profit assoc/JV	(1.0)	0.0	(1.0)	(5.7)	0.0	(5.7)
Profit (Loss) for the period	(1.3)	(3.4)	(4.8)	(122.6)	(19.8)	(142.4)
EPS (€)	0.00	0.01	(0.01)	(0.27)	0.04	(0.32)
Adjusted profit (Loss)	38.2	0.0	38.2	(44.7)	0.0	(44.7)
Adjusted EPS (€)	0.08	0.00	0.08	(0.10)	0.00	(0.10)

Income statement (€millions)	Oct-Dec 2020			Full year 2020		
	Excl. implementati on costs	Implementati on costs	As reported	Excl. implementati on costs	Implementati on costs	As reported
Group revenue	474.3	0.0	474.3	2,174.0	0.0	2,174.0
Cost of revenue	(56.6)	0.0	(56.6)	(276.6)	0.0	(276.6)
Personnel expenses	(349.2)	(82.7)	(431.9)	(1,441.3)	(156.3)	(1,597.6)
Other op. expenses	(36.8)	(10.7)	(47.5)	(228.3)	(12.8)	(241.2)
EBITDA	31.6	(93.4)	(61.8)	227.8	(169.1)	58.6
Dep. and amortization	(215.4)	0.0	(215.4)	(829.4)	0.0	(829.4)
Operating income (loss)	(183.8)	(93.4)	(277.1)	(601.6)	(169.1)	(770.8)
Net financial expense	(31.5)	0.0	(31.5)	(101.7)	0.0	(101.7)
Other income (expense)	(1.1)	0.0	(1.1)	(1.5)	0.0	(1.5)
Profit before income taxes	(216.4)	(93.4)	(309.8)	(704.9)	(169.1)	(874.0)
Income taxes	68.7	26.9	95.6	208.2	48.2	256.4
Profit (Loss) after taxes	(147.7)	(66.4)	(214.2)	(496.7)	(120.9)	(617.6)
Share in profit assoc/JV	(1.2)	0.0	(1.2)	(8.7)	0.0	(8.7)
Profit (Loss) for the period	(148.9)	(66.4)	(215.4)	(505.3)	(120.9)	(626.3)
EPS (€)	(0.33)	(0.15)	(0.48)	(1.13)	(0.27)	(1.40)
Adjusted profit (Loss)	(88.2)	0.0	(88.2)	(302.4)	0.0	(302.4)
Adjusted EPS (€)	(0.20)	0.00	(0.20)	(0.68)	0.00	(0.68)

4. Main financial risks and hedging policy

4.1 Foreign exchange rate risk

Our reporting currency is the Euro. However, as a result of Amadeus' global activity and presence, part of our results are generated in currencies different from the Euro and therefore are impacted by foreign exchange fluctuations. Similarly, part of our cash inflows and outflows are denominated in non-Euro currencies. As a consequence, both our results and our cash flows are impacted, either positively or negatively, by foreign exchange fluctuations.

Exposure to foreign currencies

Our revenue is almost entirely generated in either Euro or US Dollar (the latter representing 40%-50% of our total revenue). Revenue generated in currencies other than the Euro or US Dollar is negligible.

In turn, 55%-65% of our operating costs⁹ are denominated in many currencies different from the Euro, including the US Dollar, which represents 30%-40% of our operating costs. The rest of the foreign currency operating expenses are denominated in a variety of currencies, GBP, AUD, INR, SGD and THB being the most significant. A number of these currencies may fluctuate vs. the Euro similarly to the US Dollar - Euro fluctuations, and the degree of this correlation may vary with time.

Hedging policy

Amadeus' target is to reduce the volatility generated by foreign exchange fluctuations on its non-Euro denominated net cash flows. Our hedging strategy is as follows:

- To manage our exposure to the US Dollar, we have a natural hedge to our net operating cash flows generated in US Dollar or US Dollar-correlated currencies through, among others, payments of USD-denominated debt (when applicable), as well as investments and taxes paid in the U.S. We may enter into derivative arrangements when this natural hedge is not sufficient to cover our outstanding exposure.
- We also hedge a number of currencies, including the GBP, AUD, INR and SEK, for which we may enter into foreign exchange derivatives with banks.

When the hedges in place covering operating flows qualify for hedge accounting under IFRS, profits and losses are recognized within EBITDA. Our hedging arrangements typically qualify for hedge accounting under IFRS.

In 2021, foreign exchange fluctuations had a negative impact on revenue and a positive impact on costs and EBITDA, relative to 2020.

4.2 Interest rate risk

Our target is to reduce volatility in net interest flows. In order to achieve this objective, Amadeus may enter into interest rate hedging agreements (interest rate swaps, caps, collars) to cover the floating rate debt.

At December 31, 2021, 22% of our total financial debt¹⁰ (mainly related to two Eurobond issues) was subject to floating interest rates, indexed to the EURIBOR. As of this date, no interest rate hedges were in place.

4.3 Treasury shares price evolution risk

Amadeus has three different staff remuneration schemes which are settled with Amadeus shares. According to the rules of these plans, when they mature, all beneficiaries receive a number of Amadeus shares, which for the outstanding plans amount to (depending on the evolution of certain performance conditions), between a minimum of 513,000 shares and a maximum of 1,469,000 shares, approximately. It is Amadeus' intention to make use of its treasury shares to settle these plans at their maturity.

⁹ Including Cost of revenue, Personnel expenses and Other operating expenses. Excludes depreciation and amortization expense.

¹⁰ Based on our credit facility agreements' definition.

5. Group income statement

Q4 Income statement (€millions)	Oct-Dec 2021¹	Oct-Dec 2020¹	Change vs. Q4'20	Change vs. Q4'19
Revenue	809.8	474.3	70.8%	(39.6%)
Cost of revenue	(172.7)	(56.6)	205.1%	(50.2%)
Personnel and related expenses	(327.9)	(349.2)	(6.1%)	(16.8%)
Other operating expenses	(87.3)	(36.8)	136.9%	(26.6%)
EBITDA	221.9	31.6	602.6%	(53.9%)
Depreciation and amortization	(198.8)	(215.4)	(7.7%)	(0.3%)
Operating income (loss)	23.1	(183.8)	(112.5%)	(91.8%)
Net financial expense	(29.1)	(31.5)	(7.7%)	88.9%
Other income (expense)	(0.9)	(1.1)	(22.1%)	(96.0%)
Profit (loss) before income tax	(6.9)	(216.4)	(96.8%)	(102.8%)
Income taxes	6.6	68.7	(90.4%)	(124.5%)
Profit (loss) after taxes	(0.3)	(147.7)	(99.8%)	(100.1%)
Share in profit from assoc./JVs	(1.0)	(1.2)	(13.1%)	(112.0%)
Profit (loss) for the period	(1.3)	(148.9)	(99.1%)	(100.6%)
EPS (€)	0.00	(0.33)	(99.0%)	(100.6%)
Adjusted profit (loss)²	38.2	(88.2)	(143.4%)	(86.1%)
Adjusted EPS (€)³	0.08	(0.20)	(143.3%)	(86.8%)

¹ 2021 and 2020 figures have been adjusted to exclude costs, amounting to €5.9 million (€3.4 million post tax) in the fourth quarter of 2021, and €93.4 million (€66.4 million post tax) in the fourth quarter of 2020, related to the implementation of the cost saving program announced in 2020. See section 3 for more detail.

² Excluding after-tax impact of the following items: (i) accounting effects derived from PPA exercises and impairment losses, (ii) non-operating exchange gains (losses) and (iii) other non-operating, non-recurring effects.

³ EPS corresponding to the Adjusted profit attributable to the parent company. Calculated based on weighted average outstanding shares of the period.

FY Income statement (€millions)	Full year 2021¹	Full year 2020¹	Change vs. 2020	Change vs. 2019
Revenue	2,670.0	2,174.0	22.8%	(52.1%)
Cost of revenue	(495.0)	(276.6)	79.0%	(65.4%)
Personnel and related expenses	(1,314.2)	(1,441.3)	(8.8%)	(14.8%)
Other operating expenses	(233.2)	(228.3)	2.1%	(36.1%)
EBITDA	627.6	227.8	175.5%	(71.9%)
Depreciation and amortization	(681.9)	(829.4)	(17.8%)	(9.9%)
Operating income (loss)	(54.3)	(601.6)	(91.0%)	(103.7%)
Net financial expense	(115.3)	(101.7)	13.4%	95.4%
Other income (expense)	0.8	(1.5)	(155.7%)	(108.4%)
Profit (loss) before income tax	(168.8)	(704.9)	(76.1%)	(112.0%)
Income taxes	51.9	208.2	(75.1%)	(117.0%)
Profit (loss) after taxes	(116.9)	(496.7)	(76.5%)	(110.6%)
Share in profit from assoc./JVs	(5.7)	(8.7)	(33.7%)	(144.9%)
Profit (loss) for the period	(122.6)	(505.3)	(75.7%)	(111.0%)
EPS (€)	(0.27)	(1.13)	(76.0%)	(110.5%)
Adjusted profit (loss)²	(44.7)	(302.4)	(85.2%)	(103.5%)
Adjusted EPS (€)³	(0.10)	(0.68)	(85.3%)	(103.4%)

¹ 2021 and 2020 figures adjusted to exclude costs, amounting to €28.6 million (€19.8 million post tax) in 2021, and €169.1 million (€120.9 million post tax) in 2020, related to the implementation of the cost saving program announced in 2020. See section 3 for more detail.

² Excluding after-tax impact of the following items: (i) accounting effects derived from PPA exercises and impairment losses, (ii) non-operating exchange gains (losses) and (iii) other non-operating, non-recurring effects.

³ EPS corresponding to the Adjusted profit attributable to the parent company. Calculated based on weighted average outstanding shares of the period.

For ease of comparison with prior years, the 2021 and 2020 figures shown in section 5 (Group income statement) have been adjusted to exclude the impact from cost saving program implementation costs. This impact on the income statement was €28.6 million (€19.8 million post tax) in the full year 2021, and €5.9 million (€3.4 million post tax) in the fourth quarter of 2021. In 2020, these costs totalled €169.1 million (€120.9 million post tax) in the full year and €93.4 million (€66.4 million post tax) in the fourth quarter.

5.1 Revenue

In the fourth quarter of 2021, revenue amounted to €809.8 million, a decrease of 39.6% relative to the same period in 2019. This growth rate represents an enhancement over the -47.3% revenue growth rate delivered in the third quarter of 2021, supported by continued revenue growth improvements across all our segments. Compared to the same period in 2019, Air Distribution revenue contracted by 49.9% in the fourth quarter, a 7.8 p.p. improvement vs. the growth rate reported in the third quarter. Air IT Solutions revenue decreased by 30.8% in the fourth quarter, relative to the same period in 2019, also an enhancement compared to the 39.4% revenue contraction reported in the third quarter. Hospitality & Other Solutions revenue continued to outperform the overall air industry and delivered -25.0% revenue growth in the quarter, again an improvement vs. prior quarter's revenue growth rate (-30.2%). With respect to 2020, Group revenue in the fourth quarter increased by 70.8%, as the travel industry continues to progress towards a recovery from the COVID-19 pandemic.

In the full year period, revenue declined by 52.1% vs. 2019.

Q4 Revenue (€millions)	Oct-Dec 2021	Oct-Dec 2020	Change vs. Q4'20	Change vs. Q4'19
Air Distribution revenue	344.2	146.2	135.4%	(49.9%)
Air IT Solutions revenue	305.7	212.0	44.2%	(30.8%)
Hospitality & Other Solutions revenue	159.9	116.0	37.8%	(25.0%)
Revenue	809.8	474.3	70.8%	(39.6%)

FY Revenue (€millions)	Full year 2021	Full year 2020	Change vs. 2020	Change vs. 2019
Air Distribution revenue	1,061.9	639.3	66.1%	(63.9%)
Air IT Solutions revenue	1,069.5	985.8	8.5%	(41.2%)
Hospitality & Other Solutions revenue	538.6	548.9	(1.9%)	(33.2%)
Revenue	2,670.0	2,174.0	22.8%	(52.1%)

5.1.1 Air Distribution

Evolution of Amadeus travel agency air bookings

Q4 TA Air bookings (m)	Oct-Dec 2021	Oct-Dec 2020	Change vs. Q4'20	Change vs. Q4'19
TA air bookings	67.7	27.5	146.7%	(49.2%)

FY TA air bookings (m)	Full year 2021	Full year 2020	Change vs. 2020	Change vs. 2019
TA air bookings	206.4	107.6	91.9%	(64.4%)

In the fourth quarter of 2021, Amadeus travel agency air bookings declined by 49.2% compared to the same period in 2019, an enhancement over the 58.5% air booking reduction we reported in the third quarter of

2021. During the quarter, air bookings showed steady month-on-month improvements until December. In December, the impact on the travel industry from the rise of COVID-19 cases globally led to a deterioration in the bookings evolution, when compared to the previous months.

Despite this booking contraction seen in December, in the fourth quarter of 2021, all regions reported air booking performance improvements, relative to the third quarter of 2021 (vs. 2019). North America, which continued to be the best performing region in the quarter, delivered a -19.9% booking evolution, an improvement of 13.3 p.p. over its third quarter performance. Also, Asia-Pacific, the worst performing region since the start of the pandemic, delivered its most notable quarter performance progress to date.

In 2021, Amadeus' travel agency air bookings decreased by 64.4% vs. 2019. The best performing region in the year was North America, which reported a -44.3% booking growth rate vs. 2019.

Amadeus TA air bookings Change vs. same period of 2019	Jan-Mar 2021	Apr-Jun 2021	Jul-Sep 2021	Oct-Dec 2021	Full year 2021
North America	(67.9%)	(48.9%)	(33.2%)	(19.9%)	(44.3%)
Western Europe	(89.3%)	(76.6%)	(66.4%)	(58.4%)	(73.9%)
Middle East and Africa	(67.4%)	(61.0%)	(50.0%)	(39.9%)	(55.0%)
Central, Eastern & Southern Europe	(67.6%)	(55.5%)	(50.7%)	(50.0%)	(56.1%)
Latin America	(70.5%)	(61.4%)	(51.8%)	(37.0%)	(55.3%)
Asia-Pacific	(88.6%)	(86.8%)	(84.7%)	(75.1%)	(84.1%)
Amadeus TA air bookings	(79.2%)	(67.6%)	(58.5%)	(49.2%)	(64.4%)

Revenue

In the fourth quarter of 2021, Air Distribution revenue amounted to €344.2 million, a 49.9% contraction relative to the fourth quarter of 2019 and an improvement over the -57.7% revenue performance delivered in the prior quarter. The Air Distribution revenue contraction vs. 2019 resulted from the reduction in air booking volumes explained above, coupled with a decrease in the air distribution revenue per air booking, relative to the fourth quarter of 2019. This decrease in the revenue per air booking was primarily driven by the negative effect from a higher weight of local bookings vs. 2019, produced by the faster recovery in domestic air traffic compared to international air traffic to date, partly offset by contractions, at softer rates than the air booking decline, in several revenue lines, such as revenues from solutions provided to travel sellers and corporations.

In 2021, Air Distribution revenue decreased by 63.9% vs. 2019, driven by the reduction in air booking volumes. Despite the negative effect from a higher weight of local bookings, the air distribution revenue per booking increased in the year, relative to 2019, supported by contractions, at softer rates than the travel agency air bookings decline, in several revenue lines, such as revenues from IT solutions provided to travel sellers and corporations.

5.1.2 Air IT Solutions

Evolution of Amadeus Passengers boarded

Q4 Passengers boarded (millions)	Oct-Dec 2021	Oct-Dec 2020	Change vs. Q4'20	Change vs. Q4'19
Passengers boarded	285.7	137.4	107.9%	(42.5%)

FY Passengers boarded (millions)	Full year 2021	Full year 2020	Change vs. 2020	Change vs. 2019
Passengers boarded	848.6	690.6	22.9%	(57.4%)

In the fourth quarter of 2021, Amadeus passengers boarded contracted by 42.5% vs. the fourth quarter of 2019, an enhancement over the -50.7% vs. 2019 reported in the third quarter of 2021. In the fourth quarter, several regions reported large improvements in performance vs. prior quarter, such as Western Europe, Asia-Pacific and Middle East and Africa. North America continued to be our best performing region in the quarter, with a -12.4% PB evolution in the quarter vs. 2019.

Amadeus' full year 2021 passengers boarded decreased by 57.4% vs. 2019. Our best performing region in the year was North America, which reported a -20.1% PB volume growth rate vs. 2019.

Passengers Boarded same period of 2019	Change vs.	Jan-Mar 2021	Apr-Jun 2021	Jul-Sep 2021	Oct-Dec 2021	Full year 2021
Western Europe		(88.0%)	(81.5%)	(49.6%)	(39.1%)	(63.4%)
North America		(46.0%)	(19.8%)	(6.2%)	(12.4%)	(20.1%)
Asia-Pacific		(74.4%)	(81.0%)	(80.4%)	(65.2%)	(75.1%)
Central, Eastern & Southern Europe		(55.3%)	(48.6%)	(22.7%)	(22.9%)	(35.6%)
Latin America		(47.8%)	(47.2%)	(37.1%)	(34.4%)	(41.5%)
Middle East and Africa		(67.3%)	(67.5%)	(52.2%)	(37.4%)	(56.0%)
Amadeus PB		(70.8%)	(67.7%)	(50.7%)	(42.5%)	(57.4%)

Revenue

In the fourth quarter of 2021, Air IT Solutions revenue contracted by 30.8% vs. the same period of 2019. This revenue contraction, a continued enhancement compared to prior quarters' performances, was driven by the decline in airline passengers boarded volumes, impacted by the COVID-19 pandemic, coupled with decreases, at softer rates than airline passengers boarded, in several revenue lines that are not linked to PB evolution (such as services and Airport IT, among others).

In 2021, Air IT Solutions revenue decreased by 41.2% vs. 2019, impacted by the reduction in volumes. However, revenue per PB was higher than in 2019, supported by the evolution of several revenue lines not linked to PB (mainly services and Airport IT), which contracted less than PB volumes.

5.1.3 Hospitality & Other Solutions

In the fourth quarter of 2021, Hospitality & Other Solutions revenue (which comprises Hospitality and Payments) contracted by 25.0% vs. the same period of 2019, an improvement over the -30.2% revenue performance delivered in the third quarter of 2021. In the full year period, Hospitality & Other Solutions revenue decreased by 33.2% vs. 2019, impacted by the effects of the COVID-19 pandemic. Within the Hospitality & Other Solutions segment, Hospitality, which generates the majority of the revenues, continued to outperform Payments, as Hospitality is supported by a greater weight of non transaction-based revenues. In contrast, Payments is largely composed of transaction-based revenues and remains more impacted by the pandemic effects, within the Hospitality & Other Solutions segment.

Hospitality revenue performance, relative to 2019, continued to improve in the fourth quarter of 2021, supported by progress in its business lines. Within Hospitality IT, transaction-based revenues showed a performance improvement, driven by the better CRS volume evolution, whereas non-transaction, subscription-based revenues remained broadly in line with third quarter's performance. Media and Distribution revenues performance advanced, on the back of progress in clicks and hotel bookings growth rates. Business Intelligence revenue, which has a high weight of non transaction-based revenues, had a small growth rate enhancement in the quarter, relative to the third quarter.

5.2 Group operating costs

5.2.1 Cost of revenue

These costs are mainly related to: (i) incentive fees paid to travel sellers for bookings done through our reservation platforms (including our Travel Platform and our CRS for the hospitality industry), (ii) distribution fees paid to local commercial organizations which act as a local distributor (mainly in the Middle East, North Africa, India, and South Korea), (iii) data communication expenses related to the maintenance of our computer network, including connection charges, (iv) fees paid in relation to advertizing and data analytics activities in Hospitality, and (v) commissions paid to travel agencies for the use of the Amadeus B2B Wallet payment solution (under specific conditions).

In the fourth quarter of 2021, cost of revenue amounted to €172.7 million, a 50.2% reduction vs. the same period of 2019. Cost of revenue was impacted by the contraction in air booking volumes over the period, vs. 2019, due to the COVID-19 pandemic, as detailed in section 5.1.1.

5.2.2 Personnel and related expenses and other operating expenses

Resulting from our fixed cost reduction plans announced in 2020, we took a number of measures, including a contraction of our permanent staff and contractor base. This has supported a reduction of our combined Personnel and Other operating expenses cost line in 2021 vs. 2020 (excluding cost saving program implementation costs) of €122.3 million, or 7.3%. Excluding bad debt effects¹¹ also (and cost saving program implementation costs), our combined operating expenses cost line declined by €69.3 million, or by 4.3%, in 2021, relative to 2020.

In the fourth quarter of 2021, our combined Personnel and Other operating expenses cost line grew by 7.5% vs. 2020, driven by an increase in consulting expense, resulting from the acceleration in the R&D activity (see section 7.2), as well as higher travel and training spend, among others, derived from the business expansion, relative to prior year. The cost increase that took place in the quarter was as planned and in line with our expectations.

¹¹ Bad debt effect amounting to an expense of €17.1 million in 2021 (€1.4 million in the fourth quarter of 2021) and €70.1 million in 2020 (€5.2 million in the fourth quarter of 2020). In 2019, bad debt effect amounted to an expense of €37.1 million (€12.8 million in the fourth quarter of 2019).

Q4 Personnel + Other op. expenses (€millions)	Oct-Dec 2021 ¹	Oct-Dec 2020 ¹	Change vs. Q4'20	Change vs. Q4'19
Personnel + Other operating expenses	(415.2)	(386.0)	7.5%	(19.1%)

¹ Figures adjusted to exclude costs, amounting to €5.9 million and €93.4 million in the fourth quarters of 2021 and 2020, respectively, related to the implementation of the cost saving program announced in 2020. See section 3 for more detail.

FY Personnel + Other op. expenses (€millions)	Full year 2021 ¹	Full year 2020 ¹	Change vs. 2020	Change vs. 2019
Personnel + Other operating expenses	(1,547.4)	(1,669.7)	(7.3%)	(18.9%)

¹ Figures adjusted to exclude costs, amounting to €28.6 million and €169.1 million in 2021 and 2020, respectively, related to the implementation of the cost saving program announced in 2020. See section 3 for more detail.

5.2.3 Depreciation and amortization

In the fourth quarter of 2021, depreciation and amortization expense amounted to €198.8 million, a reduction of 7.7% vs. the same period of 2020 (-0.3% vs. the same quarter of 2019). In the full year period, depreciation and amortization expense was 17.8% lower than 2020 (9.9% lower than 2019). This reduction vs. prior year resulted from:

- A 2.3% increase in ordinary D&A, primarily caused by (i) higher amortization expense, due to an increase in capitalized, internally developed assets, largely offset by (ii) a contraction in depreciation expense, driven by a reduction in leased office space and the termination of some building rental contracts, as a result of the cost reduction programs put in place in 2020.
- A 49.9% decrease in amortization expense from purchase price allocation exercises, due to certain assets which reached the end of their useful lives at the end of the second quarter of 2020.
- A reduction in impairment losses. In 2021, impairment losses amounted to €36.7 million, and were mostly related to (i) specific developments and implementation efforts carried out for customers that have either cancelled contracts, or suspended or ceased operations, and (ii) investments related to new solutions or technology which did not or will not deliver the expected benefits. 2020 impairment losses, amounting to €139.6 million, were largely driven by the COVID-19 impact on the travel industry, and related to some customers ceasing operations or cancelling contracts, as well as some assets that were not expected to deliver the benefits over the same timeframe as before.

Q4 Depreciation & Amortization (€millions)	Oct-Dec 2021	Oct-Dec 2020	Change vs. Q4'20	Change vs. Q4'19
Ordinary D&A	(148.3)	(138.2)	7.2%	(4.2%)
Amortization derived from PPA	(14.3)	(18.3)	(21.8%)	(62.5%)
Impairments	(36.2)	(58.8)	(38.3%)	454.3%
D&A expense	(198.8)	(215.4)	(7.7%)	(0.3%)

FY Depreciation & Amortization (€millions)	Full year 2021	Full year 2020	Change vs. 2020	Change vs. 2019
Ordinary D&A	(587.3)	(574.3)	2.3%	2.0%
Amortization derived from PPA	(57.9)	(115.5)	(49.9%)	(61.9%)
Impairments	(36.7)	(139.6)	(73.7%)	25.9%
D&A expense	(681.9)	(829.4)	(17.8%)	(9.9%)

5.3 EBITDA and Operating income

In the fourth quarter of 2021, EBITDA (excluding cost saving program implementation costs of €5.9 million) amounted to €221.9 million, a contraction of 53.9% vs. the same period of 2019. The fourth quarter EBITDA evolution was an improvement over the 63.5% contraction reported in the third quarter of 2021 vs. 2019, supported by improved revenue performance across segments and continued cost efficiency (see sections 5.1 and 5.2 above). In turn, Operating income amounted to €23.1 million, a contraction of 91.8% in the fourth quarter of 2021, vs. the same period of 2019, driven by the negative EBITDA growth.

Q4 Operating income – EBITDA (€millions)	Oct-Dec 2021 ¹	Oct-Dec 2020 ¹	Change vs. Q4'20	Change vs. Q4'19
Operating income (loss)	23.1	(183.8)	(112.5%)	(91.8%)
D&A expense	198.8	215.4	(7.7%)	(0.3%)
EBITDA	221.9	31.6	602.6%	(53.9%)

¹ Adjusted to exclude costs, amounting to €5.9 million and €93.4 million in the fourth quarters of 2021 and 2020, respectively, related to the implementation of the cost saving program announced in 2020.

FY Operating income – EBITDA (€millions)	Full year 2021 ¹	Full year 2020 ¹	Change vs. 2020	Change vs. 2019
Operating income (loss)	(54.3)	(601.6)	(91.0%)	(103.7%)
D&A expense	681.9	829.4	(17.8%)	(9.9%)
EBITDA	627.6	227.8	175.5%	(71.9%)

¹ Adjusted to exclude costs, amounting to €28.6 million and €169.1 million in 2021 and 2020, respectively, related to the implementation of the cost saving program announced in 2020.

In 2021, EBITDA and Operating income contracted by 71.9% and 103.7%, respectively, vs. 2019. EBITDA evolution (excluding cost saving program implementation costs), relative to 2019, was driven by:

- A 70.1% decrease in Air Distribution contribution, resulting from a decline in revenue of 63.9%, as explained in section 5.1.1 above, and a 58.9% reduction in net operating costs, which mainly resulted from (i) lower variable costs, driven by the booking volume evolution, and (ii) a reduction in net fixed costs, impacted by our cost saving measures.
- A 48.0% contraction in Air IT Solutions contribution, as a result of a 41.2% revenue decrease, as explained in section 5.1.2, and a 21.6% net operating costs reduction, supported by cost saving measures.
- A 41.8% reduction in Hospitality & Other Solutions contribution, resulting from a 33.2% revenue contraction, as explained in section 5.1.3, and a 28.2% net operating costs decline, impacted by our cost containment measures.
- A 13.1% decline in indirect costs, driven by cost efficiency measures.

Contribution by segment and EBITDA (€millions)	Full year 2021 ¹	Full year 2020 ¹	Change vs. 2020	Change vs. 2019
Air Distribution				
Revenue	1,061.9	639.3	66.1%	(63.9%)
Operating costs	(721.2)	(577.0)	25.0%	(57.8%)
Capitalizations	54.7	66.5	(17.9%)	(37.6%)
Net operating costs	(666.6)	(510.5)	30.6%	(58.9%)
Contribution	395.3	128.8	206.8%	(70.1%)
Contribution margin	37.2%	20.2%	17.1 p.p.	(7.7 p.p.)
Air IT Solutions				
Revenue	1,069.5	985.8	8.5%	(41.2%)
Operating costs	(474.6)	(529.2)	(10.3%)	(24.4%)
Capitalizations	110.3	141.4	(22.0%)	(32.3%)
Net operating costs	(364.2)	(387.8)	(6.1%)	(21.6%)
Contribution	705.3	598.0	17.9%	(48.0%)
Contribution margin	65.9%	60.7%	5.3 p.p.	(8.5 p.p.)
Hospitality & Other Solutions				
Revenue	538.6	548.9	(1.9%)	(33.2%)
Operating costs	(448.0)	(488.2)	(8.2%)	(26.6%)
Capitalizations	81.3	84.5	(3.8%)	(18.1%)
Net operating costs	(366.7)	(403.7)	(9.2%)	(28.2%)
Contribution	171.8	145.2	18.3%	(41.8%)
Contribution margin	31.9%	26.5%	5.5 p.p.	(4.7 p.p.)
Net indirect costs				
Operating costs	(802.9)	(826.5)	(2.9%)	(17.8%)
Capitalizations	158.1	182.2	(13.2%)	(32.7%)
Net indirect costs	(644.8)	(644.3)	0.1%	(13.1%)
EBITDA	627.6	227.8	175.5%	(71.9%)
EBITDA margin	23.5%	10.5%	13.0 p.p.	(16.6 p.p.)

¹ Adjusted to exclude costs amounting to €28.6 million and €169.1 million, incurred in 2021 and 2020, respectively, related to the implementation of the cost saving program announced in 2020. See section 3 for more detail.

5.4 Net financial expense

In the fourth quarter of 2021, net financial expense amounted to €29.1 million, a decrease of €2.4 million, or 7.7%, vs. the same period of 2020. In the full year, net financial expense grew by €13.6 million, or 13.4%, driven by (i) an interest expense increase of 22.7%, as a consequence of both a higher average gross debt and a higher average cost of debt, linked to the new financings arranged in 2020, partially offset by (ii) a reduction in exchange losses, by €6.6 million, vs. 2020.

Q4 Net financial expense (€millions)	Oct-Dec 2021	Oct-Dec 2020	Change vs. Q4'20	Change vs. Q4'19
Financial income	1.5	2.5	(40.0%)	202.4%
Interest expense	(21.8)	(25.4)	(14.0%)	103.7%
Other financial expenses	(3.9)	(4.1)	(2.7%)	1.1%
Exchange losses	(4.9)	(4.6)	5.0%	273.5%
Net financial expense	(29.1)	(31.5)	(7.7%)	88.9%

FY Net financial expense (€millions)	Full year 2021	Full year 2020	Change vs. 2020	Change vs. 2019
Financial income	9.5	9.1	5.0%	496.1%
Interest expense	(95.0)	(77.4)	22.7%	126.3%
Other financial expenses	(15.7)	(12.7)	23.8%	52.7%
Exchange losses	(14.1)	(20.7)	(31.9%)	69.5%
Net financial expense	(115.3)	(101.7)	13.4%	95.4%

5.5 Income taxes

In 2021, income taxes (adjusted to exclude the €8.8 million tax impact from the implementation costs related to the cost saving program) amounted to an income of €51.9 million. The Group income tax rate for the year was 30.8%, higher than the 29.5% income tax rate reported in 2020. The increase in the income tax rate compared to previous year was mainly driven by higher tax deductions associated with R&D, in the context of a negative taxable income result. The income tax rate for the year 2021 was up from the 28.0% tax rate reported in the first nine months of 2021, due to variances in R&D deductions and local tax expense, caused by differences between final and previously expected financial results.

5.6 Profit (loss) for the period. Adjusted profit (loss)

5.6.1 Reported and Adjusted profit (loss)

In the fourth quarter of 2021, Reported profit (adjusted to exclude post tax costs amounting to €3.4 million, related to the implementation of the cost saving program announced in 2020) amounted to a loss of €1.3 million. In turn, Adjusted profit amounted to €38.2 million (excluding cost saving program implementation costs). In the full year 2021, reported profit amounted to losses of €122.6 million, and adjusted profit to losses of €44.7 million (both excluding cost saving program implementation costs).

Q4 Reported-Adj. profit (loss) (€millions)	Oct-Dec 2021¹	Oct-Dec 2020¹	Change vs. Q4'20	Change vs. Q4'19
Reported profit (loss)	(1.3)	(148.9)	(99.1%)	(100.6%)
Adjustments				
Impact of PPA ²	10.7	13.3	(19.5%)	(59.6%)
Impairments ²	25.1	43.5	(42.4%)	429.7%
Non-operating FX ³	3.1	3.2	(3.8%)	184.9%
Non-recurring items	0.6	0.6	5.4%	(96.1%)
Adjusted profit (loss)	38.2	(88.2)	(143.4%)	(86.1%)

1 Adjusted to exclude costs, amounting to €3.4 million and €66.4 million (post tax) in the fourth quarters of 2021 and 2020, respectively, related to the implementation of the cost saving program announced in 2020.

2 After tax impact of accounting effects derived from purchase price allocation exercises and impairment losses.

3 After tax impact of non-operating exchange gains (losses).

FY Reported-Adj. profit (loss) (€millions)	Full year 2021¹	Full year 2020¹	Change vs. 2020	Change vs. 2019
Reported profit (loss)	(122.6)	(505.3)	(75.7%)	(111.0%)
Adjustments				
Impact of PPA ²	43.3	86.0	(49.7%)	(61.7%)
Impairments ²	25.4	101.3	(74.9%)	14.6%
Non-operating FX ³	9.7	14.7	(33.7%)	46.9%
Non-recurring items	(0.6)	0.9	(164.5%)	(107.4%)
Adjusted profit (loss)	(44.7)	(302.4)	(85.2%)	(103.5%)

1 Adjusted to exclude costs, amounting to €19.8 million and €120.9 million (post tax) in 2021 and 2020, respectively, related to the implementation of the cost saving program announced in 2020.

2 After tax impact of accounting effects derived from purchase price allocation exercises and impairment losses.

3 After tax impact of non-operating exchange gains (losses).

5.6.2 Earnings (loss) per share (EPS)

The table below shows EPS for the period, based on the profit attributable to the parent company (after minority interests), both on a reported basis and on an adjusted basis (adjusted profit as detailed in section

5.6.1). In 2021, our reported EPS decreased by 110.5% to a loss of €0.27, and our adjusted EPS by 103.4% to a loss of €0.10, compared to 2019 (both excluding cost saving program implementation costs).

Q4 Earnings per share	Oct-Dec 2021¹	Oct-Dec 2020¹	Change vs. Q4'20	Change vs. Q4'19
Weighted average issued shares (m)	450.5	450.5	0.0%	4.5%
Weighted av. treasury shares (m)	(0.6)	(0.2)	154.9%	151.3%
Outstanding shares (m)	449.9	450.3	(0.1%)	4.4%
EPS (€) ²	0.00	(0.33)	(99.0%)	(100.6%)
Adjusted EPS (€)³	0.08	(0.20)	(143.3%)	(86.8%)
Diluted outstanding shares (m) ⁴	465.1	465.5	(0.1%)	7.9%
Diluted EPS (€) ²	0.00	(0.32)	(100.3%)	(99.8%)
Diluted adjusted EPS (€)³	0.09	(0.18)	(146.6%)	(86.6%)

1 Adjusted to exclude costs, amounting to €3.4 million and €66.4 million (post tax) in the fourth quarters of 2021 and 2020, respectively, related to the implementation of the cost saving program announced in 2020.

2 EPS and diluted EPS (dilution effect related to the potential conversion of the convertible bonds into ordinary shares) corresponding to the Profit attributable to the parent company. EPS is calculated based on weighted average outstanding shares of the period.

3 Adjusted EPS and diluted adjusted EPS (dilution effect related to the potential conversion of the convertible bonds into ordinary shares) corresponding to the Adjusted profit attributable to the parent company. Adjusted EPS is calculated based on weighted average outstanding shares of the period.

4 Includes the dilution effect related to the potential conversion of the convertible bonds into ordinary shares.

FY Earnings per share	Full year 2021¹	Full year 2020¹	Change vs. 2020	Change vs. 2019
Weighted average issued shares (m)	450.5	445.6	1.1%	3.6%
Weighted av. treasury shares (m)	(0.5)	(0.4)	32.1%	(88.9%)
Outstanding shares (m)	450.0	445.2	1.1%	4.5%
EPS (€) ²	(0.27)	(1.13)	(76.0%)	(110.5%)
Adjusted EPS (€)³	(0.10)	(0.68)	(85.3%)	(103.4%)
Diluted outstanding shares (m) ⁴	465.2	456.7	1.9%	8.0%
Diluted EPS (€) ²	(0.25)	(1.09)	(77.4%)	(109.6%)
Diluted adjusted EPS (€)³	(0.08)	(0.65)	(87.7%)	(102.7%)

1 Adjusted to exclude costs, amounting to €19.8 million and €120.9 million (post tax) in 2021 and 2020, respectively, related to the implementation of the cost saving program announced in 2020.

2 EPS and diluted EPS (dilution effect related to the potential conversion of the convertible bonds into ordinary shares) corresponding to the Profit attributable to the parent company. EPS is calculated based on weighted average outstanding shares of the period.

3 Adjusted EPS and diluted adjusted EPS (dilution effect related to the potential conversion of the convertible bonds into ordinary shares) corresponding to the Adjusted profit attributable to the parent company. Adjusted EPS is calculated based on weighted average outstanding shares of the period.

4 Includes the dilution effect related to the potential conversion of the convertible bonds into ordinary shares.

6. Statement of financial position

Statement of financial position (€millions)	Dec 31,2021	Dec 31,2020	Change
Intangible assets	3,914.8	3,946.9	(32.1)
Goodwill	3,654.2	3,539.8	114.4
Property, plant and equipment	278.9	347.7	(68.8)
Other non-current assets	690.3	641.3	48.9
Non-current assets	8,538.2	8,475.7	62.4
Cash and equivalents	1,127.7	1,555.1	(427.4)
Other current assets ¹	1,516.0	1,738.1	(222.1)
Current assets	2,643.7	3,293.2	(649.5)
Total assets	11,181.9	11,768.9	(587.1)
Equity	3,745.0	3,755.3	(10.3)
Non-current debt	4,344.5	4,343.0	1.5
Other non-current liabilities	1,088.1	1,102.4	(14.3)
Non-current liabilities	5,432.6	5,445.4	(12.8)
Current debt	635.4	1,320.6	(685.2)
Other current liabilities	1,368.9	1,247.6	121.3
Current liabilities	2,004.3	2,568.2	(563.9)
Total liabilities and equity	11,181.9	11,768.9	(587.1)
Net financial debt (as per financial statements)¹	3,169.0	3,208.0	(39.0)

¹ Other current assets include €683.2 million short term investments that have been included in Net financial debt as per financial statements as they are considered cash equivalent assets under our credit facility agreements' definition.

6.1 Intangible assets

This caption principally includes the cost of acquisition or development, as well as the excess purchase price allocated to, patents, trademarks and licenses¹², technology and content¹³ and contractual relationships¹⁴, net of amortization.

Intangible assets amounted to €3,914.8 million at December 31, 2021, a decrease of €32.1 million vs. December 31, 2020. This decrease was mainly the result of the combination of the following effects: (i) additions of internally developed software (+€393.9 million), (ii) amortization charges and impairment losses (-€512.9 million), and (iii) foreign exchange effects (+€82.5 million).

¹² Net cost of acquiring brands and trademarks (either by means of business combinations or in separate acquisitions) as well as the net cost of acquiring software licenses developed outside the Group.

¹³ Net cost of acquiring technology and travel content, either by means of acquisitions through business combinations/separate acquisitions or internally developed (software applications developed by the Group). Travel content is obtained by Amadeus through its relationships with travel providers.

¹⁴ Net cost of contractual relationships with customers, as acquired through business combinations, as well as, costs related to travel agency incentives that can be recognized as an asset.

6.2 Goodwill

Goodwill mainly relates to the unallocated amount of the excess purchase price derived from (i) the business combination (acquisition) between Amadeus IT Group, S.A. (the currently listed company, formerly named Amadeus IT Holding, S.A. or WAM Acquisition, S.A.) and Amadeus IT Group, S.A. (the former listed company in 2005) in 2005, and (ii) acquisitions, most of them completed between 2014 and 2018.

Goodwill amounted to €3,654.2 million as of December 31, 2021. Goodwill increased by €114.4 million in 2021, due to the adjustments of non-Euro denominated balances to exchange rates at December 31, 2021.

6.3 Property, plant and equipment (PP&E)

This caption principally includes land and buildings, data processing hardware and software, and other PP&E assets such as building installations, furniture and fittings.

PP&E amounted to €278.9 million at December 31, 2021, a decrease of €68.8 million vs. December 31, 2020. This decrease mainly resulted from additions (+€51.2 million) and depreciation charges (-€118.8 million) in the year.

6.4 Equity, share capital

As of December 31, 2021 the share capital of our Company was represented by 450,499,205 shares with a nominal value of €0.01 per share.

6.5 Financial indebtedness

Indebtedness ¹ (€millions)	Dec 31, 2021	Dec 31, 2020	Change
Long term bonds	3,250.0	3,250.0	0.0
Short term bonds	500.0	500.0	0.0
Convertible bonds	750.0	750.0	0.0
European Commercial Paper	0.0	622.0	(622.0)
European Investment Bank loan	215.0	262.5	(47.5)
Obligations under finance leases	91.8	68.4	23.4
Other debt with financial institutions	52.8	76.6	(23.8)
Financial debt	4,859.6	5,529.5	(669.9)
Cash and cash equivalents	(1,127.7)	(1,555.1)	427.4
Other current financial assets ²	(683.2)	(900.5)	217.3
Net financial debt	3,048.7	3,073.9	(25.2)
Reconciliation with financial statements			
Net financial debt (as per financial statements)	3,169.0	3,208.0	(39.0)
Operating lease liabilities	(148.5)	(178.0)	29.5
Interest payable	(27.6)	(28.4)	0.8
Convertible bonds	26.9	34.6	(7.8)
Deferred financing fees	29.0	37.4	(8.4)
EIB loan adjustment	0.0	0.2	(0.2)
Net financial debt (as per credit facility agreements)	3,048.7	3,073.9	(25.2)

¹ Based on our credit facility agreements' definition.

² Short term investments that are considered cash equivalent assets under our credit facility agreements' definition.

Net financial debt, as per our credit facility agreements' terms, amounted to €3,048.7 million at December 31, 2021.

The main changes to our debt in 2021, were:

- On February 9, 2021 Amadeus issued a €500 million Floating Rate Note with a two-year term and an optional redemption for the issuer within 374 days after the issuance date. The notes have a variable 3-month Euribor interest rate plus 65 basis points rate and an issue price of 100.101% of its nominal value.
- On August 17, 2021 Amadeus cancelled €500 million bonds issued on November 17, 2015, with maturity on November 17, 2021.
- The decrease in the use of the Multi-Currency European Commercial Paper program by a net amount of €622.0 million.
- The repayment of €47.5 million related to our European Investment Bank (EIB) loan, as scheduled.

On April 27, 2018 Amadeus executed a €1,000 million Euro Revolving Loan Facility, with maturity in April 2025, to be used for working capital requirements and general corporate purposes. This facility remained undrawn at December 31, 2021.

On January 11, 2022 Amadeus exercised its right (call option) to redeem on February 18, 2022, the outstanding Notes issued on February 9, 2021 (with maturity date on February 9, 2023) for a principal amount of €500 million. At the same time, Amadeus issued a €500 million Floating Rate Note with a two-year term (January 25, 2024) and an optional redemption for the issuer within 373 days after the issuance date (February 2, 2023). The notes have a floating 3-month Euribor plus 60 basis points interest rate and an issue price of 100.103% of its nominal value.

Reconciliation with net financial debt as per our financial statements

Under our credit facility agreements' terms, financial debt (i) does not include debt related to assets under operating lease agreements (which form part of the financial debt in the statement of financial position) amounting to €148.5 million at December 31, 2021, (ii) does not include the accrued interest payable (€27.6 million at December 31, 2021) which is treated as financial debt in our financial statements, (iii) includes the part of the convertible bond that has been accounted for as equity in our financial statements (€40.1 million) and does not include the accrued interest of the convertible bonds (€13.3 million), which has been accounted for as financial debt in our financial statements, and (iv) is calculated based on its nominal value, while in our financial statements our financial debt is measured at amortized cost, i.e. after deducting the deferred financing fees (that mainly correspond to fees paid upfront in connection with the convertible bond issued in April 2020, and amount to €29.0 million at December 31, 2021).

7. Group cash flow

Consolidated Cash Flow (€millions)	Oct-Dec 2021	Oct-Dec 2020	Change	Full year 2021	Full year 2020	Change
EBITDA	216.0	(61.8)	n.m.	599.0	58.6	n.m.
Change in working capital	92.6	(6.6)	n.m.	82.5	11.0	n.m.
Capital expenditure	(147.3)	(115.6)	27.4%	(460.2)	(501.5)	(8.2%)
Pre-tax operating cash flow	161.4	(184.0)	(187.6%)	221.2	(431.9)	(151.2%)
Cash taxes	(15.5)	(12.1)	28.4%	(45.1)	(36.6)	23.4%
Interest & financial fees paid	(8.5)	(17.5)	(51.4%)	(76.9)	(73.5)	4.7%
Free cash flow	137.4	(213.5)	(164.3%)	99.2	(541.9)	(118.3%)
Equity investment	0.0	0.0	n.m.	(2.9)	(39.4)	(92.6%)
Non-operating items	(0.9)	41.2	(102.3%)	1.0	(36.2)	(102.8%)
Debt payment	(30.8)	(296.5)	(89.6%)	(735.5)	2,071.2	(135.5%)
Cash from (to) shareholders	(0.7)	0.0	n.m.	(37.5)	468.3	(108.0%)
Short-term financial flows ¹	220.9	(929.0)	(123.8%)	249.4	(929.0)	(126.8%)
Change in cash	325.9	(1,397.8)	(123.3%)	(426.4)	993.0	(142.9%)
Cash and cash equivalents, net²						
Opening balance	801.6	2,951.7	(72.8%)	1,553.9	561.0	177.0%
Closing balance	1,127.5	1,553.9	(27.4%)	1,127.5	1,553.9	(27.4%)

¹ Mainly related to short-term investments, as well as hedge results from USD-denominated short term investments, which are 100% hedged.

² Cash and cash equivalents are presented net of overdraft bank accounts.

Amadeus Group free cash flow amounted to €137.4 million in the fourth quarter of 2021. Excluding €40.1 million cost saving program implementation costs paid in the quarter, free cash flow amounted to €177.5 million in the fourth quarter of 2021. Amadeus' full year 2021 free cash flow amounted to €99.2 million, or €234.0 million excluding cost saving program implementation costs paid in the year. See further details on the implementation costs in section 3.2.

7.1 Change in working capital

Change in working capital amounted to an inflow of €92.6 million in the fourth quarter of 2021. Change in working capital was negatively impacted by cost saving program implementation costs amounting to €26.8 million, paid in the fourth quarter of 2021. Excluding these, Change in working capital amounted to an inflow of €119.4 million in the fourth quarter of 2021, mainly resulting from a net inflow driven by collections and payments from previous periods vs. revenues and expenses accounted for in the fourth quarter of 2021. This effect was partly due to lower Amadeus volumes in December 2021 (which will be collected in the first quarter of 2022), relative to volumes in September 2021 (collected in the fourth quarter of 2021), caused by the deceleration in activity in December 2021 as a consequence of the increase in COVID-19 cases globally, as explained in sections 5.1.1 and 5.1.2. To a lesser extent, Change in working capital was also positively impacted by timing differences in personnel related payments, accrued for in the fourth quarter of 2021 and scheduled to be paid in 2022.

In 2021, Change in working capital amounted to an inflow of €82.5 million, or an inflow of €170.8 million, if cost saving program implementation costs paid in the year, impacting Change in working capital, are excluded. Change in working capital inflow mainly resulted from a net inflow driven by collections and payments from previous periods vs. revenues and expenses accounted for in 2021, due to the business expansion in 2021 relative to prior year.

7.2 Capital expenditure, R&D investment

Capital expenditure

The table below details the capital expenditure, both in relation to property, plant and equipment ("PP&E") and to intangible assets. Based on the nature of our investments in PP&E, the figures may show variations on a quarterly basis, depending on the timing of certain investments. The same applies to our investments in contractual relationships where payments to travel agencies may take place in different periods, based on the timing of the negotiations. In turn, our capitalized R&D investment may fluctuate depending on the level of capitalization ratio, which is impacted by the intensity of the development activity, the mix of projects undertaken and the different stages of the various projects.

Capital Expenditure (€millions)	Oct-Dec 2021	Oct-Dec 2020	Change	Full year 2021	Full year 2020	Change
Capital Expenditure in intangible assets	124.0	103.1	20.2%	416.2	458.1	(9.1%)
Capital Expenditure PP&E	23.3	12.5	86.5%	44.0	43.4	1.4%
Capital Expenditure	147.3	115.6	27.4%	460.2	501.5	(8.2%)

In 2021, capital expenditure declined by €41.2 million, or 8.2%, compared to 2020. Capital expenditure in intangible assets decreased by €41.9 million, or 9.1%, mainly as a result of lower capitalizations from software development, in turn driven by a 10.6% decline in R&D investment. The decrease in R&D investment resulted from the COVID-19 impact on our business, in response to which we have prioritized our most strategic and important projects over others and have postponed more long-term initiatives. In the fourth quarter of 2021, capital expenditure in intangible assets increased by 20.2% relative to the same quarter in 2020, due to higher capitalizations, linked to the 19.5% R&D investment expansion in the quarter vs. previous year.

Capital expenditure in property, plant and equipment showed a small increase of €0.6 million, or 1.4%, in 2021 vs. 2020, partly due to investments done in the fourth quarter of 2021 to adapt our employee offices to the new hybrid work model.

R&D investment (€millions)	Oct-Dec 2021	Oct-Dec 2020	Change	Full year 2021	Full year 2020	Change
R&D investment¹	218.3	182.7	19.5%	765.3	856.2	(10.6%)

¹ R&D investment is reported net of Research Tax Credit (RTC).

R&D investment amounted to €218.3 million in the fourth quarter of 2021, driving full year investment to €765.3 million. Our main projects included, among others:

- Continued shift to cloud services and next-generation technologies, including the application of artificial intelligence and machine learning to our product portfolio.

- Continued efforts devoted to the evolution of our hospitality platform to integrate our offering, resources dedicated to the development of our modular and combined central reservation system and property management system and further enhancements to our technology stack.
- Ongoing efforts for NDC. Investments related to the evolution of our platform and airline solutions to combine content from different sources (existing technology, NDC and content from aggregators and other sources), ensuring easy adoption in the marketplace with minimal disruption.
- Investments in digitalization and enhanced shopping, retailing and merchandizing tools.
- Efforts related to customer implementations across our businesses.

7.3 Cash taxes

In 2021, cash taxes amounted to €45.1 million, €8.5 million higher than taxes paid in 2020, mostly resulting from an increase in prepaid taxes in some legal entities, locally, driven by profit expected for 2021, vs. losses in 2020.

7.4 Interest and financial fees paid

In 2021, interest and financial fees paid amounted to €76.9 million, a 4.7% increase over 2020. Excluding upfront financing fees paid in relation to new financings and the issuance of convertible bonds, amounting to €37.3 million, paid in 2020, interest and financial fees grew by €40.7 million, or 112.4%, in 2021 vs. 2020, driven by the new financings arranged in 2020.

7.5 Cash from/to shareholders

In 2021, cash to shareholders amounted to €37.5 million, and resulted from the acquisition of treasury shares in relation to our share-based remuneration schemes. See section 4.3.

7.6 Other financial flows

In 2021, Other financial flows amounting to €249.4 million corresponded to the net movement in the year in short term investments, which amounted to €683.2 million at December 31, 2021. These short term investments are denominated in USD and are 100% hedged from exchange variations.

8. Investor information

8.1 Capital stock. Share ownership structure

At December 31, 2021, Amadeus' capital stock amounted to €4,504,992.05, represented by 450,499,205 shares with a nominal value of €0.01 per share, all belonging to the same class, fully subscribed and paid in.

The shareholding structure as of December 31, 2021 is as described in the table below:

Shareholders	Shares	% Ownership
Free float	449,788,963	99.84%
Treasury shares ¹	613,597	0.14%
Board members	96,645	0.02%
Total	450,499,205	100.00%

¹ Voting rights suspended for as long as the shares are held by the company. Includes treasury shares acquired to cover the exchange ratio related to the merger of Amadeus IT Holding, S.A. and Amadeus IT Group, S.A. not yet delivered.

Following the partial cancellation on March 23, 2020 of the share repurchase program announced on February 28, 2020 in response to the COVID-19 situation, on May 7, 2021, Amadeus announced a share repurchase program for a maximum investment of €44 million, or 550,000 shares (representing 0.12% of share capital), to meet the obligations related to the allocation of shares to employees, Senior Management and CEO of the Amadeus Group for the years 2021 and 2022. The maximum investment under this program was reached on July 26, 2021.

On June 15, 2021, Amadeus announced a share repurchase program for a maximum investment of €7.2 million, or 90,000 shares (representing 0.019% of share capital), to meet the obligations related to the allocation of shares to employees and Senior Management of Amadeus SAS (and its wholly owned subsidiary Amadeus Labs) for the year 2021. The maximum investment under this program was reached on June 28, 2021.

8.2 Share price performance in 2021



Key trading data (as of December 31, 2021)

Number of publicly traded shares (# shares)	450,499,205
Share price at December 31, 2021 (in €)	59.64
Maximum share price in 2021 (in €) (June 11, 2021)	65.70
Minimum share price in 2021 (in €) (September 15, 2021)	49.69
Market capitalization at December 31, 2021 (in € million)	26,867.8
Weighted average share price in 2021 (in €) ¹	57.75
Average daily volume in 2021 (# shares)	1,094,419.5

¹ Excluding cross trade.

8.3 Shareholder remuneration

In January 2020, an interim dividend of €0.56 per share (gross), corresponding to the 2019 profit, was paid in full. Later in the year, as part of a set of measures that Amadeus announced in response to the COVID-19 pandemic, the complementary dividend corresponding to the 2019 profit was cancelled. No dividends pertaining to the 2020 financial year were distributed.

Considering the 2021 financial results due to the COVID-19 pandemic, on February 24, 2022, the Board of Directors of Amadeus agreed to not distribute dividends pertaining to the 2021 financial results.

9. Other additional information

9.1 Expected Business Evolution

9.1.1 Macroeconomic environment

Amadeus' businesses and operations are largely dependent on the evolution of the worldwide travel and tourism industry. In 2022, we expect the COVID-19 pandemic to continue to have a negative impact on the travel industry, and it is difficult to predict how travel volumes will evolve during the year. An improvement over 2021 is expected, thanks to higher rates of vaccination, vaccine booster programs and more established testing and safety protocols.

In October 2021, the International Air Transport Association (IATA) forecast that air traffic in 2022 will be 39.2%¹⁵ below 2019 levels (vs. -59.7% in 2021 over 2019), with 2022 domestic traffic being -7% below 2019 levels and 2022 international traffic -56% below 2019 levels. By region, with respect to 2019, IATA estimated: Africa -58%, Asia-Pacific -47%, Middle East -55%, Latin America -29%, North America -19% and Europe -41%.

9.1.2 Amadeus strategic priorities and expected business evolution in 2022

Amadeus is a leading technology provider for the travel industry. Amadeus has built commercial relationships with players across the industry, including airlines, travel agencies, hotels and airports, among others, and across the globe (with presence in more than 190 countries). Amadeus has invested consistently over the years to have a unique technology offering. Having market leading technology allows us to serve our customers better and to continue innovating.

In 2022, the performance across our business units will depend on the evolution of the COVID-19 pandemic and the recovery of the travel industry. We expect to maintain our leadership positions in both Air Distribution

¹⁵ IATA Airline Industry Economic Performance - October 2021

and Airline IT, while continuing to grow our Hospitality business, supported by our focus on R&D, local market understanding and travel industry expertise.

In Air Distribution, the Amadeus Travel Platform continues to bring together travel content from different sources, including NDC content, as evidenced by multiple recent airline agreements including IAG, American airlines, Qantas, and Etihad. In Airline IT we will work on the implementation programs of contracted airlines such as Etihad and Hawaiian Airlines, while continuing to enhance and expand our solutions portfolio, in areas such as NDC, revenue optimization, network planning and data analytics. In Hospitality, we will continue work on the implementation program of Marriot to the Amadeus Central Reservation System, while we continue to integrate our portfolio, to create a hospitality leader that offers a broad range of innovative solutions to hotels and chains of all sizes across the globe.

Investing in technology is a key pillar to our success. In 2022, while investment will be prioritized and closely managed, Amadeus will maintain investment in R&D to support long term growth, such as new customer implementations, product evolution, portfolio expansion and cross-area technological projects.

9.2 Research and Development Activities

Research and development (R&D) is core to the company's strategy and key to a sustainable competitive advantage. In addition, R&D activities help increase efficiency and improve the Amadeus System functionality, as well as to reduce maintenance and operating costs.

The Group is continuously investing in its systems, including the development of new products and functionalities, as well as the evolution of the existing platform, based on the latest state-of-the-art technology available. The group has 16 development centers, including 3 regional centers and the central development sites in Nice and Bangalore.

During the year ended December 31, 2021, Amadeus expensed €377.9 million for R&D activities and capitalized €408.7 million (before deducting any incentives), which compares to €408.3 million and €467.3 million, respectively, in 2020.

Our R&D investment enables us to offer some of the most advanced, integrated and powerful business tools available in the market, in order to deliver a best-in-class service to airlines and travel agencies. Indeed, Amadeus offers enhanced functionalities, such as advanced search and booking engines, both for travel agencies and travel providers. In addition, our product offering addresses the Passenger Service Systems for airlines, enabling processes such as central reservation, inventory management, departure control and e-commerce, as well as providing direct distribution technologies. We are also expanding our airline IT solutions offering and we are seeking to grow our market share within the non-airline IT solutions markets, including the hotel, rail and airport IT markets.

9.3 Treasury Shares

The reconciliation of the carrying amounts for the years ended December 31, 2021 and 2020, of the treasury shares is set forth in the table below:

	Treasury Shares	Millions of euros
Carrying amount as of December 31, 2019	244,708	5.4
Acquisitions	481,131	23.1
Retirements	(494,643)	(19.0)
Carrying amount as of December 31, 2020	231,196	9.5
Acquisitions	640,000	36.9
Retirements	(257,599)	(12.9)
Carrying amount as of December 31, 2021	613,597	33.5

9.4 Other financial risks

9.4.1 Credit risk

Credit risk is the risk that a counterparty to a financial asset will cause a loss for the Group by failing to discharge an obligation.

The Group cash and cash equivalents are deposited in major banks on the basis of diversification and the credit risk of the available investment alternatives.

In 2021 the Group had some short-term financial investments in order to invest a portion of the liquidity of the Group. As of the end of 2021, the total amount of these investments was €683.2 million (€900.5 million as at December 31, 2020). Some of these investments are denominated in USD, which are fully hedged from foreign exchange variations. These investments consist of a USD 450.0 million (€397.0 million as at December 31, 2021) repo backed Note maturing on June 29, 2022, USD 120.0 million (€106.2 million as at December 31, 2021) invested in a Term Liquidity Fund and €180.0 million invested in three different fixed income investment funds. The Group considers that these investments have a low credit risk since:

- The repo backed Note maturing in June 29, 2022, is secured by tri-party repos. This way, the Note has the double guarantee of a diversified portfolio of financial instruments acting as collateral and additionally it has the guarantee of the bank acting as counterparty of the repo transaction. The counterparty bank of the repo transaction is a prime international bank in the investment grade category. The portfolio of assets used as underlying of the repo transaction is valued by a third party (Euroclear) and matched on daily basis in order to reach at least 75% of the value of the investment.
- In the same line, the Term Liquidity Fund invests in tri-party repos. This way, it benefits from a similar package of security than the repo backed Note. This investment can be cancelled with a six-months notice period.
- The mutual funds in our portfolio invest in a diversified portfolio of investment grade fixed income securities with a short duration. The liquidity invested in these funds can be reimbursed in a week or less depending on the fund.

The credit risk of the Group's customer accounts receivable is mitigated by the fact that the majority are settled through the clearing houses operated by the International Air Transport Association ('IATA') and Airlines Clearing House, Inc. ('ACH'). These systems guarantee that the cash inflows from our customers will be settled at a certain fixed date, and partially mitigate the credit risk by the fact that the members of the clearing house are required to make deposits that would be used in the event of default. Moreover, our customer base is large and well diversified which results in a low concentration of the credit risk.

9.4.2 Liquidity risk

The Corporate Treasury is responsible for providing the cash needed by all the companies of the Group. In order to perform this task more efficiently, the Company concentrates the excess liquidity of the subsidiaries and channels it to the companies with cash needs.

This allocation of the cash position among the companies of the Group is mainly made through:

- Three different cash pooling agreements. One with most of the subsidiaries located in the euro area; another one in US Dollars for the US subsidiaries and another one in British Pounds for the UK subsidiaries.
- Through bilateral Treasury Optimization agreements between Amadeus IT Group, S.A. and its subsidiaries.

Corporate Treasury monitors the Group's cash position through rolling forecasts of expected cash flows. These forecasts are performed by the subsidiaries of the Group and later on consolidated in order to examine both the liquidity situation and the prospects of the Group and its subsidiaries.

9.5 Subsequent events

On January 11, 2022, the Company has carried out an issuance of a Eurobond (Note) admitted to trading on the Luxembourg Stock Exchange for a value of €500.0 million.

The issuance has the following features: nominal value of €500.0 million, with a maturity date of two years (January 25, 2024), with an optional redemption for the issuer for the total amount until February 2, 2023, at a floating interest rate 3-month Euribor plus 60 basis points, payable on quarterly basis and an issue price of 100.103% of its nominal value.

The payment and settlement of the issuance have taken place on January 25, 2022.

On February 18, 2022, the net proceeds of the bond issuance have been used for the payment of the redemption of the €500 million outstanding Notes issued on February 9, 2021 disclosed in note 18 (maturity date February 9, 2023).

10. Non-financial information statement

The Non-Financial information statement is part of the Directors' Report in accordance with the Spanish Capital Companies Act. The aforementioned report is submitted to the CNMV separately and it can be found on the website www.cnmv.es.

11. Corporate Governance Information

The Annual Corporate Governance Report is part of the Directors' Report in accordance with the Spanish Capital Companies Act. The aforementioned report is submitted to the CNMV separately and it can be found on the website www.cnmv.es.

12. Annual report on Directors' remunerations

The Annual report on Directors' remunerations is part of the Directors' Report in accordance with the Spanish Capital Companies Act. The aforementioned report is submitted to the CNMV separately and it can be found on the website www.cnmv.es.

Annex 1: Key terms

- “CESE”: stands for “Central, Eastern and Southern Europe”
- “CRS”: stands for “Central Reservation System”
- “D&A”: stands for “depreciation and amortization”
- “EIB”: stands for “European Investment Bank”
- “EPS”: stands for “Earnings Per Share”
- “GDS”: stands for “Global Distribution System”
- “IFRS”: stands for “International Financial Reporting Standards”
- “JV”: stands for “Joint Venture”
- “KPI”: stands for “Key Performance Indicators”
- “NDC”: stands for “New Distribution Capability”. NDC is a travel industry-supported program launched by IATA for the development and market adoption of a new, XML-based data transmission standard
- “n.m.”: stands for “not meaningful”
- “PB”: stands for “passengers boarded”, i.e. actual passengers boarded onto flights operated by airlines using at least our Amadeus Altéa Reservation and Inventory modules or Navitaire New Skies
- “p.p.”: stands for “percentage point”
- “PPA”: stands for “Purchase Price Allocation”
- “PP&E”: stands for “Property, Plant and Equipment”
- “PSS”: stands for “Passenger Services System”
- “R&D”: stands for “Research and Development”
- “TA”: stands for “Travel Agencies”
- “TA air bookings”: air bookings processed by travel agencies using our distribution platform



BOARD OF DIRECTORS

Members of the Board of Director on the date when the consolidated annual accounts and the consolidated Directors' Report were prepared.

CHAIRMAN

William Connelly

VICE-CHAIRMAN

Francesco Loredan

EXECUTIVE DIRECTOR

Luis Maroto Camino

DIRECTORS

Amanda Mesler

Clara Furse

David Webster

Jana Eggers

Josep Piqué Camps

Peter Kuerpick

Pilar García Ceballos-Zúñiga

Stephan Gemkow

Xiaoqun Clever

SECRETARY (non-Director)

Jacinto Esclapés Díaz

VICE-SECRETARY (non-Director)

Ana Gómez Ruiz

Madrid, February 24, 2022