Statement
GRI Application Level Check

GRI hereby states that Amadeus IT Holding, S.A. has presented its report “Corporate Responsibility Report” (2010) to GRI’s Report Services which have concluded that the report fulfills the requirements of Application Level A.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor on the quality of the information in the report.

13 April 2011, Amsterdam

Nimara Arai
Deputy Chief Executive
Global Reporting Initiative

Disclaimers: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only sanctions material sanctioned by GRI at the time of the Check on 6 April 2011. GRI explicitly excludes the statement being applied to any future changes to such material.
Letter from the President & CEO

At Amadeus we are dedicated to providing IT solutions that enable success in the travel and tourism industry. However, this alone is not enough. We have a clear responsibility towards our shareholders, our employees and our customers in bringing our purpose to life, and that responsibility also extends to the communities that we serve.

Corporate Responsibility at Amadeus begins with our commitment to upholding the highest standards of integrity and accountability, and continues with our obligation to integrating social and environmental objectives into our business strategy and operations. In a nutshell, we want to make a significant contribution to the world around us.

We do this by leveraging our expertise, experience and technology to enable economic, social and environmental advancement in sustainable tourism and travel through the intelligent application of technology and innovation.

These pages describe the areas we are working on to increase the economic, social and environmental value Amadeus generates and details how we integrate Corporate Responsibility into our culture and decision-making processes.

Amadeus has been built upon strong and common values which unite us in a single approach to doing business around the world. With over 10,000 professionals, we are working hard to make Amadeus a great place to work, where success is recognised and where our employees are empowered to achieve their professional goals.

With employees from 123 nationalities who collectively speak over 58 languages and have a clear understanding of diverse and changing local business needs, diversity is one of our main characteristics. We wholeheartedly value the contribution of this extraordinary and multi-cultural community and we are convinced that protecting the rights and dignity of each member of Amadeus in all situations is vital and worth standing up for. We believe in equal opportunities and fair treatment for all, and to this end the Amadeus office based in the Sophia Antipolis Development Centre has signed the ‘French Diversity Charter’, proving that diversity is both a great source of strength and a competitive advantage.

At the same time, we are committed to improving the environment worldwide, both for ourselves as an organisation and also in the solutions that we develop for our customers. We use our state-of-the-art technology and data management know-how to help the travel industry reduce its impact on the environment. For example, Amadeus Altéa Departure Control System (DCS) helps reduce fuel consumption and carbon emissions by optimising the amount of fuel load and the aircraft weight and balance. Furthermore, the adoption of our strategic plan in this area is a major milestone in our efforts to improve the environmental performance of both Amadeus and our customers. Our commitment to protecting the environment was recognised in March 2010 when our data processing centre in Erding (Germany) was awarded the prestigious TÜV SÜD energy efficiency certification.

In the sphere of social responsibility, we gain from a set of resources and capabilities that uniquely enable us to help communities and underdeveloped regions tap into global tourism and its benefits. Utilising surpluses in our value chain (know-how, technology resources and time), Amadeus contributes to generate social value within the communities that can most benefit from them. In this regard our Small Hotels Distribution project aims to make available to small hotels the necessary technology to help extend their commercial reach by distributing their products through the Amadeus travel agency network in their markets. In 2010, in collaboration with South Africa’s National Department of Tourism, we started development of a pilot project which will benefit close to 500 hotel properties in the country. In addition, through our ‘PC Bank’ project, we have donated more than 200 PCs, allowing us to implement projects for technology transfer and training in less developed countries.

I believe that the milestones we have achieved are a solid foundation from which to build on our success and proactively work to increase the economic, social and environmental value Amadeus generates. Our accomplishments in Corporate Responsibility, and in everything else that we do, depend on our Amadeus employees. Therefore I would like to thank each and every employee for their contribution, energy and enthusiasm in making Amadeus a company committed to its stakeholders and admired by those associated with it.

I invite you to read the report you hold in your hands. I strongly believe that the direction outlined in these pages offers us an opportunity to make a positive difference to our industry and to the customers and communities that we serve.

Luis Maroto
President & CEO
Economic, social and environmental performance indicators
Summary of economic, social and environmental performance indicators

### Economic dimension

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted profit (million euros)</td>
<td>343.8</td>
<td>427.4</td>
</tr>
<tr>
<td>Revenues (million euros)</td>
<td>2,425</td>
<td>2,683.3</td>
</tr>
<tr>
<td>EBITDA (million euros)</td>
<td>889</td>
<td>1,014.9</td>
</tr>
<tr>
<td>Distributed Economic Value (million euros)</td>
<td>1,772.4</td>
<td>2,180</td>
</tr>
<tr>
<td>Total billable travel transactions processed (millions)</td>
<td>676.7</td>
<td>849.9</td>
</tr>
<tr>
<td>Dividends (million euros)</td>
<td>N.A.</td>
<td>134.4</td>
</tr>
<tr>
<td>Market share</td>
<td>36.5%</td>
<td>36.7%</td>
</tr>
<tr>
<td>Volume of purchases (million euros)</td>
<td>555</td>
<td>530</td>
</tr>
</tbody>
</table>

### Social dimension

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
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</thead>
<tbody>
<tr>
<td>Total employees</td>
<td>9,388</td>
<td>10,270</td>
</tr>
<tr>
<td>Percentage of women</td>
<td>43%</td>
<td>42%</td>
</tr>
<tr>
<td>Percentage of employees who report being satisfied at Amadeus</td>
<td>N.A.</td>
<td>67%</td>
</tr>
<tr>
<td>Total employee training hours</td>
<td>142,574</td>
<td>151,812</td>
</tr>
<tr>
<td>Average training hours per employee</td>
<td>27</td>
<td>28</td>
</tr>
<tr>
<td>Number of countries where Amadeus carries out community development initiatives</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>Number of corporate volunteers</td>
<td>80</td>
<td>123</td>
</tr>
<tr>
<td>Contributions in-kind to community initiatives (million euros)</td>
<td>N.A.</td>
<td>2</td>
</tr>
</tbody>
</table>

### Environmental dimension

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity consumption (kWh)</td>
<td>52,209,660</td>
<td>54,066,158</td>
</tr>
<tr>
<td>Paper consumption (t)</td>
<td>N.A.</td>
<td>368</td>
</tr>
<tr>
<td>Water consumption (m³)</td>
<td>133,145</td>
<td>126,669</td>
</tr>
<tr>
<td>CO₂ emissions (t CO₂)</td>
<td>13,684</td>
<td>14,107</td>
</tr>
</tbody>
</table>

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1. The source for this financial information is the audited consolidated financial statements of Amadeus IT Holding, S.A. and subsidiaries, which have been prepared in accordance with international financial reporting standards as adopted by the European Union. All 2009 figures have been estimated as if IFRIC 18 would have been applied during the period.
2. Excluding after-tax impact of (i) amortisation of PPA, (ii) changes in fair value of derivative instruments and non-operating exchange gains (losses), (iii) impairment losses, and (iv) other extraordinary items, including gains (losses) from the sale of assets and equity investments, tax credits recognised in Opodo in 2010 and extraordinary items related to the IPO.
3. Total billable transactions processed include air and non-air travel agency bookings, passengers boarded (PNRs), and e-Commerce passenger name records (PNRs).
5. Figures cover 70% of Amadeus staff, some subsidiaries are not included.
6. Electricity consumption includes two main Amadeus sites in Sophia Antipolis (France) and Erding (Germany). Total electricity consumption for 2010 is estimated at 76 million kWh for all Amadeus offices worldwide. Water consumption also includes Amadeus sites in Sophia Antipolis and Erding.
7. Paper consumption is estimated for the whole Amadeus Group based on data from top 10 locations worldwide.
8. Includes CO₂ emissions from electricity consumption and business travel (aircraft emissions) from two major Amadeus sites in terms of resource consumption (Sophia Antipolis and Erding).
Profile and business areas
3.1 Amadeus, the history of a leading company

In 1988, Air France, Lufthansa, Iberia and SAS founded Amadeus to develop a Global Distribution System (GDS), a worldwide computerised reservation network that would use a single point of access to connect airlines’ content with travel agencies and consumers to provide real-time search, pricing, booking, ticketing and other processing solutions. We were the first GDS to offer neutral, unbiased flight availability data.

Beginning operations in 1992, we quickly advanced to expand the reservation network to include booking solutions for hotel rooms, rental cars, rail and other travel providers. To handle these distribution activities, an extensive, advanced IT network as well as systems and solutions were developed to ensure twenty-four hour dependable and efficient transactions for the global travel industry in a stable and rigorous environment.

Over ten years after its incorporation, in October 1999, Amadeus conducted an initial public offering of its shares, which were admitted to listing and trading on the Madrid, Paris and Frankfurt stock exchanges.

The Company continued to set the standard for the travel industry through progressive diversification into IT-based services that went beyond sales and reservation functionalities, focusing on innovative and user-friendly products that helped airlines to streamline operational and distribution requirements for both leisure and corporate travel arrangements. By 2000, we had implemented our first web-based solutions. In 2000, we were the first GDS company to receive the quality certification (ISO 9001:2000).

Between 2000 and 2004, the Company expanded even further into the IT market, obtaining long-term agreements with major national airlines for full passenger service systems, implementing our first e-Retail customer, and expanding IT solutions to travel agencies and hotels. We consolidated our worldwide presence through our Amadeus Commercial Offices (ACOs) and regional offices. This period also saw the acquisition of Opodo, the second-largest online travel agency (in terms of GDS-processed air bookings) in the aggregated European markets in which it operates.

In 2005, private equity funds acquired a majority stake, taking Amadeus private. These funds, along with Air France, Lufthansa and Iberia remained our key shareholders.

In the following years, we strengthened partnerships with major national airlines as well as acquiring important specialist companies, while major corporations and travel suppliers sought our technology solutions, such as e-ticketing systems, corporate self-booking tools and customer management solutions for airlines. This shift in focus from distribution system to technology provider resulted in the change of the company’s name to Amadeus IT Group, S.A. in 2006.

In April 2010, Amadeus returned to the Madrid stock exchange and in January of 2011, we joined the blue-chip index IBEX 35.

Below is the shareholding structure as of 31 December 2010, Board composition and the management team:

<table>
<thead>
<tr>
<th>Shareholding Structure</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free Float</td>
<td>43.19%</td>
</tr>
<tr>
<td>Air France</td>
<td>15.23%</td>
</tr>
<tr>
<td>Idomeneo S.A.R. L.</td>
<td>13.00%</td>
</tr>
<tr>
<td>Amadecin S.A.R. L.</td>
<td>13.00%</td>
</tr>
<tr>
<td>Lufthansa</td>
<td>7.61%</td>
</tr>
<tr>
<td>Iberia</td>
<td>7.50%</td>
</tr>
<tr>
<td>Treasury Stock</td>
<td>0.47%</td>
</tr>
</tbody>
</table>

Board of Directors

- José Antonio Tazón
  - Chairman
- Enrique Dupuy de Lôme Chavarri
  - Vice Chairman
- Benoît Valentin
  - Board member
- Bernard Bourjegaud
  - Board member
- Christian Boireau
  - Board member
- Dame Clara Furse
  - Board member
- David Webster
  - Board member
- Denis Villafranca
  - Board member
- Francesco Loredan
  - Board member
- Guillermo de la Dehesa Romero
  - Board member
- Pierre Henri Gourgeon
  - Board member
- Stephan Gemkow
  - Board member
- Stuart McAlpine
  - Board member
- Tomás López Fernébrand
  - Secretary (non-Director)
- Jacinto Esclapés Díaz
  - Vice-Secretary (non-Director)

Management team

- Luis Maroto
  - President & CEO
- Philippe Chérèque
  - Executive Vice President, Commercial
- Jean-Paul Hamon
  - Executive Vice President, Development
- Eberhard Haag
  - Executive Vice President, Global Operations
- Tomás López Fernébrand
  - Vice President, General Counsel & Corporate Secretary
- Sabine Hansen Peck
  - Vice President, Human Resources
- Ana de Pro
  - Vice President & Chief Financial Officer

Vice Chairman

- Jean-Paul Hamon

Chairman

- Luis Maroto

Vice-Secretary (non-Director)

- Ana de Pro

Secretary (non-Director)

- Sabine Hansen Peck

Board member

- José Antonio Tazón
- Benoît Valentin
- Bernard Bourjegaud
- Christian Boireau
- Dame Clara Furse
- Denis Villafranca
- Francesco Loredan
- Guillermo de la Dehesa Romero
- Pierre Henri Gourgeon
- Stephan Gemkow
- Stuart McAlpine
- Tomás López Fernébrand
- Jacinto Esclapés Díaz

Vice President, General Counsel & Corporate Secretary

- Sabine Hansen Peck

Vice President, Human Resources

- Ana de Pro

Vice President & Chief Financial Officer

- Luis Maroto
3.2 Amadeus today

We are a leading transaction processor for the global travel and tourism industry, providing advanced technology solutions to our travel provider and travel agency customers worldwide. We act as an international network providing comprehensive real-time search, pricing, booking, ticketing and other processing solutions to travel providers and travel agencies through our Distribution business area. We also offer travel providers (today, principally airlines) an extensive portfolio of technology solutions which automate certain mission-critical business processes, such as reservations, inventory management and departure control, through our IT Solutions business area.

Customer groups include providers of travel services and products such as airlines (network, domestic, low-cost and charter carriers), 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).

Amadeus operates under a transaction-based business model that offers IT solutions to virtually all players in the travel industry. The Amadeus system processed 850 million total billable travel transactions processed in 2010, a 25.6% increase over 2009.

Amadeus has central sites in Madrid (corporate headquarters and marketing), Nice (product and development) and Erding (operations – data processing centre) and regional offices in Miami, Buenos Aires, Bangkok and Dubai. At market level, Amadeus maintains customer operations through 73 local Amadeus Commercial Organisations (ACOs) covering 195 countries. The Amadeus group employs over 10,270 employees worldwide, with 123 nationalities represented at the central offices. Amadeus also is the owner of 100% of pan-European travel website Opodo. However, Amadeus has agreed to sell Opodo to funds managed by AXA Private Equity and to Permira Funds. The sale was approved by Amadeus’ Board of Directors on 24 February 2011 and is subject to approval by the competition authorities.

Amadeus is traded on the Spanish Stock Exchanges as of 29 April 2010 [AMS].

Overview of the company’s business and activities

Operating since 1992, Amadeus commenced as a global distribution system with the mission to connect providers’ content with travel agencies and consumers in real time. These distribution activities resulted in the provision of an advanced IT network as well as systems and solutions ensuring round-the-clock reliable and efficient transactions for the global travel industry in a stable and rigorous environment.

Progressively and in line with industry evolution, we diversified our operations by focusing on information technologies (IT) to deliver services spanning beyond sales and reservation functionalities, centred on streamlining the operational and distribution requirements of its diverse customer base. The transition from distribution system to technology provider was reflected by the change in our corporate name in 2006, when the company name was changed to Amadeus IT Group. Today, Amadeus’ technology offering is present and active in every step of the travel process.

We have turned innovation into our growth drivers, placing ourselves at the forefront of technology development for the travel sector. Since 2004, the company has invested over Euro 1 billion in R&D (350 million Euro in 2010). The 2010 European Union Industrial Research and Development (R&D) Investment Scoreboard, an annual report published by the European Commission, highlighted Amadeus as one of the leading companies in Europe for investment in R&D.

Amadeus’ technology has increasingly embraced open systems which provide clients with greater flexibility and features, as well as competitive, functional and operational benefits. Today, 85% of our software portfolio is open system based. This commitment to product innovation and technological excellence has, in our view, given us a first-mover advantage in areas such as airline e-Commerce technologies and has enabled us to build a powerful processing platform, which we continuously seek to enhance through functionality and efficiency improvements. Our quality of service has been widely recognised, and our GDS was the first to be awarded ISO 9000 certification (in 2000).

Our business is structured around two key related areas - Distribution and IT Solutions, which generate significant synergies.

The travel process step by step

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The travel process step by step
The distribution business also encompasses a broad range of related services and IT solutions for both providers and travel agencies. This includes, for example, new functionalities in its distribution platform for airlines which enable them to maximise income and sell ancillary services, as well as to facilitate the booking of other content such as hotels, car rental, rail or cruises, management solutions for corporate travel policies and fare search engines for both traditional and online travel agencies.

**IT solutions**

The principal service of this business area is Amadeus Altéa Customer Management System (CMS), a new-generation customer management suite which addresses airlines’ mission-critical operating functions: sales and reservations, inventory management and departure control. Altéa CMS is complemented by Altéa e-Commerce.

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

Our Altéa suite presently consists of four main modules:

- **Altéa Reservation** enables our airline customers to manage all their bookings, fare prices and ticketing through a single interface and is compatible with distribution via direct and indirect channels, both online and offline.
- **Altéa Inventory** permits airlines to create and manage schedules, seat capacity and associated fares on a flight-by-flight basis.
- **Altéa Departure Control** covers many aspects of flight departure, including check-in, issuance of boarding passes, gate control and other functions related to passenger flight boarding, flight management.
- **Altéa e-Commerce** is a suite of solutions that seeks to improve the profitability and efficiency of the airline e-Commerce sales and support process.

Altéa represents a business potential for Amadeus, which serves the airlines’ present and future needs in the current industry environment: cost reduction, including technology-related spend, improved customer-passenger service, and revenue optimisation. The Amadeus Altéa programme ultimately ensures the delivery of much more sophisticated IT services than airlines could have afforded by themselves and at a lower and variable cost. In-house maintenance and development of IT systems for these functions is becoming an increasingly heavy burden, even for large carriers.

In 2010, the number of passengers processed through Amadeus Altéa was 372 million.

Amadeus is furthering and extending its IT solutions business with the ongoing development of similar systems for rail companies, and hotel chains – with the launch in 2010 of the Amadeus Hotel Platform – airport operators and ground handling companies.

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10 Based on air travel agency bookings processed by the international GDS providers according to our own estimates based on publicly available information.
Amadeus in 2010
4.1 Facts 2010

Amadeus begins trading on the Spanish Stock Exchanges

Amadeus began trading on 29th April 2010 on the Madrid, Barcelona, Bilbao and Valencia Stock Exchanges.

This successful listing was one of the largest European IPOs in recent years. Shares in Amadeus were priced at €11.00 per share, representing an equity value of €4.93 billion. The total size of the offering prior to any exercise of the over-alotment option was €1.32 billion.

100th customer landmark for Amadeus Altéa

The successful growth of the Airline IT business continued with AviancaTaca, the Latin American airline group, becoming the 100th customer for Amadeus Altéa. Later in the year further airline IT contracts were signed and Amadeus finished the year with 109 airlines contracted to Amadeus Altéa. More than 372 million passengers were handled by Altéa in 2010.

Amadeus continued to sign and renew full-content agreements with leading airlines

During 2010 Amadeus continued to renew and sign full-content agreements with many of the world’s leading airlines in order to guarantee Amadeus customers access to a comprehensive range of fares, schedules and availability. Highlights included airlines such as Air France – KLM, Westjet, Aerolíneas Argentinas, Cathay Pacific, Alitalia, Czech Airlines, Aeroflot, TAP Portugal, Austrian Airlines and Iberia.

Leadership in travel distribution

Amadeus expanded partnership with travel distribution companies worldwide, increasing global market share of travel agency air bookings to 37%, and increasing total bookings to 441.6 millions in 2010.

European Commission identified Amadeus as a leading investor in R&D

The European Commission (EC) highlighted Amadeus as one of the leading companies in Europe for investment in Research & Development (R&D) within its 2010 EU Industrial R&D Investment Scoreboard report. This annual report examines the largest 1,000 European companies investing in R&D and ranks them according to the total amount invested. Amadeus’ investment of €250 million during 2009, a 10% increase on the amount invested in 2008, to research and develop technologies for use in the travel sector was recognised as the largest in Europe by total R&D investment in both the computer services category and the travel and tourism sectors. Amadeus was also ranked as the third largest investor in R&D in Spain for all business sectors.

Amadeus Hotel Platform: transforming the hospitality industry

Amadeus Hotel Platform was launched in the autumn of 2010 and combines central reservation, property management and global distribution systems into one fully integrated platform. It enables hoteliers to deliver innovative and new guest services, generate additional revenues and also quickly react to market changes, new trends, behaviours and demands as they emerge.

Amadeus Hotel Platform represents a revolution in hospitality IT and distribution which enables hotel companies to evolve and adapt to continuing changes in the sector. Based on unique open technology architecture, Amadeus Hotel Platform allows hoteliers to concentrate on their business, and not the supporting technology, by bringing operational improvements at all levels whilst removing technical barriers to global expansion.
Amadeus’ data processing centre received prestigious international energy efficiency certification

Amadeus data processing centre was awarded the prestigious ‘Energy-efficient Enterprise’ certification by international organisation TÜV SÜD.

TÜV SÜD, which provides independent consulting, testing, certification and training services, granted the Amadeus data processing centre in Erding, Germany, its certificate following an energy audit of its facilities. The centre, which is the largest civil operation of its kind in Europe, processed in 2010 more than 850 million total billable travel transactions processed across the globe for the entire Amadeus group.

New and enhanced Social Responsibility projects

Amadeus’ approach to Corporate Social Responsibility (CSR) capitalises on our technology know-how and our extensive network of contacts. CSR activities include alliances, technology transfers and donations, education and volunteer work. As an example, Amadeus and Tell Me More-Auralog agreed to collaborate on CSR projects in the travel industry. Amadeus and Auralog, a multi-national company specialising in e-learning materials and solutions for language training, signed a framework cooperation agreement to set up CSR projects based on the travel and tourism sector.

The activities will focus primarily on e-learning programmes in areas such as the training and education of personnel in the sector, the contribution of technology, the strengthening and improvement of management systems in micro, small and medium-sized travel companies, the support of travel retailers and distributors, and the creation of a strong tourism culture.

The activities will take place in Latin America, Africa and Asia-Pacific and will target primarily people working in tourism with limited resources, as well as CSR programs to provide professional training to people in need.

Amadeus launched global competition to find ‘Brighter, Bolder, Better’ ideas for travel

Amadeus announced in December 2010 the launch of a new global competition designed to find innovative ideas that will help transform the travel experience. The competition was set-up by Amadeus in order to listen to what the industry believes needs to be improved in terms of the all-round travel experience, recognising that a good idea can come from anywhere.

4.2 Business unit evolution

At Amadeus, we are committed to creating value for our stakeholders. This commitment to growth and maintaining profitability is reflected in the results for 2010:

- Adjusted profit for the year 2010 increased 24.3%, reaching 427.4 million Euros.
- Revenue grew 10.6%, amounting to 2,683.3 million Euros. 74% of revenues came from the Distribution area while 22.5% came from IT solutions business area. Revenues from Opodo represented 3.3% of overall revenues.
- EBITDA rose 14.2% to 1,014.9 million Euros.
- Total billable travel transactions increased 25.6%, reaching 850 million total billable travel transactions processed.
- Total dividends of 134.3 million Euros are to be paid in 2011, representing 35% of the reported profit for the year 2010, excluding extraordinary items related to the IPO.

Distributed economic value

We understand the distributed economic value as direct monetary value or wealth created for the stakeholders of the company. Amadeus’ distributed economic value in 2010 was a total of 2,180,039 KEuros, which represents a 23% increase with respect to 2009.

<table>
<thead>
<tr>
<th>Economic value distributed (k€)</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating cost</td>
<td>925,906</td>
<td>987,449</td>
</tr>
<tr>
<td>Payments to providers of capital</td>
<td>140,459</td>
<td>169,085</td>
</tr>
<tr>
<td>Employee wages and benefits</td>
<td>588,148</td>
<td>952,043</td>
</tr>
<tr>
<td>Payments to governments (corporate taxes)</td>
<td>117,890</td>
<td>71,462</td>
</tr>
<tr>
<td>Total economic value</td>
<td>1,772,403</td>
<td>2,180,039</td>
</tr>
</tbody>
</table>

52 Total billable travel transactions processed include air and non-air travel agency bookings, passengers boarded and e-Commerce passenger name records (PNRs).

Revenue breakdown per Business Units 2010

- Distribution 74.2%
- IT solutions 22.5%
- Opodo 3.3%
For us Corporate Responsibility (CR) means developing a business model that goes beyond the normal, the expected and the everyday. Thus, we developed our CR framework, Travel Further, which was born from an aspiration to deliver beyond what is required, encompassing our commitment to going beyond simple commercial growth to ensure a positive contribution to our world.

Through Travel Further, we seek not only to create sustainable economic growth, but also to generate opportunities and improve fairness in society by contributing to social development. We also contribute to society through the professionalism, integrity and value of our workforce, and we believe in our responsibility to protect our environment.

Therefore, we focus our CR efforts on three main areas:

Amadeus people
We work in line with the highest standards of integrity and professional conduct.

The environment
We innovate solutions to help generate a sustainable travel and tourism industry.

Society
We create and pursue an active social responsibility plan in the communities that the Company serves.

Challenges 2011

For us Corporate Responsibility (CR) means developing a business model that goes beyond the normal, the expected and the everyday. Thus, we developed our CR framework, Travel Further, which was born from an aspiration to deliver beyond what is required, encompassing our commitment to going beyond simple commercial growth to ensure a positive contribution to our world.

Through Travel Further, we seek not only to create sustainable economic growth, but also to generate opportunities and improve fairness in society by contributing to social development. We also contribute to society through the professionalism, integrity and value of our workforce, and we believe in our responsibility to protect our environment.

Therefore, we focus our CR efforts on three main areas:

Amadeus people
We work in line with the highest standards of integrity and professional conduct.

The environment
We innovate solutions to help generate a sustainable travel and tourism industry.

Society
We create and pursue an active social responsibility plan in the communities that the Company serves.

5. Corporate Responsibility at Amadeus

Milestones 2010
Corporate Responsibility has been defined as:

People
Code of Professional Behaviour released and implemented

Environment
Environmental Strategic Plan defined and approved

Society
Corporate Social Responsibility Strategic Plan defined and approved

Challenges 2011

› Publish the Corporate Responsibility Report according to the GRI guidelines, achieving the Application Level A
› Include Amadeus in the main sustainability indices
› Improve the CR concepts and activities as indicated in the relevant chapters of this Report with respect to People, the Environment and Society

5.1 Our Corporate Responsibility model

For us Corporate Responsibility (CR) means developing a business model that goes beyond the normal, the expected and the everyday. Thus, we developed our CR framework, Travel Further, which was born from an aspiration to deliver beyond what is required, encompassing our commitment to going beyond simple commercial growth to ensure a positive contribution to our world.

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The environment
We innovate solutions to help generate a sustainable travel and tourism industry.

Society
We create and pursue an active social responsibility plan in the communities that the Company serves.

To address these questions, we have defined our CR mission:

To enable economic, social and environmental advancement in sustainable tourism and travel through the intelligent application of technology and innovation.

Essentially our goal is to make a significant contribution to the world around us, leveraging our expertise, experience and technology in the process where we can.
5.2 Stakeholder dialogue

Maintaining open and transparent relations with our stakeholders is one of the key operating principles in Amadeus. We uphold our commitment to provide all of our stakeholders with truthful, clear and relevant information in an environment where dialogue is encouraged. We have a number of formal communication channels with our stakeholders, including our website, one-on-one meetings, industry forums or meetings with civil society and community groups.

We are always searching for new and improved ways to communicate with our stakeholders. For example in 2010, Amadeus set up the Investor Relations Unit to facilitate the flow of information between shareholders, investors and the Company. Also, a survey of all our employees was carried out to better understand their expectations, ambitions and concerns.

5.3 Participating in organisations and industry associations

Industry Affairs is the Amadeus central unit dedicated to ensure that Amadeus has a consistent and proactive presence within the industry and regulatory bodies impacting our business and that we clearly and consistently communicate the Amadeus key messages to them.

Our CSR Unit is also very active in liaising with organisations, governmental authorities and associations. Below is a list of the main organisations with which we actively participate through these two units:

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Technology &amp; Travel Services Association (ETTSA)</td>
<td>European Technology and Travel Services Association (ETTSA) is a non-profit European Association created to raise awareness of the benefits provided to consumers by technology providers and travel distributors in the travel sector chain and to work with consumer groups, industry representatives and policy makers to promote fair access, choice and transparency in the world of travel distribution. Current members are the main GDSs and European online travel agencies, although its membership is open to all those travel industry players that share the mission and objectives of ETTSA and are clearly technologically oriented.</td>
</tr>
<tr>
<td>Interactive Travel Services Association (ITSA)</td>
<td>The Interactive Travel Services Association (ITSA) is a U.S.-based non-profit corporation. The primary purpose is to: (i) improve business and regulatory conditions in the United States for global distribution systems and the online travel services industry, (ii) educate the general public concerning the travel distribution sector and (iii) participate in the administrative, legislative and judicial processes in the United States on matters of concern to the travel distribution sector.</td>
</tr>
<tr>
<td>United Nations World Tourism Organisation (UNWTO)</td>
<td>Amadeus holds the seat of Vice Chairman of the UNWTO Affiliate Members. The Affiliate Members are companies (public or private), organisations, destinations, NGOs, educational institutions or bodies whose activities are related to tourism and which contribute to the UNWTO their knowledge and expertise to promote the development of tourism that is responsible, sustainable and accessible for everyone.</td>
</tr>
<tr>
<td>Associations and Partnerships with Public Institutions and Governmental Authorities</td>
<td>Amadeus has a close relationship with a great number of associations in the travel and tourism industry all over the world, as Corporate Social Responsibility partner and for the development of joint projects. These include co-operation and partnerships with Public Institutions and Governmental Authorities in several parts of the world.</td>
</tr>
<tr>
<td>Global Travel and Tourism Partnership (GTTP)</td>
<td>GTTP is a multi-country educational program to introduce students to career opportunities in Travel and Tourism. To date, more than a million and a half students in twelve countries have participated in the GTTP. School systems provide teachers and classrooms; local and international companies provide financial and in-kind support. Some 2,900 local businesses share their expertise with teachers and students. Together with Amadeus, leading international companies that support the GTTP’s global activities include: American Express, Hertz, HRG, Lufthansa, Stanwood and the World Travel and Tourism Council, and their representatives form its Advisory Board. The Amadeus representative is the Chairman of this Board.</td>
</tr>
</tbody>
</table>
Corporate governance and integrity
6. Corporate governance and integrity

Milestones 2010
- Creation of a Corporate Governance Unit
- Selection of four independent Directors at our Board
- Creation of a Risk & Compliance Office
- Definition of an Enterprise Risk Management model according to COSO14
- Release of Amadeus’ Code of Professional Behaviour

Challenges 2011
- Publication of the first Corporate Governance Report
- Gradually incorporate the corporate governance guidelines recommended by the International Corporate Governance Network
- Improve the whistle-blower procedures

6.1 Corporate governance policy

The Corporate Governance policies and procedures we use are designed to help the company achieve its general objectives and to protect shareholders’ interests. The legal norms specific to the Group regarding Corporate Governance were drawn up and/or adapted to the applicable legislation on the occasion of the company’s flotation on the Spanish stock market in April 2010. They are the following:
- Company bylaws
- Regulations of the Board of Directors
- Regulations of the General Shareholders’ Meeting
- Internal rules of conduct relating to the securities market

The General Shareholders’ Meeting is the highest body representing Amadeus Group’s share capital and exercises the power reserved to it exclusively in Corporate Law and in the company’s bylaws. According to these laws, the shareholders must meet at least once a year, within the first six months of each year, to debate and adopt agreements concerning its exclusive duties, which are the most economically and legally relevant. Among these are the appointment of Board members, the review and approval of the annual accounts, applying results, appointing external auditors, treasury stock and supervising the Board’s activity. Both the law and the company’s bylaws reserve the exclusive power of adopting other important agreements to the General Shareholders’ Meeting such as: bylaw modifications, bond issues, and mergers, etc.

The Board of Directors is the highest body of representation, administration, direction, management and control of the company and sets out the general guidelines and economic objectives. The Board assumes and carries out the Company’s strategy (steering and implementing company policies), supervision (controlling management) and communication (serving as a link with shareholders).

The Board of Directors
- José Antonio Tazón: Chairman
- Enrique Dupuy de Lôme Chavari: Vice Chairman*
- David Webster: Board member
- Denis Villafranca: Board member
- Guillermo de la Dehesa Romero: Board member
- Benoît Valentin**: Board member
- Francesco Loredan: Board member
- Bernard Bourigeaud: Board member
- Christian Bureaux: Board member
- Stuart McAlpine: Board member
- Dame Clara Furse: Board member
- Stephan Gemkow: Board member
- Pierre Henri Courgeon: Board member
- Tomás López Fernández: Secretary (non-Director)
- Jacinto Esclapés Díaz: Vice-Secretary (non-Director)

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* Replaced by Guillermo de la Dehesa, effective 26 February 2011.
** Resigned at Board meeting held on 13 April 2011.

14 COSO is the Committee of Sponsoring Organizations of the Treadway Commission, which is a voluntary private-sector organisation that provides frameworks and guidance on enterprise-risk management, internal control and fraud deterrence designed to improve organisational performance and governance and to reduce the extent of fraud in organisations.
According to the Statutes, the Board of Directors has created specialised committees to ensure compliance with its duties of advising management. These committees are:

- **Audit Committee**: The Audit Committee is currently made up of five external Board Members. The Audit Committee advises the Board especially in the knowledge and analysis of the annual balance sheet and the regular reports developed for the financial markets which are diffused through the Comisión Nacional del Mercado de Valores (CNMV), the regulator of the Spanish Stock Exchanges. It also regularly supervises the operations between the company and our more significant shareholders and receives direct and regular information about this activity from both internal and external company auditors.

- **Nomination and Remuneration Committee**: This Committee is made up of five external Board members. This Committee evaluates the competence, knowledge and experience necessary in the members of the Board of Directors; proposes for appointment of independent Directors; reports to the Board on matters of gender diversity; proposes to the Board of Directors the system and amount of the annual remuneration of Directors and remuneration policy of the Members of the Management Team; formulates and reviews the remuneration programmes; monitors observance of the remuneration policies and assists the Board in the compilation of the report on the remuneration policy of the Directors and submits to the Board any other reports on retributions established in these Regulations.

**Audit Committee**
- Guillermo de la Dehesa Romero: Chairman
- Christian Boireau: Member
- Dame Clara Furse: Member
- David Webster: Member
- Stuart McAlpin: Member

**Nomination and Remuneration Committee**
- Dame Clara Furse: Chairman
- Remi Bourgeaud: Member
- Francesco Loredan: Member
- Guillermo de la Dehesa Romero: Member
- Stephan Gemkow: Member

**6.2 Integrity**

At Amadeus, we respect and promote international human rights and expect all of our suppliers to uphold internationally recognised standards regarding working conditions and the dignified treatment of employees.

Our expectations of Amadeus staff however go much further. We have agreed, published and internally communicated our very own bespoke Code of Professional Behaviour. We do not see this Code as purely a ‘rule book’. Instead we view it as a mutual agreement across the organisation worldwide in order to promote a series of positive values and behaviours which will add value to our business and ensure the highest standards of integrity at all times. The areas of Professional Behaviour covered in our Code are:

- Our commitment to the environment
- Avoiding conflicts of interest
- Protecting personal data and confidentiality
- Handling relations with third parties and the media
- Handling of company property, equipment and installations

A Compliance Committee has also been established in order to ensure compliance with the Group’s Code of Professional Behaviour and to address any concerns that our employees may have and simultaneously assist in the implementation of the Code throughout the Group.

Moreover, as Amadeus Group began trading on the stock market on 29 April 2010, it became necessary to distribute and apply an Internal Code of Conduct (internal rules of conduct relating to the securities market) within the company.

This internal code regulates our employees’ responsibilities and procedures regarding the following areas, as they have access to information pertaining to the company’s share trading:

- Treatment of confidential and relevant information.
- The company’s treasury stock transactions.
- Conflicts of interest: meaning any situation that could involve an employees’ personal interests (regarding some action related to the securities market) affected by the internal rules of conduct that conflict with the Company’s, thereby compromising their impartiality.

The internal rules of conduct relating to the securities market are available on the CNMV and the Company’s web page (http://www.investors.amadeus.com) and are known and accepted by our key executives who may access sensitive information within their area of responsibility.
6.3 Risk management

At Amadeus, we use a corporate risk management model with which we continually monitor the most significant risks that could affect the organisation and the companies that make up the Group, as well as its activities and objectives. The Group’s general policy regarding managing and monitoring risk is intended to allow the Group to:

- to achieve the long-term objectives as per the established Strategic Plan
- to contribute the maximum level of guarantees to shareholders and defend their interests
- to protect the Group’s earnings
- to protect the Group’s image and reputation
- to contribute the maximum level of guarantees to customers and defend their interests
- to guarantee corporate stability and financial solidness sustained over time

With this in mind, the general policy for managing and monitoring risk is carried out through procedures, methodologies and tools such as the Corporate Risk Map that permit Amadeus to achieve the following objectives:

- to identify the most significant risks that affect our strategy, operations, information and compliance, following the COSO methodology. According to COSO, the three primary objectives of an internal control system are to ensure efficient and effective operations, accurate financial reporting, and compliance with laws and regulations.
- to analyse, measure and evaluate these risks in terms of their likelihood and impact following uniform procedures and standards that are common to the entire Group in order to determine their relevance.
- to prioritise these risks according to their level of likelihood/impact and according to how they might affect the business or operations of the Group and its objectives.
- to monitor and manage the most relevant risks with appropriate procedures, including the contingency plans that are necessary to mitigate the impact of the materialisation of these risks. This is achieved in a more concrete way by designating “risk owners” and formulating action plans.
- to evaluate and monitor the risks, with action plans and mitigation measures.

The ultimate goal is to have a record of the most significant risks that could compromise the achievement of the goals set out in our strategic plan. This risk analysis is a fundamental element of our Group’s decision-making processes, both within the governing bodies and in the management of the business as a whole. The Risk Map at the Group level defines the twenty most critical risks related to the business and achievement of objectives of the Group, among which the following are highlighted: technological risks, operational risks that could affect the efficiency of business processes and services, commercial risks that could affect customer satisfaction, reputational risks and compliance risks.

Due to its universal and dynamic character, the system allows inclusion of new risks affecting the Group as a result of changes in the environment or revisions of objectives and strategies.

6.4 Compliance with regulations

In order to ensure compliance with the regulations affecting the Group, the Audit Committee provides support to the Board of Directors in its oversight duties, ensuring compliance with all laws and internal rules related to Amadeus. The Committee monitors compliance with the applicable rules, at the national or international level and also supervises the preparation and integrity of the Company’s financial information, reviewing compliance with regulatory requirements and proper application of accounting principles.

Moreover, Amadeus’ activity is regulated in the European Union through a Code of Conduct for Computer Reservation Systems (CRS) (EC No. 80/2009), which entered into force on March 29, 2009, replacing the former Code initially enacted in 1989. The enforcement of regulatory legislation is carried out by the Regulatory Affairs Unit which forms part of the Group Legal Department.

More information regarding COSO methodology at www.coso.org
Commitment to shareholders
7. Commitment to shareholders

Milestones 2010
- Creation of an Investor Relations department enhanced Amadeus’ visibility within the financial community
- Increased coverage of analysts
- Diversified shareholder base, post-IPO allocation

Challenges 2011
- Continued education of the market, helping understand market dynamics and Amadeus’ differentiating factors
- Increasing the investor base, including geographical diversification, potentially accessing the Asian market
- Continue to increase analyst coverage

7.1 Amadeus’ performance in 2010

Amadeus IT Holding began trading on the Spanish stock exchange on 29 April, 2010, which marked the most important milestone for the year. By the end of the year, our stock price rose 42.5%, closing the year at 15.7 Euros per share, or an implied market capitalisation of 7,018 million Euros. This performance was even more remarkable in the context of an unstable economic outlook and negative performance in capital markets performance in Europe. The Spanish index, the IBEX-35, experienced a 17.4% decrease during 2010, while the EURO STOXX-50 fell a more modest 5.8%. In the US, where the economic recovery was steadier during the year, the Dow Jones increased by 11.0%, the S&P 500 increased 12.8% and the technology related index, Nasdaq, went up 19.2%.

Also, during 2010 Amadeus was selected by the CAT (Comité Asesor Técnico) to form part of the IBEX-35. This decision was made public on December 8, 2010, and Amadeus entered the index on January 3, 2011. Amadeus had already joined the STOXX Europe 600 Index on September 20, 2010. The inclusion in these selective indices means further recognition of Amadeus for our size and status as an international company following our stock market listing in April 2010.

Dividend policy
As stated in the Initial Public Offering Prospectus, it is our intention to target a total dividend payout amounting to approximately 30% to 40% of our reported consolidated net income for a given financial year. On its meeting on February 24, 2011, our Board of Directors proposed a 35% pay-out ratio, which shall be subject to approval by our shareholders at the General Shareholders’ Meeting. This pay-out ratio shall be applied to reported profit for the 2010 financial period, excluding extraordinary items related to the IPO. Based on this, the total amount payable to our shareholders will be €134.3 million.
The Investor Relations Unit is responsible for maintaining open communication with the financial community, including analysts (both sell side and buy side), investors (mainly large institutions, but also covering minority shareholders), debt holders and other market constituencies such as the Spanish stock market regulator (the CNMV) or credit rating agencies. The Investors Relations role is to increase Amadeus’ visibility in the financial community, at the same time as keeping the different parties abreast of the most relevant news of the company and the industry, competitive dynamics and the operating and financial performance of the company. Effective and simple communication is key to this role, as well as the ability to build long-term relationships based on credibility and trust. It is also important to set relevant and realistic performance expectations within the financial community, and to be forthcoming with relevant information, in order to avoid unnecessary volatility in share price performance.

In addition, our Investors Relations team is well positioned to support management in their decision making by taking into account feedback received from the above mentioned financial community, such as major concerns, thoughts on competitive position or useful intelligence in relation to other market players, broadly speaking.

### Capital shares and structure

As of 31 December, 2010 the capital stock of our company was €447,581.95, represented by 447,581,950 shares with a nominal value of €0.001 per share.

The shareholding structure as of 31 December, 2010 was as described below:

<table>
<thead>
<tr>
<th>Shareholders</th>
<th>Shares</th>
<th>% Ownership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amadecin, S.à r.l (Cinven)</td>
<td>58,190,565</td>
<td>13.00%</td>
</tr>
<tr>
<td>Idomegeo, S.à r.l (BC Partners)</td>
<td>58,190,566</td>
<td>13.00%</td>
</tr>
<tr>
<td>Société Air France</td>
<td>68,146,869</td>
<td>15.23%</td>
</tr>
<tr>
<td>Iberia Líneas Aéreas de España, S.A.</td>
<td>33,562,331</td>
<td>7.50%</td>
</tr>
<tr>
<td>Lufthansa Commercial Holding, GmbH</td>
<td>34,073,439</td>
<td>7.61%</td>
</tr>
<tr>
<td>Minority shareholders / Free float</td>
<td>193,324,420</td>
<td>43.19%</td>
</tr>
<tr>
<td>Treasury shares (1)</td>
<td>2,093,760</td>
<td>0.47%</td>
</tr>
<tr>
<td>Total</td>
<td>447,581,950</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

(1) Voting rights suspended for so long as they are held by our company.

### Amadeus key trading data

- Number of publicly traded shares: 447,581,950
- Share price at December 31, 2010 (in euros): 15.7
- Maximum share price since IPO (in euros): 15.9
- Minimum share price since IPO (in euros): 10.8
- Market capitalisation at December 31, 2010 (million euros): 7,018
- Weighted average share price since IPO (in euros)*: 13.4
- Average daily volume since IPO (# shares): 2,323,548
- Average daily volume since IPO excluding first 10 days of trading (# shares): 1,845,283

*Excluding cross trades
The Investors Relations Unit engages with investors and financial analysts in many ways:

- Relevant information is posted and updated in the company’s Investors Relations website.
- There is a contact (both email address and direct telephone number) where demands and queries are promptly addressed.
- Detailed quarterly financial information is publicly released, both in the Spanish regulators’ website, our Investor Relations website, as well as sent by email to the members of the Investors Relations distribution list. Other than the quarterly financial review, other documents such as the Annual Report and the Corporate Responsibility Report are also published.
- Relevant press releases with operational highlights are distributed as released.
- Market reports, such as the IATA monthly reports, are also distributed to the IR distribution list as soon as released.
- Numerous meetings and conference calls are scheduled over the year to help analysts and investors understand the equity story and our financial performance.
- In 2010, the Investors Relations Unit had intense activity through conferences and road shows.
  - In addition, the company organised two results-driven road shows (following the announcement of the first half-year and third quarter 2010 financial results) and had meetings with more than 130 investors throughout Europe and the United States.
  - In Amadeus’ premises in Madrid, and in some cases with the attendance of top management, the IR team conducted more than 100 conference calls and face-to-face meetings with investors from around the globe.
  - Besides the investor community, the IR department held more than 60 meetings with analysts from different broker houses, to help them begin covering the company. As a result, the number of analysts following the stock increased from the 7 IPO book-runners, in early June, to over 20 at year-end.
  - Close to 1,000 contacts were established with the financial community throughout the year and are currently included in our distribution list.
- During the year 2010 there were a total of 91,832 page views and more than 29,400 unique visitors.

7.3 The Amadeus Investor Relations website

The Amadeus Investor Relations website (http://www.investors.amadeus.com) was developed at the time of the IPO, in accordance with the “Circular 1/2004 17 Marzo de la CNMV” and IR Best Practice Web guidelines. It is available in both Spanish and English, including specific sections on:

- Information about the company and its corporate profile.
- Presence in the Stock Exchange, where the company quote and performance graphs are offered online.
- Coverage of the company by the different broker houses.
- Financial calendar with upcoming dates for quarterly results, dividend payment date or any other corporate issue announced in advance.
- Dividends, quarterly results, CNMV relevant facts.
- Information on Corporate Governance.
- Documents on the regulation of the General Shareholder Meeting and the Board of Directors.

During the year 2010 there were a total of 91,832 page views and more than 29,400 unique visitors.
Commitment to our employees
8. Commitment to our employees

Milestones 2010

Rewarding our staff
- Designed and implemented post-IPO equity linked incentive schemes for all Amadeus employees, aligned to market best practice and business strategy

Developing talent
- Developed viable succession plans for all top management positions
- Improved talent review processes, with new tools to identify existing talent
- 50 business leaders engaged in coaching and mentoring relationships

Delivering effective and efficient support to people and to the organisation
- Conducted a Global Learning Needs Analysis, implementing a learning catalogue and introducing functional and leadership learning paths
- Expanded online training suite

Amadeus: a great place to work
- Amadeus North America included in Top 100 Best Companies to work for in Florida
- Amadeus Tube recognised as best practice for knowledge sharing by Melcurn
- First global employee engagement assessment

Challenges 2011

Communicating and engaging with staff
- Act on subjects highlighted in the Engagement Survey 2010
- Launch “People>Forward” campaign presenting services to employees
- Develop the Future Workplace, with improved collaborative ways of working
- Support employees in appropriate use of social media

Employee benefits
- Facilitate international mobility
- Implement a traveller’s risk management service, providing additional assistance
- Evolve our recognition programme into “Excellence Awards” celebrating the delivery of great projects

Talent, training and leadership development
- Build and launch a global induction programme for new employees
- Launch the “Your Recipe for Success” campaign promoting career development
- Launch the “e-Earning Points” scheme, incentivising the use of e-Learning courses
- Strengthen our leadership behaviours and develop competency and training frameworks for managers

Amadeus: a people company

Amadeus’ success has always been based on the contribution of each and every member of our staff. Every day we strive to make Amadeus a great place to work, a place where success is recognised, where innovation is encouraged, and where employees are empowered to achieve their professional goals.

After more than two decades, this focus on people has enabled our Company to see its solutions implemented in 195 countries. Our global presence has resulted in a special appreciation for diversity within the company and is a driver for greater innovation.

Key figures

A company committed to diversity and its employees
- Workforce of over 10,000 people
- 42% women
- 9.8% growth in total workforce in 2010
- 76% permanent active contracts

In 2010, our Company was made up of 10,270 workers, of which 76% have permanent active Amadeus contracts. About 42% of our permanent employees are women. Amadeus permanent staff grew 4.9% in 2010 compared with 2009 reflecting strong business growth.

Milestones 2010

Amadeus: a great place to work
- Designed and implemented post-IPO equity linked incentive schemes for all Amadeus employees, aligned to market best practice and business strategy
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Communicating and engaging with staff
- Act on subjects highlighted in the Engagement Survey 2010
- Launch “People>Forward” campaign presenting services to employees
- Develop the Future Workplace, with improved collaborative ways of working
- Support employees in appropriate use of social media

Employee benefits
- Facilitate international mobility
- Implement a traveller’s risk management service, providing additional assistance
- Evolve our recognition programme into “Excellence Awards” celebrating the delivery of great projects

Talent, training and leadership development
- Build and launch a global induction programme for new employees
- Launch the “Your Recipe for Success” campaign promoting career development
- Launch the “e-Earning Points” scheme, incentivising the use of e-Learning courses
- Strengthen our leadership behaviours and develop competency and training frameworks for managers

Amadeus: a people company

Amadeus’ success has always been based on the contribution of each and every member of our staff. Every day we strive to make Amadeus a great place to work, a place where success is recognised, where innovation is encouraged, and where employees are empowered to achieve their professional goals.

After more than two decades, this focus on people has enabled our Company to see its solutions implemented in 195 countries. Our global presence has resulted in a special appreciation for diversity within the company and is a driver for greater innovation.

Key figures

A company committed to diversity and its employees
- Workforce of over 10,000 people
- 42% women
- 9.8% growth in total workforce in 2010
- 76% permanent active contracts

In 2010, our Company was made up of 10,270 workers, of which 76% have permanent active Amadeus contracts. About 42% of our permanent employees are women. Amadeus permanent staff grew 4.9% in 2010 compared with 2009 reflecting strong business growth.
8.1 Team spirit

We place team success above individual gain and seek to maximise team performance. We value the contribution each individual brings. We work as a global and diverse community committed to organisational goals, promoting open and honest communication.

> A diverse team from 123 countries
> 34% of management positions held by women
> 2,955 employees trained on Amadeus Code of Professional Behaviour in launch phase
> Over 95 Internal Faculty members

An integral approach to managing human resources

Our global human resources structure provides a single framework for the entire company. This framework centralises our practices and policies while also providing flexibility to adapt to regional and local contexts.

Our human resources policy is aligned with our values and helps guide our decisions to achieve our strategic goals.

Principles from Amadeus Human Resources policy

We want Amadeus to be a great place to work, where rewards and recognition follow performance, where people are empowered to achieve their professional goals.

> A company with clear purpose, where employees feel engaged with the business.
> A work environment where values are lived out consistently, where principles of fairness and accountability determine reward, where we work hard and celebrate success together.
> A firm focused on talent, where continuous learning and development drive innovation and create new possibilities for our employees, for the company and for our customers.
> A diverse, global team working as one; seizing business opportunities with agility.
> A company recognized for its world class HR function.

The Amadeus Human Resources Steering Group meets regularly with the objective of co-ordinating and managing the development of our human resources projects and the work of human resources departments throughout the Company. Chaired by the Vice President of Human Resources, it is made up of human resources leaders from around the Amadeus organisation and forms a global, multi-cultural team with a unified strategy, balancing local requirements with global objectives. Overall efficiency and effectiveness are enhanced by sharing best practices and through the development of group-wide guidelines and programmes. Amadeus’ human resources management and systems are centred on three main activities:

Business Partner functions
Consulting senior management and line manager on strategic and operational HR issues and deriving HR solutions for business needs.

Specialist areas
Learning & training, development & career planning, employee/social relations, recruitment, internal communication, information systems, talent management and compensation & benefits.

Administration / shared services
Payroll services, benefits, time & attendance and contract administration and personnel controlling and reporting.

Notes:

<table>
<thead>
<tr>
<th>Employee turnover</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of men who left Amadeus</td>
<td>208</td>
<td>165</td>
<td>184</td>
</tr>
<tr>
<td>Number of women who left Amadeus</td>
<td>171</td>
<td>147</td>
<td>131</td>
</tr>
<tr>
<td>Total turnover rate</td>
<td>6.9%</td>
<td>5.7%</td>
<td>5.3%</td>
</tr>
</tbody>
</table>

Note: Only permanent employees included. These figures represent 77% of Amadeus staff; some subsidiaries are not included.
Diversity: a hallmark trait of Amadeus

Multi-culturalism and openness are at the heart of our identity. With employees from 123 countries speaking over 58 languages, our staff enrich the company with their different experiences and backgrounds. Amadeus’ longstanding commitment to accepting, acknowledging and promoting diversity stems from its wholehearted appreciation for the contribution of this extraordinary and diverse community.

We explicitly outline a multi-cultural approach as the first of the primary core competencies required of our employees. Our competency dictionary defines a multicultural approach as the ability to work “effectively with people from different backgrounds / cultures to accomplish business objectives, valuing and gaining benefit from the diversity of ideas / perspectives in a multi-cultural environment.”

At Amadeus we believe that protecting the rights and dignity of each member of our company in all situations is vital and worth standing up for. To this end, we believe in equal opportunity and fair treatment for all. We also explicitly and categorically reject any and all forms of discrimination based on gender, race, ethnic origin, age, disability, sexual orientation, family status, religion or political beliefs. For example, at a local level, Amadeus in Sophia-Antipolis has signed the French Diversity Charter.

Our zero tolerance for discrimination is reflected in our Code of Professional Behaviour which maintains “People first” as a guideline: “Amadeus respects and promotes international human rights and expects all its providers to uphold internationally recognised standards regarding working conditions and the dignified treatment of employees”. We take allegations of discrimination very seriously. There were no reported incidents on discrimination against the company for 2010.

Gender diversity

With regards to gender diversity, about 42% of our permanent employees in 2010 were women. Out of 1,912 management positions, 652 are currently held by women, representing 34% of the total. This reflects a 5.9% increase with respect to 2009. Furthermore, 32 women occupy executive management positions out of 123 total executive positions and two of the seven members of our Executive Committee are women. On our Board, the chair of our Nominations and Remunerations Committee is a woman.

People with disabilities

In line with our commitment to uphold the principles of the Diversity Charter, we also encourage initiatives that include and involve people with disabilities. Our Company collaborates closely with several associations that support disabled people within the company and in the community.

One such initiative is the Handi Project launched in 2004 in our office in Sophia-Antipolis, France. This program recruits and supports disabled people and aims to continue maintaining staff members in their position or research other possibilities for them after an accident or illness and to adapt their working space and hours if necessary. As such, Amadeus is a sponsor of Tadeo, a communication platform that allows deaf and hard-of-hearing people to receive and make phone calls, participate in meetings and be trained in full autonomy. In addition, the programme aims to enlarge the pool of competences by encouraging recruitment of people with disabilities in co-operation with external organisations, such as dedicated associations and universities. Through a four year partnership with Handiopl, a specialised recruiting website, all job offers are posted on the website as well as on Monster.com where positions at Amadeus are marked with the handicap flag. Finally the program aims to raise internal awareness about people with disabilities by initiating internal communication about disability. In order to reach these goals, we collaborate closely with several associations such as Adapt, Handyjob and Hanploi.

Workforce by region

<table>
<thead>
<tr>
<th>Region</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>6,895</td>
<td>7,255</td>
<td>7,998</td>
</tr>
<tr>
<td>North America</td>
<td>715</td>
<td>743</td>
<td>725</td>
</tr>
<tr>
<td>South America</td>
<td>369</td>
<td>485</td>
<td>508</td>
</tr>
<tr>
<td>Asia</td>
<td>716</td>
<td>752</td>
<td>873</td>
</tr>
<tr>
<td>Middle East and Africa</td>
<td>184</td>
<td>152</td>
<td>166</td>
</tr>
<tr>
<td>Total</td>
<td>8,880</td>
<td>9,388</td>
<td>10,270</td>
</tr>
</tbody>
</table>

Note: Only permanent employees. These figures represent 85% of Amadeus staff, some subsidiaries are not included.

Gender diversity

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men in management positions</td>
<td>66%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women in management positions</td>
<td>34%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Only permanent employees. These figures represent 85% of Amadeus staff, some subsidiaries are not included.
The importance of knowledge sharing at Amadeus

As an innovation-driven IT company, knowledge and information sharing across areas and teams is vital for developing new ideas and improving processes. Through a variety of online tools and collaborative working, and teaching programs, our employees are able to work together and learn from each other, making the most of our talent.

Inclusion of Amadeus Code of Professional Behaviour in the training programme

Training for employees in ethics began in 2008 and since 2009 we have included the Amadeus Code of Professional Behaviour as part of our training programme to ensure that all employees understand the importance of our values, and how we should work together.

In 2010, 2,255 people were trained about the Code through courses available in a variety of formats, from classroom lessons to virtual courses and e-learning modules.

<table>
<thead>
<tr>
<th>Number of employees trained in Amadeus' ethical codes of conduct, practices and procedures</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classroom</td>
<td>208</td>
<td>13</td>
</tr>
<tr>
<td>Virtual</td>
<td>93</td>
<td>0</td>
</tr>
<tr>
<td>e-learning module</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Started</td>
<td>487</td>
<td>2,537</td>
</tr>
<tr>
<td>Completed</td>
<td>399</td>
<td>2,242</td>
</tr>
<tr>
<td>Total</td>
<td>700</td>
<td>2,255</td>
</tr>
</tbody>
</table>

Training in ethics and the Code of Professional Behaviour has gradually been incorporated across the company through four phases:

1. **Corporate responsibility workshops for executives and country general managers**
2. **Code of Professional Behaviour "Train the Trainer" workshops for local and regional human resources staff**
3. **Code of Professional Behaviour training to key target groups**
4. **Code of Professional Behaviour e-learning module for all employees**

In the third phase, training was delivered to key target groups with particular functions, including human resources, finance, legal, general managers, procurement, internal audit, market managers and operations managers.

The fourth phase included an e-learning module available to all employees through the corporate e-learning platform. Local launches of this module were held between December 2009 and March 2011. It is currently available in English, Spanish and German and is mandatory for all employees at the time of the local launch. In addition, it is mandatory for all newcomers since the local launch.

In some subsidiaries, employees are also required to read and sign a copy of the Code of Professional Behaviour document which has been translated into the local language where this is not English, Spanish, German or French.

During 2010, there has not been any dismissals for not complying with the Amadeus Code of Professional Behaviour.

Leveraging our own talent through Internal Faculty

Amadeus Internal Faculty is an initiative with the objective of promoting the use of internal expertise. This programme is designed to promote the transfer of skills and knowledge within the company and to build performance and productivity in our organisation. It is a global programme with the aim of providing the organisation and its employees with high quality training and development opportunities whilst also improving cost efficiencies for training functions aligned with Amadeus business needs.

The programme has been launched successfully in a number of Amadeus locations. The Asia Pacific region is particularly active in promoting this initiative, launching in Bangkok in November 2009 with twelve Internal Faculty members and in Sydney in January 2010 with thirteen Internal Faculty members. Topics covered through internal classes include presentation skills, basic English conversation skills, IT Skills and basic solutions and industry skills amongst others.

This initiative contributes in many ways to individual and organisational development. Internal Faculty members benefit from the recognition they receive by contributing to the business and to peers’ professional development and through the improvement of their presentation and communication skills, amongst others. The organisation also benefits by prioritising agile and efficient use of internal resources, leveraging best practice globally and aligning training and development with the company’s business objectives.

Working collaboratively through active knowledge management

Our fast-growing business requires new methods of working together. As a global company, employees need to work together not only locally but also with colleagues all over the world. At Amadeus we foster collaboration and knowledge sharing throughout the organisation via proactive knowledge management. Through online tools, training and an organisational structure responsible for co-ordinating these efforts, we achieve a high level of team collaboration.

Knowledge management

Knowledge management is the process through which organisations generate value from their intellectual assets. Doing so involves sharing them amongst employees, departments and even clients, in order to identify and share best practice.

Effective knowledge sharing provides tangible advantages: it enhances employee performance, fosters innovation, and facilitates the exchange of its most important asset - the “know-how” of each of its employees.

Generating value through Knowledge management

Through “Opera Communities and Teamsites”, a web-based knowledge management tool accessible via the Opera intranet, Amadeus promotes a knowledge sharing culture amongst employees, enabling them to exchange information easily and so generate value for the firm. Opera Communities and Teamsites allow groups to share files, participate in discussions, work remotely on the same document and access information in a common place.

This increases collaboration by providing dynamic and interactive spaces for members to contribute their own ideas and content as well as comment on or contribute to other people’s work.

In order to manage this online community, a global network of Knowledge Coordinators has been established with the aim of giving guidance and advice for web solutions projects. Clear roles and responsibilities have also been defined, from establishing architecture to promoting knowledge exchange.

Opera Communities and Teamsites
8.2 Partnership

We understand our colleagues, customers and suppliers’ perspectives and recognise and balance our own interests and needs with theirs. We develop long lasting relationships based on trust, respect and integrity.

- 80% of employees regularly access Opera, the corporate intranet portal
- 34 teams participated in the Amadeus Video Challenge

Clear communication with employees and workers’ councils

At Amadeus, we respect every country’s legal and cultural characteristics. Thus we partner with employee representatives as appropriate and do not impose a particular system or set of rules in the countries where we operate.

In all cases, we respect employees’ right to freedom of association and trade union representation and are committed to informing and consulting, as needed, with labour partners. In this respect, 64% of our employees are covered by collective bargaining agreements.

In the event of significant operational changes, we are committed to treating all our employees fairly. We provide appropriate notice periods and we follow the legal information and consultation requirements within the countries when implementing changes. The length of the notice period depends on the type of operational change being made. We always assess the impact of operational changes on employees with great care, establishing a plan including communication with labour partners and employees. Even where legal obligations or labour partners are absent, our company ensures regular communication is maintained with all impacted employees.

At a European level, we inform employee representatives, as per the agreement signed with the Amadeus European Employee Council, in a timely manner, providing information that allows employee representatives to undertake an in-depth assessment of the possible impact of a change. Dialogue is established to exchange views between the employee representatives and the management of our Company, in a timely manner and with the information which allows employee representatives, on the basis of information provided, to express an opinion on measures envisaged by management, which will be considered in the decision making process.

Collaborating in good faith with our labour partners

Amadeus was one of the first companies to establish a European Works Council, which represents the interests of all our European employees. Currently, twelve representatives attend meetings throughout the year with management. Our Company informs them of different projects, policies and activities with transnational scope and also consults them when required. We strive for a strong relationship based on trust, confidentiality and goodwill.

Internal communication based on open, fluid and two-way dialogue

As an information-based Company, Amadeus thrives by sharing information and knowledge across borders and across businesses in working environments that foster open, fluid communication. As such, one of the fundamental characteristics of our Company’s internal communication is that it is based on trust in employees to use the communication technologies available to them in ways that best suit their professional development needs.

Opera

The central communications channel with employees is Opera, Amadeus corporate intranet portal which is open to all our employees worldwide. It connects the Amadeus community through one unique web-based interface and is accessed regularly by 80% of employees. Opera houses corporate policies, news, videos, publications, and business tools. It also serves as a site where employees can learn more about the company, our customers and our products. Employees can navigate through more than 150 environments, and work collaboratively in the Amadeus Wiki as well as in nearly 600 communities and team sites.

Amadeus Tube

The most popular part of our intranet is Amadeus Tube, a user generated channel where employees are encouraged to upload videos, presentations or other content to share with other employees. The site promotes interactivity as employees can comment, rate, download and forward content to others. Although the company does not exercise any control of the channel, it does publish conditions for its use and emphasises that employees are responsible for what they upload and must take into account Amadeus’ Code of Professional Behaviour.

Amadeus Tube is used to disseminate company news through weekly bulletins that are more attractive than universal emails, and employees find Amadeus Tube to be a useful tool for knowledge sharing. This unique combination of guidelines and freedom has proven successful, in its two years of existence Amadeus Tube, there were no reported incidents of any kind.

Amadeus Video Challenge

The Amadeus Video Challenge was launched in July 2010. The contest originated from our “Brighter, Bolder, Better” marketing campaign and gave employees the opportunity to show their own interpretation of what this meant to them by making their own video.

“Brand Challenge” bags containing a handheld video camera, a clapperboard and an instructions book were distributed around the company. Employees were encouraged to shoot videos, upload them to Amadeus Tube and promote them amongst their colleagues who could vote for their favourite videos and comment on them.

34 teams from around the world submitted videos. Contributions came from Argentina, Colombia, Egypt, France, Germany, Hong Kong, Nigeria & Ghana, the Philippines, Saudi Arabia, South Africa, Spain, Taiwan, the UK and the US. The top three winners went to London where they worked with professionals to make a special Amadeus staff video compilation.

Amadeus Video Challenge was highlighted as a case study in Melcrum’s Special Report on “Maximising the business value of video” for Amadeus innovative and “effective means of conveying strategic messages across the business”.

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**Percentage of employees covered by collective bargaining agreements**

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>64%</td>
<td>64%</td>
<td>64%</td>
<td></td>
</tr>
</tbody>
</table>

Note: data covers 78% of Amadeus staff, some subsidiaries are not included.
8.3 Excellence

We develop innovative solutions, ‘best in class’ technology and services that enable our customers’ success. We strive to continuously improve business performance and deliver on our commitments.

- 77% of employees hold a university degree or higher.
- 85% of employees speak two or more languages.
- 67% of employees are satisfied with working at Amadeus.
- Amadeus North America named one of Florida’s Best Companies to Work For.

Attracting and retaining the best

At Amadeus we seek highly skilled and high performing staff. In clear alignment with our philosophy, Amadeus’ staffing strategy is based on growing talent within the company.

Through our talent attraction and retention policies, we have been able to build:

- Capacity to motivate people with complex and innovating projects.
- Strong perspectives for career evolution.
- A competitive compensation package.

In the past four years, our Company has taken on 300 IT recruits per year with young graduates coming from the best universities and business schools across Europe.

Our employees are highly educated, 77% hold a university degree or higher and 85% speak two or more languages.

Our company maintains marketing offices around the world providing local sales, customer service and support. For these offices, we prefer local recruitment whenever possible.

Competitive compensation and benefits

At Amadeus we offer competitive benefits to our employees that are specific to market needs and comply with local legislation. Each of our companies creates a local policy in a consistent and fair manner with market best practice, which is approved by corporate Human Resources.

We seek to incentivise our employees through variable remuneration schemes linked to individual and company performance. We believe this comprehensive approach to reward reinforces our strong corporate culture and helps us maintain our sector leadership.

A competitive remuneration package is key to attract and retain the best talent, therefore Amadeus provides comprehensive benefits packages (aligned with the Social Security legislation, tax legislation and market practice in each location). The majority of our permanent employees are entitled to a defined contribution retirement plan, life and disability insurance, a medical plan and comprehensive travel insurance for business trips, plus all business travellers and employees on international assignments are covered by an emergency medical & security cover.

In addition, some sites offer meal allowances and kindergarten allowances or facilities. Some innovative benefits offered in some Amadeus sites include discounted fresh fruits offered to employees and healthy eating programmes.

Defining core competencies at Amadeus

In order to define a clear and systematic set of core competencies, our Company has developed the ‘Amadeus Competencies Dictionary’, which outlines behaviours expected of employees that can be observed, measured and developed.

In addition to defining key leadership characteristics required by our business strategy, we have developed a unique “Amadeus Leadership Competency Profile” which is used when evaluating management positions.

The twelve competencies included in the leadership profile are associated with success in management roles and help managers understand not only what needs to be achieved but also how it should be delivered. These competencies, along with experience and professional knowledge, are an essential part of excellent performance.

Employee recognition

Every year, Amadeus gives out “Quality Awards” to recognise and reward teams within the company that have undertaken business or process improvement actions which enhance our success. In addition to recognising efforts made by employees to improve processes, this initiative facilitates the sharing of good practices, increases awareness of organisational excellence and the role that quality management has to play in its achievement.

Amadeus North America’s recognition programme “Keys to Our Success” has been recognised internally as a best practice and we are currently looking to extend the concept globally. The “Keys to Our Success” programme helps management to recognise employees and also allows employees to recognise their peers. In addition, every year Amadeus holds the “Great Interns Contest” in which interns who show exceptional skills are recognised for their efforts during their time in the company. Finally, we also ensure special recognition every year for employees who have worked for our company for ten and twenty years through anniversary awards and the personal congratulations of the CEO.

Measuring and building engagement

Employment engagement is a key driver of business success. In 2010, we held our first worldwide engagement survey open to all employees, with a 79% participation rate. The online survey was carried out by Gallup, a respected global research firm that focuses on employee engagement. This survey will be repeated every eighteen months and action plans will be developed from the results, becoming an ongoing part of our way of doing business.

We decided to focus the survey on employee engagement as it determines how involved and enthusiastic employees are with their work. Extensive research has demonstrated that assessing engagement produces clearer messages and so enables more concrete action. Engagement is also demonstrated to have impact on both the performance of the company and the well-being of employees. The overall results of the engagement survey showed that 67% of employees are satisfied with Amadeus as a place to work, 26% are neutral and 7% are not satisfied.
8.4 Leadership

We enable our people to be confident in taking the lead.

We are leaders in our business and support our customers to realise all of their potential.

Our people and teams are regularly recognised as industry leaders

4.8 million Euros are invested in training

Employees received 151,812 hours of training in 2010

Over 450 e-learning courses are available for employees online

At Amadeus, a fast moving company in a highly competitive sector, we are not only highly results orientated, but also aware of the difference our people make and how they contribute to our success. Amadeus regularly receives awards. In 2010, we were thrilled that Kay Urban and Vic Pynn were personally recognised as business leaders. Kay Urban, President and CEO Amadeus Americas, was awarded the Travel Weekly lifetime achievement award. Vic Pynn, Executive Vice President of Amadeus Americas was honoured as one of the 25 most influential executives of the Business Travel Industry of 2010.

We understand that leadership means continual innovation and investment. Thus, we take seriously the need to prepare our people for the future. Our approach is to provide tools that enable employees to take responsibility for and act on their own career development. Amadeus offers its employees a comprehensive range of learning and professional skills development opportunities closely aligned with business needs and strategy.

Encouraging professional development

At Amadeus we have various processes that are designed to encourage, monitor and assist our staff in the achievement of personal development goals with a view to furthering their careers in the organisation. Policies for systematic establishment and review of performance objectives for all staff members are also in place.

We carry out annual performance and development interviews and mid-year reviews as part of the ongoing performance management process. The performance and development review process begins with organisational goal setting of central strategies, goals and business initiatives for the coming year. During the annual review, the employee and his/her line manager examine the position held by the employee, review what was achieved during the previous period, and determine the objectives and personal learning plan for the coming period. The overall performance management process can be broken down into the following steps:

We aim to provide all our staff with regular performance and career development reviews. In Sophia-Antipolis, Amadeus’ largest site, 96% of the staff went through the complete performance and career development review process for 2010.
Improving through Internal Development Centres

Internal development centres form part of the development programme in some Amadeus sites, in addition to regular reviews. A development centre is the combination of an appraisal session with a development session where the aim is to identify the fit between the individual and the required profile by detecting strong points as well as areas of improvement. The behaviours displayed by participants are recorded by the observers who are specially trained in the Amadeus competency model and the exercises used. This data forms the base information for employees’ competency evaluation and feedback sessions. Following feedback received, managers and participants agree on personal development plans.

Amadeus Coaching and Mentoring Programme

Since 2002, our Company has been supporting employees in their development efforts via coaching and mentoring implemented in almost all Amadeus sites. The Amadeus Coaching and Mentoring Programme has been successful in accelerating development and delivering benefits for the organization.

The aim of the programme is to improve teamwork across sites and regions, and thus it is focused on creating cross functional and cross regional coach/learner relationships. The Coach and Mentoring Programme also aims to:

- Improve knowledge and skills transfer.
- Break silos and expand open communication.
- Make employees and leaders better prepared for change.
- Enhance leadership skills and management of teams.

Training and education programs

At Amadeus we place great importance on the continuous growth and development of our staff and have been steadily investing in training programs. Over the past years, we have consistently invested in training around 0.18% of our revenues and we are measuring the added value of the training for the employee through systematic training evaluation in our main sites. The training programs offered to employees fall into three categories:

- Management and leadership programmes aimed at newly appointed managers.
- Soft competencies and behaviour programmes that focus on topics such as communication, negotiation and time management, among others.
- Knowledge based programmes that cover specific areas such as software development, finance and marketing.

Maximising the potential of e-learning

We have significantly expanded e-learning as a core feature of our development programmes. Amadeus e-learning World is accessible to all our employees.

This electronic platform provides employees with over 450 different e-learning courses, organised according to Amadeus’ core competencies, allowing employees to focus on the areas that they most need to develop.

Personal Learning Plans

In order to ensure that employees are able to acquire the knowledge, understanding and skills necessary to advance and develop their careers, our employees develop Personal Learning Plans (PLPs). PLPs are personal tailor-made plans that are adapted to employees’ needs and circumstances and include a variety of activities, not only training. Learning methods in PLPs also include the job learning, coaching and mentoring, self-study, special projects and feedback, amongst others.

<table>
<thead>
<tr>
<th>Hours of training by employee category</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>VP’s and Directors</td>
<td>832</td>
<td>317</td>
<td>479</td>
</tr>
<tr>
<td>Senior Managers &amp; Managers</td>
<td>19,909</td>
<td>18,311</td>
<td>22,619</td>
</tr>
<tr>
<td>Staff</td>
<td>114,127</td>
<td>123,946</td>
<td>128,714</td>
</tr>
<tr>
<td>Total</td>
<td>134,868</td>
<td>142,574</td>
<td>151,812</td>
</tr>
</tbody>
</table>

Note: Figures cover 80% of Amadeus staff, some subsidiaries are not included.

Amadeus e-Learning World Snapshot

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total connected users</td>
<td>8,582</td>
</tr>
<tr>
<td>New connections in September 2010</td>
<td>56</td>
</tr>
<tr>
<td>Courses taken in September 2010</td>
<td>762</td>
</tr>
<tr>
<td>Top 3 soft skill courses taken in September 2010</td>
<td></td>
</tr>
<tr>
<td>1. Asserting Yourself Professionally</td>
<td></td>
</tr>
<tr>
<td>2. Effective Thinking and Creative Problem Solving Simulation</td>
<td></td>
</tr>
<tr>
<td>3. Making Decisions Dynamically</td>
<td></td>
</tr>
</tbody>
</table>

Learning activities are followed up by an evaluation noting successes and difficulties, then identifying situations in which new skills and competencies can be applied. As the key to successful growth and career development is a sense of personal responsibility for development, PLPs are treated seriously. They include objectives, concrete benefits to be gained, methods to be used, action items and deadlines.
Ensuring the health and safety of employees

With relation to health and safety, our Company has a low injury and accident rate as a result of its activities taking place in an office environment. Nonetheless, we have proactively developed initiatives to improve employee health and well-being at work and considered the Company’s “duty of care”, which form part of our focus on employee welfare and satisfaction. In 2010, there were 27 accidents, of which 15 took place whilst employees were travelling to or from work. The injury rate was 0.49 accidents resulting in 0.01 lost days per thousand hours worked for 2010.

Injury rate:(1) Number of accidents resulting in lost days per million hours worked.
Lost day rate:(1) Number of days lost due to accidents per thousand hours worked.
Common illness rate (%): Number of working hours lost due to common illness per theoretical total working hours in the year.
Absentee rate (%): Number of absentee hours lost, expressed as a percentage of the theoretical total working hours in the year.

The purpose of our Health and Safety Policy is to ensure that all Amadeus companies fulfill local requirements regarding health and safety. Thus, the Amadeus Health and Safety Policy states that each company of the Group is required to approve a health and safety policy with the proper requirements established according to the applicable local legislation.

At the same time that we globally and consistently strive to make Amadeus a great place to work, workplace health and safety is managed locally in each Amadeus site to ensure appropriate and significant measures and actions. Therefore, procedures in line with our health and safety policy should be developed and applied at the local level. In addition, health and safety committees are present at site level as required by local legislation.

Beyond following legal requirements, a variety of other innovative initiatives exist across Amadeus. For example, Madrid employees can benefit from the employee assistance programme, a confidential hotline available to employees so that they can take steps towards resolving personal problems. The Madrid-based unit has also implemented services such as the vitalista program, which offers healthy daily menus and nutrition tips to employees. In Sophía-Antipolis Amadeus has implemented a programme to improve wellbeing and stress awareness via two workgroups of staff and managers which meet each month to suggest tools, set up stress diagnostics and implement action plans. The Erding unit is running a Healthweek initiative to raise awareness about employee well-being. During Healthweek, every employee gets a unique opportunity to learn and actively participate in initiatives that encourage healthy lifestyles. From 22nd to 26th February 2010, employees were offered massages, Fit back, Business Yoga, Thalobio courses, work-life balance seminars, cookery courses and many other health related activities. The biggest German health insurer, AOK & Techniker, was invited to the site during this week. In some locations, employees are regularly trained for first aid and doctors are regularly physically present on site.

In order to prevent the spread of sickness and colds, communications and poster campaigns on hygiene are carried out throughout the Company. During the H1N1 pandemic, internal preventive communications and awareness campaigns were held and masks and vaccinations were bought. During this time, a plan of continuity was developed and an emergency response force was ready to take action across Amadeus.

<table>
<thead>
<tr>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Injury rate</td>
<td>0.45</td>
<td>0.50</td>
</tr>
<tr>
<td>Lost day rate</td>
<td>0.04</td>
<td>0.01</td>
</tr>
<tr>
<td>Common illness rate (%)</td>
<td>2.35</td>
<td>2.37</td>
</tr>
<tr>
<td>Absentee rate (%)</td>
<td>2.37</td>
<td>2.46</td>
</tr>
</tbody>
</table>

(1) Figures cover 51% of Amadeus staff, some subsidiaries are not included.
(2) Figures cover 58% of Amadeus staff, some subsidiaries are not included.

Case study: "Keep the Balance"

In 2009 Amadeus Germany initiated a wellbeing program called “Keep the Balance” to understand where employees feel stress in their daily work. A project team was established between human resources and the Works Council to carry out the project in collaboration with the Research Centre of Industrial and Social Medicine and the school of Applied Psychology at the University of Applied Sciences Northwestern Switzerland.

First a survey was distributed to find out the main causes of stress at Amadeus Germany. Every unit carried out a workshop together with the university to explain and understand the individual team results and to choose one particular issue to work on for one year. The managers also held workshops with their teams to work on the selected topic and to develop an action plan for the year.

In this context many actions were carried out within the units such as team development, coaching and workshops. The project team itself chose to launch programs regarding noise and interruption of work by colleagues through ergonomics sessions and measures to reduce noise.

Moreover, work load, the second issue that arose in the survey was also addressed. A pilot project was carried out with one business unit that voluntarily chose to work in this area. Amadeus held awareness sessions with all the managers of this unit and professors from the university, which provided a very good overview of all the factors that can lead to feelings of overload, burnout, illness, and measures to prevent them. Currently, further concrete activities are being planned for this business unit.

In the following stages, these experiences will be used to design actions that can be extended to other business units.
Commitment to our customers
9. Commitment to our customers

Milestones 2010

- Increased partnerships with key airline customers by entering into long-term full content distribution agreements, including ancillary services
- Launch of new products and product upgrades in line with customer and market requests. For example, Amadeus became the first provider to receive official IATA approval for the electronic messaging standard Electronic Miscellaneous Document (EMD).
- Migration of major airlines, such as Air France-KLM, to the inventory module of Amadeus Altéa Customer Management System, increased the total passengers handled by Altéa to more than 372 million in 2010.
- Amadeus continued to upgrade and roll out our customer service CRM, integrated telephony and customer CRM software to our internal customer service, sales employees and customers worldwide.
- Continued and enhanced partnership with travel agencies, with particular focus on innovative technology solutions adapted to the local customer needs, like the Amadeus OneClick solution launched in Asia-Pacific.
- Implementation of additional premium support services for both airline and travel agency customers, particularly in the area of e-Commerce, Altéa, mid-office and APIs.
- In software quality, we have improved the coverage of our automated quality testing combined with efforts to increase the resolution time of any incidents reported.

Challenges 2011

- To continue to support all our customer segments, to help them achieve their goals and make sure they are satisfied with the services Amadeus provides.
- To further improve the quality of migration of large airline and travel agency customers to the Amadeus services.
- To reduce the waiting time for standard product implementation.
- To improve customer satisfaction measurement and to carry out a study to determine the most effective customer communication channels.
- To deliver new fully scalable product functionality to the market for high transaction use.
- To continue to reduce the ratio of problem incidents raised on our software to the overall volume of transactions processed.
- To increase specialised support to customers across the different business areas with more focus, better management and better proximity to customers.
- To continue adoption of internal and customer self service tools for fast efficient response and resolution of any customer query.
- To build a new support structure for the emerging hotel IT business.

Key figures

- Number one in two synergistic business lines
- 850 million total billable travel transactions processed in 2010
- Customer operations through 73 Amadeus Commercial Organisations
- We operate in 195 countries

Created as a Global Distribution System, Amadeus is a pioneer in the travel industry. We currently provide distribution and technology solutions to help our customers adapt, grow and succeed in the fast changing travel industry. Customer groups include travel providers (airlines, hotels, car rental companies, railway companies, ferry lines, cruise lines, insurance companies and tour operators), travel sellers (travel agencies) and travel buyers (corporations).

Our tagline, “Your technology partner”, reflects the company’s committed approach towards customer relationships. We focus on building and maintaining mutually beneficial long-term relationships. This stability helps us to develop an understanding of how we can maximise our customers’ successes, through the provision of technology.

Our commitment to customers is based on:

- Understanding business needs and technical requirements of our customers.
- Dedicating efforts and resources to continuously evolve products according to customer needs.
- Providing the broadest range of travel provider content.
- Servicing our customers through motivated and experienced staff with 24-hour-a-day support available globally.
- Ensuring highest levels of connectivity and operational service of our technical platforms.

Key figures

- Number one in two synergistic business lines
- 850 million total billable travel transactions processed in 2010
- Customer operations through 73 Amadeus Commercial Organisations
- We operate in 195 countries

16  EMD provides a standardised method to issue, manage and fulfilling the sale of all airline services.

17  Total billable travel transactions processed include air and non-air travel agency bookings, passengers boarded (PNRs) and e-Commerce passenger name records (PNRs).
9.1 Our customers

Understanding the long term needs of our customers is the foundation of our partnership with them

- More than 441 million bookings processed in 2010
- More than 372 million passengers handled by Amadeus Altéa in 2010
- 2.5 million annual service contacts with customers

Amadeus provides a comprehensive offering to the travel and tourism industry. These combine technology in distribution, IT, point of sale solutions and more, helping our customers to take advantage of the technology and convert it to business success.

The table below includes information about travel providers and travel agencies using the Amadeus system, as well as information on the volumes processed through the Amadeus distribution platform.

<table>
<thead>
<tr>
<th>Key customer related indicators</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel agency points of sale (locations)</td>
<td>–</td>
<td>–</td>
<td>90,000</td>
</tr>
<tr>
<td>Airline sales offices (locations)</td>
<td>–</td>
<td>–</td>
<td>59,000</td>
</tr>
<tr>
<td>Airlines that can be booked in Amadeus</td>
<td>478</td>
<td>465</td>
<td>436</td>
</tr>
<tr>
<td>Airlines storing flight schedules in Amadeus</td>
<td>718</td>
<td>712</td>
<td>713</td>
</tr>
<tr>
<td>Air Travel Agency bookings processed and billed (in millions)</td>
<td>364.2</td>
<td>352.4</td>
<td>382.4</td>
</tr>
<tr>
<td>Car rental companies available in Amadeus</td>
<td>25</td>
<td>26</td>
<td>29</td>
</tr>
<tr>
<td>Hotel properties available in Amadeus</td>
<td>80,000</td>
<td>86,000</td>
<td>87,000</td>
</tr>
<tr>
<td>Cruise lines</td>
<td>18</td>
<td>20</td>
<td>21</td>
</tr>
<tr>
<td>Rail companies</td>
<td>106</td>
<td>107</td>
<td>103</td>
</tr>
<tr>
<td>Ferry companies</td>
<td>3</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Tour operators</td>
<td>190</td>
<td>190</td>
<td>204</td>
</tr>
<tr>
<td>Amadeus airline IT customers (Reservation)</td>
<td>144</td>
<td>134</td>
<td>142</td>
</tr>
<tr>
<td>Amadeus airline IT customers (Inventory)</td>
<td>–</td>
<td>90</td>
<td>109</td>
</tr>
<tr>
<td>Amadeus airline IT customers (Departure Control System)</td>
<td>–</td>
<td>40</td>
<td>61</td>
</tr>
<tr>
<td>Passengers Boarded (PBs) (in millions)</td>
<td>193</td>
<td>237.5</td>
<td>372.3</td>
</tr>
</tbody>
</table>

18 The definition of travel agency point of sale and airline sales offices changed in 2009, therefore the figures from previous years are not comparable
19 In 2008, the number of airlines that contracted either the Altéa inventory and/or Altéa DCS was 66
20 Represents the number of passengers boarded onto flights operated by airlines using our Altéa inventory and, in some cases Altéa Departure Control modules during the year indicated.
We offer travel providers (today, mainly airlines) an extensive portfolio of technology solutions which automate certain mission-critical business processes, such as reservations, inventory management, and other operational processes, through our IT Solutions business area.

Additionally, we have started to expand our IT Solutions business area to include offerings for other travel providers, such as hotel and rail operators.

Our core Distribution and IT Solutions business areas exhibit strong technological synergies. In addition to the sharing of technology and product development across our Distribution and IT Solutions business areas, which gives our customers the benefit of common IT and software applications and platforms, both business areas also benefit from sharing a data centre and communications network.

In addition to sharing technological synergies, we are able to leverage our organisational structure to support both business areas. Our global network of local ACOs supports both business areas on the ground, providing local knowledge and improved access to our customers, while we also benefit from economies of scale through a shared customer support infrastructure. Being present in two closely linked businesses allows us to use deep industry knowledge gained in one area of business to benefit the other.

### Distribution customers

Distribution customers include travel providers and travel agencies.

Our two-sided distribution business operates at the nexus between travel providers, who make their wide range of travel products available to Amadeus’ system, and travel agents and airline sales offices that use the system to make reservations for individual travellers.

The larger the network of customers, the more attractive it is for all participants and the more transaction revenue is generated. This enables us to invest more in research and development to provide better products within the network, further increasing its attractiveness.

The table below illustrates the geographic spread of the bookings processed through the Amadeus platform in the years 2008 to 2010:

<table>
<thead>
<tr>
<th>Geographic distribution</th>
<th>GDS Travel Agency Air bookings (in millions)</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Europe</td>
<td></td>
<td>183.6</td>
<td>172.8</td>
<td>183.2</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td></td>
<td>47.8</td>
<td>47.9</td>
<td>53.3</td>
</tr>
<tr>
<td>Middle East and Africa</td>
<td></td>
<td>34.1</td>
<td>42.1</td>
<td>48.3</td>
</tr>
<tr>
<td>Central Eastern and Southern Europe</td>
<td></td>
<td>37.2</td>
<td>34.2</td>
<td>38.3</td>
</tr>
<tr>
<td>North America</td>
<td></td>
<td>35.1</td>
<td>31.9</td>
<td>34.7</td>
</tr>
<tr>
<td>Central and South America</td>
<td></td>
<td>26.6</td>
<td>23.5</td>
<td>24.6</td>
</tr>
</tbody>
</table>

### IT customers

Amadeus IT solutions

Airlines

Airports

Ground handlers

Hotels

Rail operators

Travel providers

- Airlines
- Insurance companies
- Cruise and ferry lines
- Tour operators
- Hotel properties
- Car rental companies
- Railways

Travel agencies

- Travel management companies
- Business travel agencies
- Leisure travel agencies
- Online travel agencies
- consolidators
- Single-site agencies
- Travel search companies
- Airlines sales offices
- Websites connected to Amadeus direct sell technology

The table below illustrates the geographic spread of the bookings processed through the Amadeus platform in the years 2008 to 2010:

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<tr>
<td>Central and South America</td>
<td></td>
<td>26.6</td>
<td>23.5</td>
<td>24.6</td>
</tr>
</tbody>
</table>
9.2 Incorporating customers’ needs into products

We use a wide variety of mechanisms and processes, such as direct feedback from local Amadeus offices and direct collaboration, to ensure that the products and services we offer our customers are in line with their needs and expectations.

Leveraging ACOs and regional hubs to understand customer needs

Amadeus has a strong local presence through both our ACOs and regional hubs. These are our best source of information and inspiration for the community products development strategy at Amadeus Research and Development Centre in Nice.

Amadeus regional representatives build market programmes based on their knowledge of market needs and trends which are provided to the Amadeus Travel Agencies Committee and Airline Distribution Committee in order to:

- Assess business needs
- Turn business needs into product development strategy propositions
- Set and manage market priorities

Once approved, the propositions are turned into one or several projects managed by Product Management teams.

As an example, our Global Product Management organisation sends functional experts with product strategy knowledge to the regions in order to improve understanding of local requirements and specificities and to improve knowledge transfer to regional teams on our community products’ evolution and innovation.

Additionally, Distribution Product Management works closely with a selection of customers who are representative of thought-leaders, who are willing to participate in Amadeus product innovations and enhancements in an active way.

Partnering with customers in Amadeus’ collaborative product development

We involve our customers at every phase of our new collaborative product development process based on partnership to ensure the best decisions are made, shortening the development timeline.

The Amadeus software development process

Amadeus follows a standard Software Development Process, with minor variations per product line. The Amadeus Development Methodology is based on the Software Engineering Institute’s Capability Maturity Model Integration (CMMI) model. In addition to Corporate ISO 9001 certification, each individual software development group also goes through the CMMI assessment cycle. The development process is fully compliant with ISO Product realisation guidance for requirements, design and development, integration, verification, validation and implementation, which includes traceability and defect handling. The Development process also complies with recommended practice for customer related processes including requirements, development, reviews, acceptance and sign-off, validation, maintenance and operation. The methodology ensures that usability, quality, performance, stability and scalability exit criteria targets are met before delivery of the applications to end-users.

Our Airline Community Governance is an example of collaborative product development. In order to ensure that Airline IT products and Amadeus’ investments in new developments evolve in line with the needs of its customers and the industry, we carry out regular Airline Community Governance meetings. Four customer groups meet to deal with the following services: Altéa reservations, Altéa inventory, Altéa departure control customer management and Altéa departure control flight management.

In these multi-lateral meetings, held twice a year, airlines present and discuss their requirements and agree on what proposals for new developments can be submitted to the community. These meetings provide clear guidance on how to ensure that our resources are optimised when responding to industry needs, giving priority to customers.
Ensuring user friendly and satisfying products

Producing user friendly and satisfying products results from a thorough understanding of the needs of the user. Highly innovative software companies have understood that User Experience Research, also called Ergonomics or Human-Computer Interaction, is key to gathering invaluable insights from their users to drive design from the earliest stages of development, resulting in highly efficient IT tools.

At Amadeus, the User Experience is crucial and goes alongside product functionality and performance. This is why we have set ourselves ambitious goals for our next generation Business-to-Business and Business-to-Customer products: to develop the most usable graphical interfaces based on the findings of research carried out with end-users around the world.

The Amadeus User Experience research team follows a four-step reiterative approach to answer Product Management requests, from Research to Guidelines:

Amadeus User Experience four-step reiterative approach

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Build tests</td>
</tr>
<tr>
<td>2</td>
<td>Collect data</td>
</tr>
<tr>
<td>3</td>
<td>Analyse data</td>
</tr>
<tr>
<td>4</td>
<td>Produce User Interface Guidelines</td>
</tr>
</tbody>
</table>

By investing in User Experience Research, we are ensuring our products can reach the level of productivity and user-friendliness expected by our users and customers. Moreover, by applying this upstream reiterative process, we are able to creatively explore ideas before big technical investments are made, thus avoiding expensive and time-consuming redesigns later on.
9.3 Customer dialogue channels

Devoted and expert customer service is key to the success of all Amadeus solutions. Wherever our staff are located, in whatever part of the company, regular contact with our customers in various shapes and forms is a fundamental part of our business culture.

Amadeus acts as a proactive partner in long term engagements, which is underpinned by the long term contracts we establish with our customers; travel agency contracts typically last three to five years and airline contracts last five to ten years or longer.

Partnership between Amadeus and our customers provides mutual benefits as, on the one hand, it allows customers to get all the benefits of a tailored technology solution, without the high development costs of an in-house solution, and on the other, we gain a clear and accurate understanding of the business-critical issues for travel companies as well as developing IT solutions shaped by real business needs and opportunities.

Through a variety of dialogue channels, online support and 24/7 helpdesks, we are able to provide quick, effective problem resolution and round-the-clock service.

Amadeus Commercial Organisations

Amadeus Commercial Organisations (ACOs) are our local offices that support both the distribution and IT business areas on the ground, providing local knowledge and improved access to customers, with special focus on travel agencies, while also benefiting from economies of scale through a shared customer support infrastructure. Thanks to ACOs, we can be both geographically and culturally closer to our customers, with more people on the ground managing accounts and looking after customers every day, and thus in touch with local needs and concerns. Currently we have 73 Amadeus Commercial Organisations covering 195 countries.

The map below indicates the countries in which we have a local presence and the location of Amadeus central and regional centres.

<table>
<thead>
<tr>
<th>Number of ACOs worldwide</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
</tr>
<tr>
<td>69</td>
</tr>
</tbody>
</table>

Global and Regional Customer Services

Amadeus Global Customer Services provide learning and support services to our customers by leveraging the company’s technology, people and processes.

First level customer support services for travel agency customers are generally provided by the Amadeus Commercial Organisations in each market. In the Americas however, the Global Customer Services organisation operates the Amadeus Customer Service Centre based in San Jose, Costa Rica and Buenos Aires, Argentina as the sole point of contact for all travel agency customers in North and Latin America. These functional and technical support services are provided in both English and Spanish. In addition, Amadeus Brazil provides front line support to travel agency subscribers in the Brazilian market in the local language.

In most cases, airlines and other travel providers provide their own first level support to their organisations. However, eight airlines have selected Amadeus to provide this first level support on their behalf, in particular for Airline IT system support.

Second level support is provided by Service Management Centres, a virtual support organisation located in Bangkok, Miami, Nice, London and Sydney. This ‘Follow The Sun’ organisation provides seamless 24 hour coverage, seven days a week. This concept has always been at the core of Amadeus’ operations as a tried and tested way of providing seamless global support to customers. Service Management Centres are comprised of specialised global teams dedicated to each business area such as Airline IT, Distribution, Hotel IT and e-Commerce.

As an example of our efforts to get closer to customers and to be able to respond faster to their regional needs, parts of our training organization have been regionalised by creating regional training centres. In 2010, a new training centre was set up in Buenos Aires specifically to provide training services in Spanish to airline customers in Latin America. Similarly, a new training centre was also established in 2010 in Bangkok to better respond to the needs of Amadeus airline customers, often in local languages, in the Asia Pacific region.

Amadeus has also invested in innovative online self service solutions for its customers. Today, some 40,000 customers in 35 markets are serviced online via the Amadeus e-Support Centre.
Amadeus’ global sales guidelines

Formal guidelines have been established for our global sales process which are regulated through the Customer Relationship Management (CRM) system. Each sales opportunity follows the phases indicated below:

Sales process
- Target
- Assess needs
- Propose
- Negotiate
- Close
- Implement

Our sales people have vast knowledge about the company’s products and solutions. They are often moved between the customer service department, product management and into sales roles so that they know the details of Amadeus’ solutions and are able to offer good support to existing and potential customers.

As an example of this customer centric approach, in 2010 we developed the Airline Customer Extended Account Team, a structure for airline account management which will be rolled out in 2011. This new structure provides an integrated, accountable team in order to ensure high customer satisfaction by:

- Providing a single entry point into Amadeus for all commercial, functional, delivery, and operational topics.
- Understanding customers’ needs and priorities and being its champion within Amadeus.
- Streamlining internal communication.
- Increasing responsiveness and delivery time.
- Following-up on all requirements and ensuring timely delivery or resolution.
- Improving customer support.

This new structure provides us with the benefit of having one integrated team along the lifecycle of the customer relationship. The Extended Account Team is composed of the following four units:

- Account Management to offer accountable, and empowered commercial points-of-contact.
- Solutions Management to provide knowledgeable and business-focused product and solution points-of-contact.
- Delivery Management to deliver quality-focused delivery point-of-contacts.
- Service Delivery Management to offer service-focused operational points-of-contacts.

Amadeus and industry events

We invite our customers to various Amadeus forums to discuss product development, industry trends, market evolution, etc.

As an example, in September 2010, we held in San Francisco our fifth Horizons event, an international conference that brings together representatives from our airline customers around the world to discuss and debate areas of innovation that are set to shape the future of the industry. This event is held every two years in different cities around the world.

Previous Horizons events were organised in Bangkok, Dubai, Madrid and Lisbon. Amadeus Horizons attracts recognised speakers from the sector, providing room for breakout sessions where the emphasis is on learning and exchanging ideas with industry peers.

Horizons 2010 conference highlights

Horizons 2010 conference highlights include the participation of 220 airline representatives from over 80 airline companies, with 51% of attendees representing top management, vice presidents or directors. 80 external analysts and sponsors, plus 34 external speakers were present, giving over 70 presentations and 40 demos. A total of 27 press interviews were given throughout the conference.

Amadeus organised 24 customer events in 2010 with the total number of attendees exceeding 4,700. Other relevant examples of Amadeus customer organised forums in 2010 included:

- Amadeus Select Latam 2010 (For travel agency customers in Latin America)
- Amadeus Rail Customer Forum
- Amadeus Airline e-Commerce Conference
- Corporate Travel Network
- Central Eastern and Southern Europe e-Commerce Forum.

In addition, Amadeus regularly participates in industry forums and events. Some examples in 2010 include HITEC 2010 (hospitality industry), NBTA 2010 (corporate travel) or PhoCusWright 2010 (dedicated to innovation, on-line and meta search in the travel industry).

Complaint and compliment management process

In 2009, Global Customer Services launched the Amadeus Customer Complaint and Compliment Management Process as a company-wide project managed by the Customer Service Relationship Management team. This formal process clearly outlines the channels that are available for our customers to register complaints and compliments. Customer feedback is collected in a structured manner to ensure that appropriate measures are taken to improve and develop products and services to best meet customers’ needs.

Available channels include a universal email address, opening a work order with the Amadeus customer service point, or reaching any Amadeus contact directly. Airline customers have a special Airline Extranet where they can simply fill out an online form.
9.4 Customer satisfaction surveys

In addition to the dialogue channels explained above we also carry out regular customer satisfaction surveys. The surveys are customised to different customer groups to better identify and address key issues.

<table>
<thead>
<tr>
<th>Customer satisfaction</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Airline customer satisfaction surveys</td>
<td></td>
</tr>
<tr>
<td>Travel agency satisfaction surveys</td>
<td></td>
</tr>
<tr>
<td>Other customer groups satisfaction surveys</td>
<td></td>
</tr>
</tbody>
</table>

Generally, the customer satisfaction survey process covers the following key milestones:

1. Plan & design
   Includes methodology and questionnaire design as well as determining sample population and contact list.

2. Execute data collection
   The contact list is fine tuned and response rates stimulated.

3. Consolidate & review data
   Includes data quality validation, alignment with objectives and developing the preliminary summary report.

4. Analyse and communicate findings
   Include synthesis of results which are evaluated against objectives. Reports are generated per area and business area, and communicated internally to the sales force, other departments and externally.

5. Define recommendation and action plan
   Internal feedback is gathered, and recommendations are built through an improvement plan proposal.

6. Implement & monitor action plan
   Includes setting up and monitoring customer improvement plans, communicating status, corrective actions and results and providing feedback on effectiveness of improvement plans into the next customer service survey.

Airline customer satisfaction surveys

For airline customers, we carry out various customer satisfaction surveys on a yearly basis. Three of these surveys, launched separately to IT, e-Commerce and Distribution customers, have an extensive scope which measure the customer satisfaction levels in a number of areas including but not limited to overall perception of Amadeus, products and solutions, account management, commercial relationship and purchasing process, implementation and migration process, post implementation and communication.

Travel agency customer satisfaction surveys

In 2010, we carried out an opinion tracking of our small, medium and large travel agency customer bases. Over 5,000 phone interviews were held in 38 countries via an independent institute that ensured anonymity to the travel agency interviewed. Areas evaluated included travel agency customer satisfaction, brand perception, likeliness to recommend products, services, sales account management and communication.

The general perception of Amadeus in terms of product and satisfaction was overall solid, as well as the likelihood of recommending Amadeus to other people. The opinion surveys are managed centrally in order to gain a general vision of the company’s performance, to analyse trends from survey to survey and to determine our evolution with respect to competitors. However results are also analysed at a local level to develop local action plans that are carried out by the local management.

Finally, we have received the ISO 9001 quality accreditation for our fully auditable, high visibility systems and processes, which provide a level of transparency that facilitates true partnerships.
9.5 Security and data privacy

Our relationship with customers relies to a large extent in trust and delivery of our commitments; consequently the reliability and robustness of our technology is a key objective in all phases of our relationships with customers.

We are committed to the total reliability of our world class technology operations. The Amadeus security framework complies with the Cybertrust Security Management Programme (SMP) Perimeter Certification and also meets the strict standards of ISO/IEC 27002:2005 on best practice recommendations for information security management. Operations at our data processing facility are ISO 9001:2008 certified, and regular audits (three times a year) ensure that security levels are maintained. We were the first GDS to be awarded ISO 9000 certification in 2000 for the quality of our services.

We strictly manage communications security at every level with multiple firewalls, the very latest security patches and virus protections and separate network modules for production, test and office traffic. The global Amadeus wide-area network is built with high resilience in mind. It is based on the concept of ‘no single point of failure’. Each customer has two different routes to the Amadeus system – two separate fibre channels, provided by two distinct providers and travelling over two physically separate routes.

In recent years, our network has been migrated to the latest IP (internet protocol) technology. The project took five years and included all 80,000 connections worldwide, with almost no impact on customers as a result of the on-going work.

Amadeus, which hosts the Amadeus Payment applications at Amadeus Data Centre, is compliant with the Payment Card Industry Data Security Standard (PCI DSS). The PCI DSS aims at protecting cardholder and authentication data to avoid fraudulent use of payment cards.

With respect to customer privacy, there were no reported incidents in 2010.

9.6 Responsible marketing

With regards to marketing practices, we strive to uphold the highest standards. The brand images Amadeus distributes both internally and externally reflect Amadeus’ diversity and multi-cultural workforce, promoting values of gender and race equality. Amadeus also ensures that internal videos, messages and images reflect local culture, so that employees are aware of the diversity present throughout the company.

With respect to marketing communication regulations and voluntary codes there were no incidents registered in 2010.
Commitment to our suppliers
10. Commitment to our suppliers

Milestones 2010
- Vendor Evaluation for Corporate Suppliers
- Purchasing Key Performance Indicators Report
- Creation of a Corporate Purchasing Forum to manage in a co-ordinated way the activity and evolution of the area

Challenges 2011
- Review of the Corporate Purchasing Policy
- Harmonise procedures and management systems throughout the company
- Harmonise the global reporting system within the Amadeus group of companies
- Create a purchasing structure at a regional level
- Segmentation of suppliers
- Create a new structure for the Corporate Purchasing Unit

10.1 Increasing our competitiveness through our Corporate Purchasing Policy

As the products and services that Amadeus purchases are of such strategic and economic importance, we employ a coordinated purchasing approach that stresses acquiring good quality products and services at best cost, making a significant contribution to maintaining the Group’s competitiveness. Thus, we developed a Corporate Purchasing Policy in order to reach the following objectives:

Objectives of the Corporate Purchasing Policy

The Corporate Purchasing Policy applies to all fully and majority owned entities of the Group and serves as a reference for follow-up by the internal audit area. It is applicable for the procurement of all goods and services (direct purchases, investments, leasing and rentals) without monetary limit, according to the requirements and specification of the best quality at best cost.

A Corporate Purchasing Unit was created as a corporate function reporting to the Chief Financial Officer whose mission is to ensure that all potential synergies are utilised and to ensure a reduction of direct and indirect purchase cost while maintaining or improving existing quality levels. Indeed it is the owner of and responsible for the harmonisation of the procurement process and all related processes.
10.2 Choosing the best supplier

Our Corporate Purchasing Policy simultaneously seeks to obtain both an optimal cost/benefit ratio with a limited number of suppliers. The selection of suppliers is based on a bidding process where generally a minimum of three contenders should be included. Staff involved in the procurement of goods and services should also aim to consider environmental responsibility as a factor of their purchasing decisions. In particular we require staff to:

- Prioritise goods which are produced in an eco-friendly way and can be disposed of in an environmentally responsible way (fully or partly recycled or reused).
- Consider the energy usage or cost of operating equipment prior to purchase.
- Consider “whole life” cost and impact when assessing equipment for purchase.
- Favour suppliers which are committed to environmental responsibility by having an environmental policy in place and demonstrate ability and willingness to comply with environmental obligations, in all cases where requirements are equally fulfilled and the commercial proposal is more or less identical.
- Ensure that potential suppliers and contractors are aware of and understand our environmental responsibility and requirements.

Choosing the right supplier for a specific product or service is much more than just scanning price lists. To satisfy customers’ and the Company’s internal needs, we have to focus on the best quality at the most economical conditions. Principles, guidelines and criteria for suppliers selection, as well as the awarding of purchase contracts, must also be in place and followed. The defined requirements to select potential suppliers are:

- Global coverage with local presence.
- Capability to support the Amadeus business worldwide.
- Proven success record in their business segment.
- Innovation and creativity.
- Financial stability.
- Having a quality management system in place.
- Demonstrating a proven commitment to environmental responsibility.

Moreover, the supplier evaluation process includes the following steps:

- Functional evaluation
- Legal/contractual evaluation including environmental responsibility
- Commercial evaluation

The supplier evaluation process is carried out at least once a year by all our purchasing departments, which are permanently involved in the procurement process. The objective of this evaluation is to monitor and review whether each supplier fulfils Amadeus’ requirements. The Corporate Purchasing Unit analyses and summarises all results and creates a consolidated document of the evaluation per supplier.

In addition, the Corporate Purchasing Unit must always be notified in case there are any problems with vendors that cannot be solved at the local or regional level. The feedback from the local organisations enables the Corporate Purchasing Unit to determine if the supplier achieves or keeps a positive performance ranking. In case of a negative ranking the Corporate Purchasing Unit will take action towards the supplier. If appropriate, this task can be delegated to a local purchasing department or lead buyer.

10.3 Key figures

Over the past three years, Amadeus reduced its purchases from €635.5 million in 2008 to €621.5 million in 2010, reflecting a decrease of around 6.6%. In 2010, 68% of the purchases made by the Group were done for the central companies (Nice, Endring and Madrid), a significant part of it for Hardware and Software investments.
Commitment to the environment
11. Commitment to the environment

Milestones 2010

- Certification of our Data Centre in Germany as an energy efficient installation by TÜV SÜD
- Creation of the Environment section within Amadeus Corporate Responsibility and Amadeus mid term Environmental Strategic Plan
- Resource consumption inventory for top Amadeus locations worldwide
- Joint industry effort to provide coherent emissions reporting (agreement with ICAO)
- Altéa Departure Control System Flight Management module case study to evaluate its efficiency in providing accurate data, helping airlines optimising operations and saving fuel

Challenges 2011

- Reinforce internal communication fostering best environmental practices
- Implement automatic system to report and follow up resource consumption
- Identification of potential environmental and economic savings
- Develop strategic positioning of environmental product portfolio for distribution
- Join forces with other players to address industry environmental concerns

Over the last twenty years Amadeus has enjoyed continuous growth and provided economic and social benefits to employees, shareholders, customers and partners. Compared with other industries, Amadeus has lower direct environmental impact. Nonetheless, with more than 10,000 employees, presence in more than 190 markets and operating in a high energy intensity industry, we acknowledge it is necessary to develop and follow an environmental strategy to be able to minimise the company’s environmental impact and at the same time help the travel industry in its efforts towards sustainability.

11.1 Our environmental strategy

Our environmental strategy addresses the impact of our operations and the concerns of our stakeholders.

<table>
<thead>
<tr>
<th>Stakeholders and environment</th>
<th>Shareholders</th>
<th>Employees</th>
<th>Partners</th>
<th>Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>A solid environmental plan across the organisation is critical for living up to the excellence standards that are required to remain an attractive company</td>
<td>Environmental commitment is appreciated by talented professionals and provides opportunities and comfort to all that share a concern over the environment</td>
<td>Globalisation, economic and demographic growth implies increasing pressure over natural resources and the environment in general</td>
<td>Amadeus’ sophisticated distribution and IT network and the existing relationships with a wide range of industry players offers Amadeus a privileged position to promote industry standard environmental related services</td>
<td></td>
</tr>
</tbody>
</table>

In the current economic and social context, a company with Amadeus’ presence globally and which operates in a high energy intense sector like the travel industry, clear strategy and direction regarding environmental practices is needed.

Since the direct environmental impact of Amadeus’ operations differs significantly from those of its partners and customers in the travel industry, we divide our environmental strategy into two parts:

- Optimisation of Amadeus operations environmental performance.
- Actions oriented to help the industry and society as a whole achieve sustainable development.

Focused on improving our environmental performance

- Power Usage Effectiveness (PUE) in our Data Centre of 1.42 in 2010
- Energy Efficiency certification from TÜV SÜD
- Increased energy efficiency per individual transaction processed

During 2010, our priority was to measure Amadeus resource consumption in order to have a point of departure from which we can build a solid environmental management programme, follow up on the results and plan further improvements.
11.2 Environmental key performance indicators

Electricity consumption at Amadeus major sites

Amadeus major sites for electricity consumption worldwide are Amadeus SAS (Sophia-Antipolis, France) and Amadeus Data Processing (Erding – Germany). Amadeus SAS employs approximately 40% of total Amadeus workforce worldwide. Amadeus Data Processing on the other hand, requires more electricity consumption than any other Amadeus site, given the high energy requirements of the Amadeus Data Centre.

Table 1 below includes the aggregated electricity consumption of the two Amadeus sites mentioned above and employees at the two highest consumption sites worldwide.21

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total employees</td>
<td>3,995</td>
<td>4,519</td>
<td>13%</td>
</tr>
<tr>
<td>Electricity consumption (kWh)</td>
<td>52,209,660</td>
<td>54,066,158</td>
<td>4%</td>
</tr>
</tbody>
</table>

According to electricity consumption measurements from the top 10 Amadeus sites worldwide and estimations for the rest of the Amadeus locations globally, the estimated total electricity consumption of Amadeus including all offices was approximately 76 million kWh in 2010.

In 2010, several measures have been taken locally to optimise consumption and in 2011 we aim to continue reducing consumption per employee and pay special attention to those sites where consumption is above 4,000 kWh per year and employee (excluding the Data Centre in Erding).

In the paragraphs below, we explain some of the measures taken to optimise consumption both at the Data Centre and in other Amadeus sites.

Amadeus Data Centre

The official general energy efficiency policy of Amadeus Data Processing, introduced in 2009, focuses on the following aspects:

- Building infrastructure
- Server infrastructure (main factor of overall energy usage)
- Network infrastructure
- Processes
- Measurement and monitoring through KPIs

Objectives of the energy efficiency policy at Amadeus Data Processing

- Demonstrate environmental responsibility
- Prove through energy efficiency certification
- Increase general awareness
- Save costs and extend lifecycle of the Data Centre
- Police and document goals and achievements required for certification

Monitoring energy efficiency through Power Usage Effectiveness

The Amadeus Data Centre is one of the world’s biggest data processing centres dedicated to the travel industry. The Data Centre operates and maintains the systems and network for all Amadeus products and provides data and transaction processing services.

The number of total billable travel transactions processed22 passed from 670 million in 2009 to 850 million in 2010. The Data Centre holds a storage capacity of five petabytes. 95% of the world’s scheduled network airline seats are bookable using Amadeus Data Centre infrastructure.

Maintaining and improving the energy efficiency of the Data Centre is an important Amadeus objective both from the environmental and economic point of view.

The graph below illustrates energy efficiency improvements. Despite the significant increase in business activity, reflected in the total billable travel transactions processed growth, energy required grew at a much slower pace, resulting in a 14% increased efficiency in terms of energy required per transaction.

The Power Usage Effectiveness (PUE) is an important metric in the management of data centre efficiency. This value is calculated as the amount of power required to run the data centre, divided by the amount of power used in the data centre. The result is a number above one, and the closer the value is to one, the more energy efficient the data centre is.

Amadeus monitors on a monthly basis our Data Centre’s PUE. Amadeus Data Centre average PUE for 2009 was 1.49 and it was brought down to 1.42 in 2010.23

The measures taken to optimise the PUE were varied and a fundamental role was played by the energy efficiency certification processed carried out with the help of TÜV.

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2010 vs 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumption kWh</td>
<td>7.6%</td>
<td>25.7%</td>
<td>+44.4%</td>
</tr>
<tr>
<td>Total billable travel transactions processed</td>
<td>3.6%</td>
<td>-14.4%</td>
<td></td>
</tr>
<tr>
<td>Energy required per transaction</td>
<td>-15%</td>
<td>-10%</td>
<td>-5%</td>
</tr>
</tbody>
</table>

21 Number of employees is calculated as an average of the year as recorded in Amadeus Finance department centrally. For Amadeus Data Processing we include all employees both from the Data Centre and also Office building. Accounting for electricity consumption is particularly difficult at Amadeus SAS since there are more than 10 buildings and frequent changes of employees from one building to another, making it difficult to correctly track the consumption associated to Amadeus exclusively. We are working to improve accuracy of measurements for the future. The total consumption at Erding is done through internal consumption counters which are monitored by Amadeus.

22 Total billable travel transactions processed include air and non-air travel agency bookings, passengers boarded and e-Commerce passenger records.

23 In order to provide a reference indicator of how Amadeus Data Centre compared to similar facilities, we refer to a study carried out by Deutsche Telekom in 2008 to compare the energy efficiency of 12 data centres in Europe. Using the same calculation methodology, Amadeus would rank third and very close to the first two.
Energy Efficiency certification from TÜV SÜD

Amadeus Data Centre was awarded the “Energy-efficient Enterprise” certification by international organisation TÜV SÜD in March 2010. The certificate was granted following an energy audit of Amadeus Data Centre Facilities.

The certification was the result of a year-long process, during which time Amadeus conducted a full review of its data centre’s energy efficiency. Of particular focus were the power supply, cooling and climate control processes and IT equipment used, as well as the facility’s procurement, installation and de-installation processes and procedures.

Following the audit, TÜV SÜD worked together with Amadeus’ facility management, storage management and capacity planning contacts to develop a plan for implementing energy saving measures in order to gain certification as an energy-efficient enterprise.

As a result of certification, internal guidelines now exist that assess all data centre activities from a sustainability perspective, whilst Amadeus is making additional efforts to continue operating its data centre in a resource-efficient manner in order to achieve renewed certification in 2012. In parallel, Amadeus is maintaining the highest possible technical service levels for all customers at all times.

Hardware at the Data Centre is positioned in a strict hot and cold aisle concept, improving cooling capacity and enhancing energy efficiency. Additionally, during 2010, water registers of the sensitive cooler systems were replaced with new registers providing a greater surface to extract heat from the air flow in our computer rooms. This allows the sensitive coolers to run on a lower fan speed, which in turn means reduced electricity consumption.

Outside the Data Centre, energy efficiency measures for electricity consumption are taken at Amadeus sites at various levels. For example, Amadeus largest site worldwide by number of staff, Sophia Antipolis, carried out an evaluation of internal processes in relation to ISO 14 001 standard, with the objective of closing the gaps identified. The measures taken are related to the investment in more efficient new infrastructure and behavioural change.

Examples of initiatives carried out during 2010 include the implementation of movement detector sensors for the new buildings in Sophia Antipolis, which permit the switching off of the lights when not needed or adapt light intensity as required. Generally, traditional light bulbs are being replaced by low energy ones and the power of light bulbs is being reduced wherever possible.

Regarding behavioural change, recommendations are related to switching off equipment and lights when not needed and avoiding extreme temperatures when setting heating or air conditioning equipment.

According to electricity consumption measurements from the top 10 Amadeus sites worldwide and estimations for the rest of the Amadeus locations globally, the estimated total electricity consumption of Amadeus including all offices was 76 million kWh in 2010. In 2011 we plan to enhance internal communication to employees worldwide to foster a frugality culture in relation to resource consumption and environmental impact.

Paper consumption

During 2010 we carried out a first study to quantify paper consumption and address those cases where consumption is higher per employee. Generally, more than 50% of paper used is sent to recycling and in some cases the paper used is recycled. The total estimated paper consumption of all Amadeus premises worldwide is 168 t.

The potential savings are significant, especially in those cases where a cover page is used, where up to a 40% of paper can be saved. In addition, printers will also need less toner and maintenance, reducing significantly the overall cost and the environmental impact. On the other hand most sites have changed to double-sided printing and removed cover pages by default.

Case study “FollowMe printing”

Some Amadeus premises like Amadeus Data Processing have implemented the so-called FollowMe printing system. In 2011, other main offices like Amadeus SAS or Amadeus IT Group in Madrid will be implementing this solution. The FollowMe printing system aims at:

› Reducing the amount of printed paper by avoiding the use of cover pages and by printing only when the user confirms directly at the printer the request to print and collect the work.

› Increasing the level of service to users, since the printing work can be collected at any printer in the office.

› Securing confidentiality, the system will only print out the documents when the user is in front of the printer.
Waste management

At the end of 2009, a study was carried out in our main site in Sophia Antipolis to optimise waste management and comply with future related legislation and actions (“Grenelle de l’environnement”). The table below includes the amounts of different kinds of waste reported.

<table>
<thead>
<tr>
<th>Waste types and amounts, Amadeus SAS (Sophia Antipolis, France)</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper (t)</td>
<td>34.5</td>
<td>40</td>
<td>46.5</td>
</tr>
<tr>
<td>Carton (t)</td>
<td>31.2</td>
<td>31.2</td>
<td>32</td>
</tr>
<tr>
<td>Packaging (kg)</td>
<td>390</td>
<td>200</td>
<td>1,900</td>
</tr>
<tr>
<td>Glass (kg)</td>
<td>560</td>
<td>300</td>
<td>750</td>
</tr>
<tr>
<td>Rubble (t)</td>
<td>7.24</td>
<td>13.8</td>
<td>46.4</td>
</tr>
<tr>
<td>Batteries (kg)</td>
<td>N/A</td>
<td>N/A</td>
<td>345</td>
</tr>
</tbody>
</table>

Some initiatives to reduce water consumption in 2010 at Sophia Antipolis include the implementation of a new system to better manage garden irrigation in order to monitor water leakages. As a future objective, the grass in the gardens will be replaced by plants adapted to Mediterranean weather that require reduced watering.

Water consumption at two highest consumption sites (m³)

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresh water</td>
<td>57.978</td>
<td>48.010</td>
<td>-17.1%</td>
</tr>
<tr>
<td>Well water</td>
<td>75.167</td>
<td>78.659</td>
<td>4.7%</td>
</tr>
<tr>
<td>Total</td>
<td>133.145</td>
<td>126.669</td>
<td>-5%</td>
</tr>
</tbody>
</table>

Emissions factors. Germany: 291 gr / kWh as per electricity provider input. France: 75 gr / kWh as per RTE ADEME information.

Water

Amadeus’ two main sites for water consumption are, as for electricity, (Erding – Germany) and (Sophia Antipolis – France). Both sites partially use their own wells; in Erding mainly for cooling computer equipment and air conditioning and in Sophia Antipolis for irrigation purposes.
11.3 Improving environmental performance in our industry

Every day, more than one million passengers fly with bookings processed by Amadeus and we manage a great amount of information in our systems. We provide the technology that supports a world “on the move”. We acknowledge the enormous economic and social benefit of that movement, and also its environmental impact.

The travel industry in general and aviation in particular are under increasing pressure to better keep track, measure, manage and reduce environmental impact, especially greenhouse gas emissions. Similarly, travellers, whether as individuals or corporations are becoming increasingly concerned about the undesired environmental consequences of travelling and need tools and advice to better understand these consequences and neutralise them to the greatest extent possible.

Leading the industry towards aviation carbon calculation standards

The International Civil Aviation Organisation (ICAO) and Amadeus have contributed with a significant step towards reaching wide consensus on an aviation industry standard calculation methodology for CO₂ emissions per passenger. Calculating CO₂ emissions per passenger is complicated by a number of factors related to scientific uncertainty, availability of data and the inevitable subjective judgement required when allocating aircraft emissions to individual passengers. This has led to a situation in which different calculators offer significantly different results for the same itinerary.

In October 2009 Amadeus and the ICAO executed an agreement by which Amadeus would use and promote the ICAO CO₂ calculator. The information obtained from the ICAO calculator is used to provide CO₂ emissions information to passengers and corporate customers willing to build emissions inventories and offset emissions.

ICAO CO₂ calculation methodology can be considered an international standard, given the use of publicly available information and the legitimacy of the ICAO as the global forum for civil aviation, formed by 190 contracting states. Through this agreement, the ICAO provides calculated emissions data per city pair using their calculation methodology, and Amadeus on the other hand will facilitate the usage of the calculator by travellers, corporations, travel agencies and airlines through our technology and global reach.

We look forward to continuing to work with the ICAO and other industry players towards the achievement of further environmental goals.

Fuel savings achieved through technology

Amadeus has developed technologies to help airlines and other industry players reduce emissions, therefore reducing also the cost of new environmental regulations.

Through optimum weight allocation and optimisation tools, Amadeus Altéa Departure Control System (DCS) Flight Management module saves significant amounts of fuel, and therefore greenhouse gas emissions, as compared with less sophisticated technologies currently on the market. These achievements help both the airline and the environment by:

> Reducing greenhouse gas releases and their global warming effects
> Reducing fuel and emission permits expenses

Case study: aircraft estimated Zero Fuel Weight analysis and related fuel savings. Finnair

Finnair presented at the Amadeus Cannes Airport Showcase 2009 a summary of the migration to Altéa DCS Flight Management. Finnair reported significant estimated fuel savings as a consequence of the implementation of the Flight Management (FM) Module of Altéa DCS. Finnair and Amadeus share an interest in the detailed understanding of the fuel savings achieved as a consequence of the implementation of Altéa DCS FM. Therefore, Finnair and Amadeus worked together to quantify, to the maximum level of detail possible, the improved performance of the recently implemented tool.

Amadeus and Finnair carried out a study which analysed 40,000 Finnair flights. Approximately two thirds of the sample included flights where Altéa DCS FM was already implemented, and one third of the sample referred to flights where Finnair was using the previous system to calculate the EZFW (Estimated Zero Fuel Weight of an aircraft).

The study demonstrates Altéa FM is more accurate than the previous system estimating the ZFW of the aircraft. This permits a more accurate calculation of the fuel needed, and therefore fuel savings.

The main results of the study were:

> The number of error records where a correction in the aircraft fuel uplift is likely needed was reduced by 48.5% with the introduction of Altéa FM, allowing a reduction of extra costs associated with airport slots and reducing also take-off delays.
> The proportion of records which achieved 99% precision or more in the estimation of the ZFW, increased by 53%.
> On average, Altéa DCS FM reduced the unnecessary fuel burnt due to inaccurate ZFW estimations by 3.7%.
12. Commitment to society

12.1. Creating social value in the communities we serve

At Amadeus, we are committed to leveraging our expertise, experience and technology to help communities and underdeveloped regions tap into the benefits of global tourism. Travel and tourism can play critical roles in community development and poverty alleviation as it creates millions of local jobs, stimulates entrepreneurism, and invites infrastructure investments that benefit entire communities, among other benefits. In fact, emerging economies were the main drivers of economic recovery in international tourism in 2011 in addition to leading the recovery in terms of the growth in expenditure abroad, according to the UNWTO World Tourism Barometer.

The Amadeus community has a deep understanding of the industry and knows first-hand what a powerful role technology and information play in this sector. In line with our Corporate Responsibility mission to Travel Further, we have developed programs and initiatives that take advantage of our own technologies “to do more” to improve the lives of those around us and to create a positive impact in our world. By bringing travellers together with a broad range of travel service and related providers, from small family-run bed & breakfast inns to institutions of higher learning around the globe, we can contribute towards generating social value by sharing our knowledge, resources and time with communities that can most benefit from them.

Key figures
Leveraging our expertise, experience and technology to create social value

- A global Amadeus CSR Network of close to 90 employees around the world
- 29 alliances signed in three years to support community initiative implementation
- 16 ongoing technology and transfer projects
- 51 ongoing PC Bank and education projects
- Amadeus Tourism Observatories in 12 countries

Currently, we are carrying out community initiatives and alliances in all continents. The Company’s ultimate goal is to implement community projects in each of the 195 countries where we are present as an integral part of the company’s strategy.

Countries in which Amadeus has ongoing community initiatives or alliances
12.2 Amadeus approach to community involvement

Our mission for community initiatives is “to promote sustainable development for underprivileged segments through tourism, distribution and technology in the markets where Amadeus is present.” To fulfil this mission, we tap into Amadeus’ value chain surpluses which at little to no monetary cost result in higher value assets for beneficiaries than financial contributions. We use our own unique resources and capabilities to stimulate learning and growth and provide access to technology, convinced that this is how we can best leverage local potential to foster development. Our policy on Commitment to society is outlined below.

Amadeus model for community initiatives

Our community initiatives begin with alliances with our business partners as well as with governments and international organisations. Collaborating with partners permits far-reaching projects that we alone would not be able to carry out. Projects are developed together with global, regional and local partners according to the most pressing local needs identified by local partners. The three focus areas for community projects are technology transfer initiatives, educational programs and computer donations from the Amadeus PC bank. A dedicated team of around 90 Amadeus CSR representatives located throughout the world make these initiatives come to life at country levels.
Organisational structure for community engagement initiatives

Community projects are co-ordinated under the Amadeus Corporate Social Responsibility Team. Initiatives are then organised by two global co-ordinators, one for initiatives in the Americas and Asia Pacific and another for Europe, Middle East and Africa.

In order to be approved, projects must be aligned with the overall strategy of Amadeus community initiatives. To be considered for implementation, the following criteria are taken into account:

Criteria for Amadeus community programmes

- Scope of the project
- Impact on the Amadeus value chain
- Social and economic impact at local level
- Involved partners
- Additional resources required
- Strategic value for Amadeus at local and global level
- Communication plan

Measuring impact

We establish objectives for each of our programs and measure the results and outcome of the initiatives according to these objectives, through the use of a series of indicators. Indicators currently include the following:

- Number of projects underway
- Number of beneficiaries
- Number of volunteers
- Number of hours volunteers contributed
- Number of alliances
- Number of local partners involved in the development of the projects
- Impact on the beneficiaries’ economic or educational status
- Value of equipment, knowledge and technology transferred
12.3 Facilitating community initiatives through strategic alliances

Alliances are a necessary framework for projects to be developed. Projects are developed through agreements of co-operation at global, national and regional levels.

- 29 alliances at national or regional level
- Amadeus holds the seat of the Vice Chairman of the UNWTO Affiliate Members.

In order to carry out community development projects successfully, we depend on strategic alliances with a wide range of partners and industry stakeholders to deliver the complementary resources required to execute and follow-up on the initiatives.

Alliances help facilitate projects in different ways, such as providing solutions to logistics issues, supplying knowledge of real local needs, and facilitating access to communities and social groups.

Since the inception of our CSR programme in 2008, we have built 29 alliances with customers and business partners, other corporations, international and regional organisations, local, regional or national government bodies and agencies, specialist institutions and Non-Profit Organisations. The aim of all these agreements is to develop strong relationships to deliver on carefully measured project objectives.

At the country level, to strengthen our CSR network, we have collaborated with local public administrations in countries such as Argentina, Paraguay, Uruguay, Brazil, Peru, Colombia, Ecuador, Nicaragua, Dominican Republic, Cuba, Haiti, Croatia, Egypt, South Africa, Spain, Philippines, Hong Kong, Kenya and Saudi Arabia.

Our network has been reinforced through CSR alliances with local partners and public administrations all over the world.

### Corporate Social Responsibility alliances with a global reach

<table>
<thead>
<tr>
<th>Alliance</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Nations World Tourism Organization (UNWTO)</td>
<td>Strategic agreement. Memorandum of Understanding with the United Nations World Tourism Organisation, to support research on development of tourism and to provide the UNWTO with volunteer consultancy on tourism trends. In 2008, we were appointed a member of the Tourism Resilience Committee by the United Nations World Tourism Organisation. In the meetings of this Committee, we analyse the information on air bookings for the participant states.</td>
</tr>
<tr>
<td>Iberia</td>
<td>Corporate social responsibility agreement to facilitate development of projects with the member states of the UNWTO. This umbrella agreement has been an introductory tool to the tourism authorities in Latin America, Africa, the Middle East, Europe and Asia. Through the UNWTO Commissions for each of these regions, we have offered collaboration to develop CSR projects with the Ministries of Tourism with the aim of supporting social and economic development as well as sustainable tourism in their countries.</td>
</tr>
<tr>
<td>UNWTO, THEMIS Foundation</td>
<td>CSR agreement to develop education projects.</td>
</tr>
<tr>
<td>Codespa Foundation</td>
<td>CSR Agreement for transportation of hardware. Within this agreement Iberia transports hardware free of charge to any Iberia destination when the hardware is to be used in social responsibility projects.</td>
</tr>
<tr>
<td>Spanish Ministry of Foreign Affairs (AECID)</td>
<td>CSR agreement Amadeus and Codespa are collaborating to support the development of indigenous communities in Latin America.</td>
</tr>
<tr>
<td>Tourism Secretary of State, Spain</td>
<td>CSR agreement to develop technology transfer projects in Africa, South East Asia and Latin America.</td>
</tr>
<tr>
<td>The Travel Mixer</td>
<td>CSR agreement to collaborate in sustainable tourism projects in developing countries</td>
</tr>
<tr>
<td>AURALOG</td>
<td>Global agreement to facilitate a distribution platform for small hotels. This application is used in the technology transfer project for small, rural hotels.</td>
</tr>
<tr>
<td>Spanish Ministry of Foreign Affairs (AECID)</td>
<td>CSR agreement for language E-Learning. Auralog distributes the language e-learning platform Tell Me More, which is now offered for community projects at a very low price. The objective of this agreement is to support the improvement of the professional profile of people with limited economic resources working or willing to work in the tourism industry.</td>
</tr>
</tbody>
</table>
12.4 Technology transfer initiatives

Key figures

Supporting social development through technology transfer

- 6 small hotel distribution projects ongoing in 2010
- More than 150 small hotels have been identified and are being trained to participate in the project and benefit from access to the Amadeus distribution network
- 12 Amadeus Tourism Observatories
- Some 200 PCs have been donated in 9 countries

At Amadeus, we are committed to finding ways to use our technology and knowhow to support social development in the markets where we are present. Through our technology transfer projects, we provide the infrastructure and software necessary to people who need it most and in this way help develop underprivileged segments in society.

To date the Company carries out two distinct technology transfer initiatives:

- The Small-Hotels Distribution Project
- The Amadeus Tourism Observatory

Small Hotels Distribution Project

The Small Hotels Distribution Project promotes social development through tourism by providing travel distribution technology to small hotels that do not have the economic resources and necessary knowhow to distribute their products through the professional sales channels of the industry.

In 2010, development started for a total of 6 small hotel distribution projects. Local agreements were established and training of beneficiaries started, prior to implementation of the technology. These projects represent 158 new hotels that have been identified to join the programme. Further talks are ongoing to include more small hotels in 2011.

The overall goals of this project include the following:

- Help small hotels reach a larger market on a cost effective basis
- By providing access to a world class distribution system, small hotels are able to expand their commercial reach.
- Small hotels decide the non-commissionable net rate for their product

Encourage local development

- Facilitating small hotel's relationships with the different actors in the tourism industry.
- The provision of professional training helps to foster employment.
- Leveraging Amadeus' well recognised brand, know-how and influence in the market also contributes to supporting the development of the local travel industry.

Align initiatives with Amadeus corporate goals

- Introduces more products into Amadeus distribution system.
- Promotes awareness of the Company.
- Increases travel agencies' incomes.
- Creates new business opportunities.

As this project is aimed at helping those hotels that have the greatest difficulty in accessing resources, to participate in the project, eligible hotels must have fewer than 25 rooms, be located in areas where economic development is a priority and have limited capability to invest in technology.

The selected hotels are given access to the Amadeus distribution network of travel agencies at no cost. Using a single platform, they can receive bookings in real time and are able to update and change their level of availability and this is communicated to travel agencies. Moreover, this system is user-friendly and does not need high levels of technical investment, all that is needed is an internet connection.

In order to ensure the continuity of the project, local partners lead the set up of a Management Unit. This local team will manage and control payments from travel agencies to hoteliers, and they will implement a call centre to solve basic questions from hotels, travel agencies and travellers, among other tasks. The Management Unit empowers local people to take over the project, representing a potential source of local revenues.

Access to the distribution system goes hand in hand with ongoing education and training for each hotel's management and personnel in order for the technology to be used to its fullest potential. In this way, the project also enhances people's capacity to manage the technology that has been designed to help small hotels develop.

Amadeus' volunteers have developed the specially branded web portal Amadeus Nice & Small, to provide an interface for the travel agencies to book the hotels. This web portal will contain all the hotels that are beneficiaries of this CSR Project. The hotels content viewed on this website will be updated through the distribution platform accessed by the Management Unit and the beneficiary hotels.
Case studies

South Africa

Amadeus has launched a pilot project to implement the Small Hotels Distribution project in South Africa. With the plan to involve around 300 hotels in three provinces, we have been collaborating with our Alliance Partners: the National Department of Tourism, The Northwest Parks and Tourism Board and the Mpumalanga Regional Training Trust. To date training has been completed for three Management Units. As of December 2010, the selection process for the hotels is in process and training for the first beneficiaries had already begun.

Bolivia

In partnership with CODESPA, a Spanish NGO, Amadeus carried out the first training courses for owners of small hotels in Bolivia to support their integration into the tourist industry’s international commercial networks. These hotels have no more than 20 rooms and they are owned by low income families from indigenous communities. The objective is to help these hotels to take advantage of their location as they are in areas that are attractive to tourists –Lake Titicaca-, to become more competitive and ultimately improve their standard of living.

12.5 PC Bank

Using our value chain surplus to the benefit of communities in need

> More than 200 PCs were distributed to 18 educational centres in South Africa, Cuba, Chile, India, Thailand, Philippines, Paraguay, Ivory Coast and Saudi Arabia in 2010

> 465 computers were donated to the PC Bank by Amadeus offices in Nice (France), Madrid (Spain) & Erding (Germany) in 2010

Through the PC Bank Project, Amadeus computers that are three to four years old are donated to social development projects around the globe. The PCs are distributed to initiatives that need them most, completely free of charge. This project provides an excellent opportunity to use our value chain surplus in donation, technology transfer or training projects.

In 2010, we distributed over 200 PCs and signed or reached agreements for future collaborations in different countries: Chile, Cuba, Ivory Coast, South Africa, Kenya, Nigeria, Philippines, India, Thailand, Argentina, Nicaragua, Peru, Ecuador, Bolivia, Paraguay and Saudi Arabia.

We co-ordinate the logistics to deliver the PCs from our office of origin to the beneficiary organisation. The entire process includes re-formatting the computers, cleaning them, transporting them to the project destination and ensuring they clear customs as well. On occasion, Amadeus volunteers also provided training to the beneficiary institutions on how to use the PCs received.

This project shows the value of our alliances with partners as it is through their collaboration that PCs can make it from door to door. Our alliance with Iberia, for example, allows us to ship cargo free of charge when it is used for projects that benefit people in need. For us, this computer donation and PC Bank project provides a great opportunity to develop long-lasting alliances for development with third party entities such as public administrations, airlines, travel agencies, hotels, non-profit organisations and community groups.

Amadeus Tourism Observatory

The objective of the Amadeus Tourism Observatory project is to provide the governments of developing countries with a tool for their tourism strategies. Based on booking statistics and analysis, the Amadeus Tourism Observatory represents an important forecast tool for public administrations. We also give free speeches and reports on industry trends supporting the advancement of the tourism industry in developing countries. This is followed by periodic communication actions from the local author.

In 2010, Amadeus implemented Tourism Observatories in 12 countries.
12.6 Educational programmes

Increasing employability and fostering local development through education

- 10 educational programs were set up or agreements signed in 9 different countries in 2010.
- 10,000 students have been certified by the Amadeus Corporate University in the Philippines.
- In 2010, the language e-learning project was launched with 1,000 beneficiaries in Colombia.

For Amadeus, education is a key component of our commitment to society. Education projects are managed through local training agreements and consist of a range of activities, often in conjunction with the PC Bank or the Small Hotel Distribution Project.

We have a long tradition of collaboration with educational entities to teach processes related to travel industry, global travel distribution or e-learning. Corporate Social Responsibility Education projects can also entail training agreements with Universities and educational institutions under which we are able to offer free teaching, technology and Train the Trainer sessions. The partner institutions offer a scholarship plan for people with few resources. These education projects lead to the creation or consolidation of alliances with local authorities and educational institutions.

In addition to the training programs that we have been carrying out all over the world, in 2010, we initiated or signed CSR agreements for nine educational programs in nine different countries: Cuba, Colombia, Uruguay, Ivory Coast, Egypt, Saudi Arabia, Croatia, Philippines and South Africa.

E-learning

We believe e-learning is an extremely efficient means of promoting development in those countries and regions lacking the necessary human resources or tangible teaching facilities. To this end we offer our own e-learning Platform to encourage local authorities and educational bodies to make a commitment to promote e-learning for people with few economic resources.

At the same time, we negotiate with e-learning providers to make access to e-learning a reality for those beneficiaries with a low income profile. The e-learning resources that we currently offer to develop these projects include courses on how to use the Amadeus system, as well as language and geography courses.
Case studies
Philippines
With a population of nearly 100 million people, two-thirds of which are under 24 years old and are in their learning stages (enrolled in schooling, learning or looking for work), Philippines is a developing country located in South East Asia that views education and training as a major driver for achieving national progress and development.

Amadeus Philippines contributes to this effort by engaging the travel, tourism and hospitality training institutions by providing world-class quality and globally recognised industry certification training. As part of our CSR for the past 7 years, we have been providing heavily discounted and free basic learning materials to marginalised scholars and students at more than 20 learning institutions across the Philippines archipelago. Five Amadeus-certified System Trainers provide Train-the-Trainer courses and blended (face-to-face and online) learning courses, on a voluntary basis, utilising the spare time and resources of our Amadeus Corporate University facilities located in Luzon, Visayas and Mindanao - Philippines’ three main islands.

Syria, Egypt and Saudi Arabia
Today, Amadeus Egypt in co-operation with seven educational centres, is training more than 1000 graduates per year through the Amadeus Learning Academy. In Syria, we are developing the project in partnership with the Intermediate Institute for Travel and Tourism. Furthermore, we are working with the Saudi Commission of Tourism and Antiquities in Saudi Arabia, where the Company has established a dynamic training strategy with five private training institutes and two Government Colleges, in the cities of Medina and Jeddah. Noteworthy is the fact that around 800 students receive training as part of this programme every year.

Kenya
We have signed a partnership agreement with the Kenya Chapter of the Global Travel and Tourism Partnership (GTTP) to provide course content for travel and tourism training courses in 18 public schools in Kenya. This initiative forms part of a PC Bank initiative in which 100 PCs will also be donated.

The mission of the GTTP is to make travel and tourism-related educational and career opportunities available to secondary school students at a time when they are making key career choices. The aim is to make them aware of the important role that travel and tourism plays in the development of their country’s economy as well as in the development of the global economy.

Colombia
We have launched a project to train travel agents in English and French through an e-learning course in Colombia. With the aim of training up to 2,000 people with low incomes, the project is being carried out in partnership with ANATO, the Colombian Association for Travel Agencies and Tourism, and Auralog, a multi-national company specialising in e-learning materials and solutions for language training.

Helping Hands
Helping Hands is an independent association created by staff at Amadeus Sophia-Antipolis in 2003. Since 2007, it receives funding from Amadeus and reports regularly to the Company. This organisation carries out volunteer projects specifically focused on improving conditions across a number of different regions. These include the running of educational projects, the supply of equipment for schools and the support of micro-financing projects. Helping Hands favours local and international projects linked to technology on all continents. The final goal for all of the initiatives is to help people become self-sufficient in the long run.

In 2010, Helping Hands consisted of 19 active members. Since its creation, Helping Hands has developed projects in Haiti, Sri Lanka, Ukraine, Senegal, Thailand, Myanmar and Cambodia.

12.7 Amadeus employees committed to making a change
Employee volunteers form the foundation of Amadeus community initiatives

> 90 staff make up a global Amadeus CSR Network worldwide
> 80 members of Helping Hands, 95% of which are Amadeus employees

We are convinced that great things can be achieved when our staff from across the globe go beyond carrying out their professional activities and contribute their free time to helping those who are less privileged. An important role that our volunteer staff can play is to help to rebuild the infrastructure of the travel and tourism industry in those countries that have been devastated by major disasters. Without the dedication of our staff, many of these initiatives would be impossible.

To accomplish this, we have developed a corporate volunteer work programme which covers a wide range of activities, both non-professional and specialised. In 2010, 123 staff from around the world participated in these projects.

Case studies
Hong Kong
As an example of the efforts made by the Company’s professionals, Amadeus Hong Kong was awarded the status of a ‘Caring Company’ by the Hong Kong Council of Social Service in 2010 in recognition of the volunteers effort to carry out community projects to benefit people in need.
12.8 Using our technology to do MASSIVEGOOD

We in Amadeus developed the technology solution for MASSIVEGOOD which can be integrated into any Global Distribution Systems (GDS) as well as into the regular booking system for airline tickets and other travel reservations.

MASSIVEGOOD

Created by the Millennium Foundation for Innovative Finance for Health, MASSIVEGOOD is a global movement and worldwide campaign backed by the United Nations aimed at saving lives through voluntary micro-contributions. Its objective is to put a stop to the millions of deaths from HIV/AIDS, malaria and tuberculosis and to improve maternal and child health in the developing world.

MASSIVEGOOD gives travellers the choice to make such a $2, £2 or €2 “micro-contribution” towards major global health causes every time they buy a plane ticket, reserve a hotel room or rent a car, through a simple click either online or through the agent.

Amadeus’ technology: contributing towards achieving the Millennium Development Goals

- Malaria kills one child every 30 seconds - $2 can treat two children against malaria.
- Tuberculosis kills one person every 15 seconds - $24 can cure one adult of Tuberculosis.
- The travel and tourism industry’s different sectors together account for 9.4% of the world’s GDP (about $5,800 billion) and 8% of global employment (220 million jobs worldwide).

This is the first major fundraising initiative launched by the Millennium Foundation, whose mission is to mobilise new sources of innovative funding to achieve the three health-related Millennium Development Goals agreed to by the United Nations in 2000: to treat and fight life-threatening diseases, including HIV/AIDS, malaria and tuberculosis; to reduce child mortality; and to improve maternal health.

The Foundation involves numerous partners among which can be found all three main Global Distribution System providers – Amadeus, Sabre and Travelport – who have embraced and have integrated MASSIVEGOOD technology into their front office application. Partners also include trade organisations and of course the NGOs and development organisations who actually carry out the work on the ground.

The United Nations Secretary-General Ban Ki-moon gave his support at the unveiling of MASSIVEGOOD at the United Nations General Assembly on September 23rd, 2009 and on March 4th, 2010 for the official US launch, also at the United Nations, with the support of high-ranking figures, including President Bill Clinton, founder of the William J. Clinton Foundation and 42nd President of the United States.

Amadeus joined UN Secretary-General Ban Ki-moon and former US President Bill Clinton in making the very first $2 micro-contribution to MASSIVEGOOD. Amadeus have worked with the Millennium Foundation over the past 2 years to develop MASSIVEGOOD technology. As of today, leisure travellers in the United States will be able to “click” on MASSIVEGOOD and contribute $2 to fighting HIV / AIDS, malaria and tuberculosis and to improving maternal and child health in the developing world.

MASSIVEGOOD was launched with a series of three events in New York City:

- On 26 February MASSIVEGOOD was presented at the New York Times Travel Show luncheon before 400 invitees.

In addition, director Spike Lee premiered a new 3-minute film: “Masterpieces”, made for MASSIVEGOOD and featuring: recording artist Mary J. Blige, Hollywood stars Samuel L. Jackson and Susan Sarandon, writer Paul Auster and physicist Brian Greene.

MASSIVEGOOD was also launched in Spain last June. Some of the leading travel groups that have made MASSIVEGOOD available on their websites are: Viajes Barceló, Rumbo, Atrápalo and Viajes El Corte Inglés.

The launch of MASSIVEGOOD in Spain had the support of the Spanish government, leading representatives of the travel and tourism industry, and civil society: Mr. Miguel Ángel Moratinos, Spain’s Foreign Affairs Minister; Mr. Javier Solana, former Commissioner for the Common Foreign and Security Policy, Mr. Philippe Douste-Blazy and Mr. Bernard Salomé, Millennium Foundation’s Chairman and Managing Director, respectively, and Paul de Villiers, General Director of Amadeus Spain, representing the Spanish Travel and Tourism Industry had the honour to welcome MASSIVEGOOD to Spain and introduced the initiative to Spanish society.
Annex 1

Process of developing the CR Report
In the process of preparing our CR Report, which, for the first time, follows G3 guidelines published by the Global Reporting Initiative (GRI), full consideration has been given to all questions relevant to the organisation’s stakeholders.

Regarding the levels of application defined by GRI, we have defined our Report as A. In this sense, the principles and guidelines of the G3 Guide have been applied, detailing both the profile of the organisation and its management focus in each chapter. Moreover, all of the performance indicators considered important in the guide have been included.

We have applied the following principles of the GRI G3 guide to define the content and ensure the quality of information in this report:

### Principles for Defining Report Content

#### Materiality

We have carried out an analysis of the practices of the leading companies in the world in terms of CR practices. The objective of that study was to identify their policies regarding sustainability issues. At the same time, that study served as a basis for defining the contents reflected in the present report.

#### Stakeholder participation

This principle requires the reporting organisation to explain in its report how it has responded to stakeholders’ reasonable expectations and interests and what indicators have been included to reflect changes in its activity to respond to those interests and expectations. We have identified the following groups of stakeholders:

- Shareholders
- Employees
- Customers
- Suppliers
- Society
- Environment

### Sustainability context

This report seeks to demonstrate our performance in each of the three dimensions of sustainability: economic, social and environmental. The document supplies information to contextualise each of them.

#### Completeness

In preparing this report, its coverage and scope have been clearly defined, giving priority to information considered cogent and including all significant events that took place in 2010, without omitting information relevant to stakeholders. Moreover, the relevant events, indicators and coverage in the 2010 CR Report offer an overall view of the significant impacts in the economic, social and environmental areas.

#### Comparability

As far as possible, the information reported has been organized in such a way that stakeholders can interpret the changes undergone by Amadeus with regard to previous years.

#### Balance

We have included positive and negative aspects in order to present an unbiased image, allowing stakeholders to reasonably evaluate Amadeus performance.

#### Accuracy and clarity

We have included several tables, graphs and diagrams to make our CR Report more understandable. The information tries to be clear and precise to facilitate evaluating our performance.

#### Timeliness of the information

We are committed to reporting our performance on an annual basis. The present Report covers our main economic, social and environmental activities from 2010.
G3 Content Index

STANDARD DISCLOSURES PART I: Profile Disclosures

1. Strategy and Analysis

<table>
<thead>
<tr>
<th>Profile Disclosure</th>
<th>Description</th>
<th>Reported</th>
<th>Cross-reference/ Direct answer</th>
<th>if applicable, indicate the part not reported</th>
<th>Reason for omission</th>
<th>Explanation</th>
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</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Statement from the most senior decision-maker of the organization.</td>
<td>Fully</td>
<td>p 6-7</td>
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<tr>
<td>1.2</td>
<td>Description of key impacts, risks, and opportunities.</td>
<td>Fully</td>
<td>p 6-7, 28-30, 34, 60, 70, 71, 84-87, 209-210</td>
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2. Organizational Profile

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<tr>
<td>2.1</td>
<td>Name of the organization.</td>
<td>Fully</td>
<td>p 50</td>
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<td>2.2</td>
<td>Primary brands, products, and/or services.</td>
<td>Fully</td>
<td>p 16-19</td>
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<td>2.3</td>
<td>Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.</td>
<td>Fully</td>
<td>p 17-19, 80</td>
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<td>2.4</td>
<td>Location of organization’s headquarters.</td>
<td>Fully</td>
<td>p 150</td>
<td></td>
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<tr>
<td>2.5</td>
<td>Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant for the sustainability issues covered in the report.</td>
<td>Fully</td>
<td>p 17, 81, 109</td>
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<td>2.6</td>
<td>Nature of ownership and legal form.</td>
<td>Fully</td>
<td>p 150, 14</td>
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<td>2.7</td>
<td>Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).</td>
<td>Fully</td>
<td>p 17-19, 72-73, 129</td>
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<tr>
<td>2.8</td>
<td>Growth of the reporting organization.</td>
<td>Fully</td>
<td>p 16-18, 25, 51</td>
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<tr>
<td>2.9</td>
<td>Significant changes during the reporting period regarding size, structure, or ownership.</td>
<td>Fully</td>
<td>p 38-39, 63</td>
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<td>2.10</td>
<td>Awards received in the reporting period.</td>
<td>Fully</td>
<td>p 61, 62, 123</td>
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3. Report Parameters

<table>
<thead>
<tr>
<th>Profile Disclosure</th>
<th>Description</th>
<th>Reported</th>
<th>Cross-reference/ Direct answer</th>
<th>if applicable, indicate the part not reported</th>
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<tr>
<td>3.1</td>
<td>Reporting period (e.g., fiscal/calendar year for information provided).</td>
<td>Fully</td>
<td>p 128-129</td>
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<td>3.2</td>
<td>Date of most recent previous report.</td>
<td>Fully</td>
<td>Amadeus previous CR Report covered the year 2009.</td>
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<td>3.3</td>
<td>Reporting cycle (e.g., annual, biannual, etc.).</td>
<td>Fully</td>
<td>p 129</td>
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<tr>
<td>3.4</td>
<td>Contact point for questions regarding the report or its contents.</td>
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<td>p 160</td>
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<tr>
<td>3.5</td>
<td>Process for defining report content.</td>
<td>Fully</td>
<td>p 128-129</td>
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<tr>
<td>3.6</td>
<td>Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.</td>
<td>Fully</td>
<td>p 128; The scope of the reporting includes the entire Amadeus Group unless otherwise indicated in each chapter and section.</td>
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<tr>
<td>3.7</td>
<td>State any specific limitations on the scope and boundary of the report (see completeness principle for explanation of scope).</td>
<td>Fully</td>
<td>p 128; The scope of the reporting includes the entire Amadeus Group unless otherwise indicated in the text, below graphs and tables.</td>
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<tr>
<td>3.8</td>
<td>Basis for reporting on joint ventures, subsidiaries, leased facilities, joint ventures, suppliers, and other entities that can significantly affect comparability from period to period and/or between organizations.</td>
<td>Fully</td>
<td>p 128; The scope of the reporting includes the entire Amadeus Group unless otherwise indicated in the text, below graphs and tables.</td>
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</tbody>
</table>
3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.

Fully p 67, 103

4. Governance, Commitments, and Engagement

<table>
<thead>
<tr>
<th>Profile Disclosure</th>
<th>Description</th>
<th>Reported</th>
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<th>Explanation</th>
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</thead>
<tbody>
<tr>
<td>4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, organizational oversight.</td>
<td>Fully</td>
<td>p 14-15, 31-34, 103; Corporate Annual Governance Report 2010 p 15-34.</td>
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<tr>
<td>4.2 Indicate whether the Chair of the highest governance body is also an executive director</td>
<td>Fully</td>
<td>The Chair of the Board of Directors is not an executive director.</td>
<td></td>
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<tr>
<td>4.3 For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.</td>
<td>Fully</td>
<td>Corporate Annual Governance Report 2010 p 6-10</td>
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</tr>
<tr>
<td>4.4 Mechanisms for shareholders and employees to provide recommendations to the highest governance body.</td>
<td>Fully</td>
<td>p 65-67, 68-69</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4.5 Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation’s performance (including social and environmental performance).</td>
<td>Fully</td>
<td>Corporate Annual Governance Report 2010 p 66-68</td>
<td></td>
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</tr>
<tr>
<td>4.6 Process in place for the highest governance body to ensure conflicts of interest are avoided.</td>
<td>Fully</td>
<td>p 37</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4.7 Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation’s strategy on economic, environmental, and social topics.</td>
<td>Fully</td>
<td>p 31</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4.8</td>
<td>Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.</td>
<td>Fully</td>
<td>p. 37, 52-56</td>
<td></td>
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</tr>
<tr>
<td>4.9</td>
<td>Procedures of the highest governance body for overseeing the organization’s identification and management of economic, environmental, and social performance and the status of the implementation of standards, codes of conduct, and principles.</td>
<td>Fully</td>
<td>p. 18, 37-38; Amadeus reviews sustainability performance once a year</td>
<td></td>
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</tr>
<tr>
<td>4.10</td>
<td>Explorations of whether and how the precautionary approach or principle is addressed by the organization.</td>
<td>Fully</td>
<td>p. 128-129</td>
<td></td>
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</tr>
<tr>
<td>4.11</td>
<td>Procedures for evaluating the highest governance body’s own performance, particularly with respect to economic, environmental, and social performance.</td>
<td>Fully</td>
<td>Corporate Annual Governance Report 2010 p.21</td>
<td></td>
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</tr>
<tr>
<td>4.12</td>
<td>Internally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.</td>
<td>Fully</td>
<td>p. 6-54</td>
<td></td>
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</tr>
<tr>
<td>4.13</td>
<td>Procedures for evaluating the highest governance body’s own performance, particularly with respect to economic, environmental, and social performance.</td>
<td>Fully</td>
<td>p. 31, 114-115</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4.14</td>
<td>List of stakeholder groups engaged by the organization.</td>
<td>Fully</td>
<td>p. 29-30</td>
<td></td>
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<tr>
<td>4.15</td>
<td>Basis for identification and selection of stakeholders with whom to engage.</td>
<td>Fully</td>
<td>p. 29-30</td>
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</tr>
<tr>
<td>4.16</td>
<td>Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.</td>
<td>Fully</td>
<td>p. 29-31, 45-46, 61, 63</td>
<td></td>
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</tr>
<tr>
<td>4.17</td>
<td>Key topics and concerns that have been raised through stakeholder engagement and how the organization has responded to these key topics and concerns, as well as through its reporting.</td>
<td>Fully</td>
<td>p. 29-31, 45-46; Amadeus has committed to begin a stakeholder process in order to examine corporate sustainability topics in 2012</td>
<td></td>
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</tr>
</tbody>
</table>

### STANDARD DISCLOSURES PART II

#### Disclosures on Management Approach (DMAs)

<table>
<thead>
<tr>
<th>DMA EC</th>
<th>Description</th>
<th>Reported</th>
<th>Direct answer</th>
<th>Reason for omission</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>DMA EN</td>
<td>Description</td>
<td>Reported</td>
<td>Direct answer</td>
<td>Reason for omission</td>
<td>Explanation</td>
</tr>
<tr>
<td>DMA LA</td>
<td>Description</td>
<td>Reported</td>
<td>Direct answer</td>
<td>Reason for omission</td>
<td>Explanation</td>
</tr>
</tbody>
</table>

### Aspects

**Economic performance**

- DMA EN: p. 10-11, 17
- DMA LA: p. 14-15, 73
- Indirect economic impacts: Fully p. 109-113

**Market presence**

- DMA EC: Fully p. 6-7, 14-15, 74-75, 109-113
- DMA EN: p. 94-97
- DMA LA: Fully p. 67

**Indirect economic impacts**

- DMA EC: Fully p. 109-113

**Materials**

- DMA EC: Fully p. 128-129
- DMA EN: Fully p. 94-97, 100
- DMA LA: Fully p. 67

**Energy**

- DMA EC: Fully p. 94-97, 100
- DMA EN: Fully p. 104
- DMA LA: Fully p. 67

**Emissions, effluents and waste**

- DMA EC: Fully p. 94-97, 100
- DMA EN: Fully p. 104
- DMA LA: Fully p. 67

**Water**

- DMA EC: Fully p. 94-97, 100
- DMA EN: Fully p. 104
- DMA LA: Fully p. 67

**Biodiversity**

- DMA EC: Not material
- DMA EN: Not material
- DMA LA: Not material

**Compliance**

- DMA EC: Fully p. 94-97, 100
- DMA EN: Fully p. 104
- DMA LA: Fully p. 67

**Transport**

- DMA EC: Fully p. 94-97, 100
- DMA EN: Fully p. 104
- DMA LA: Fully p. 67

**Overall**

- DMA EC: Fully p. 94-97, 100
- DMA EN: Fully p. 104
- DMA LA: Fully p. 67

**Employment**

- DMA EC: Fully p. 51-53
- DMA EN: Fully p. 51-53
- DMA LA: Fully p. 51-53
**Corporate Responsibility Report 2010**

Amadeus is a transaction processor for the global travel and tourism industry, and thus has not identified any operations as having significant risk for incidents of child labor.

Amadeus is a transaction processor for the global travel and tourism industry, and thus has not identified any operations as having significant risk for incidents of forced or compulsory labor.

Amadeus is a transaction processor for the global travel and tourism industry and due to the nature of its business does not have need for these security practices.

Amadeus is a transaction processor for the global travel and tourism industry and thus does not infringe upon the rights of indigenous people.

**Performance Indicators**

<table>
<thead>
<tr>
<th>Economic Performance Indicator</th>
<th>Description</th>
<th>Reported</th>
<th>Cross-reference/ Direct answer</th>
<th>Reason for Omission</th>
<th>Explanation</th>
<th>To be reported in</th>
</tr>
</thead>
<tbody>
<tr>
<td>EC1</td>
<td>Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.</td>
<td>Fully</td>
<td>p 25, 123; The economic value retained is around $0.3 million Euros.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EC2</td>
<td>Financial implications and other risks and opportunities for the organization’s activities due to climate change.</td>
<td>Fully</td>
<td>p 104-105; Climate change risks are not included in the corporate risk model and therefore financial implications have not been estimated.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EC3</td>
<td>Coverage of the organization’s defined benefit plan obligations.</td>
<td>Partially</td>
<td>p 60-61</td>
<td>Level of participation in retirement plans and conditions of the plans.</td>
<td>Proprietary information</td>
<td>This indicator regarding Amadeus Human Resources policies is considered confidential.</td>
</tr>
<tr>
<td>EC4</td>
<td>Significant financial assistance received from government.</td>
<td>Fully</td>
<td>The total government grants received from the French Tax Authorities, including the portion allocated to software internally developed are €23,176 for the period ended on December 31, 2010.</td>
<td></td>
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</tbody>
</table>

**Market presence**

<table>
<thead>
<tr>
<th>Economic Performance Indicator</th>
<th>Description</th>
<th>Reported</th>
<th>Cross-reference/ Direct answer</th>
<th>Reason for Omission</th>
<th>Explanation</th>
<th>To be reported in</th>
</tr>
</thead>
<tbody>
<tr>
<td>EC5</td>
<td>Range of ratios of standard hourly wage compared to local minimum wage at significant locations of operation.</td>
<td>Fully</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>EC6</td>
<td>Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.</td>
<td>Fully</td>
<td>Amadeus does not have policies that prefer the use of local suppliers.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>EC7</td>
<td>Procedures for local living and property of senior management based from significant locations of operation.</td>
<td>Fully</td>
<td>p 60</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Indirect economic impacts**

<table>
<thead>
<tr>
<th>Economic Performance Indicator</th>
<th>Description</th>
<th>Reported</th>
<th>Cross-reference/ Direct answer</th>
<th>Reason for Omission</th>
<th>Explanation</th>
<th>To be reported in</th>
</tr>
</thead>
<tbody>
<tr>
<td>EC8</td>
<td>Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, social or pro bono engagement.</td>
<td>Fully</td>
<td>p 109-113</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>EC9</td>
<td>Understanding and describing significant indirect economic impacts, including the extent of impacts.</td>
<td>Fully</td>
<td></td>
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</tr>
</tbody>
</table>
# Environmental Performance

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Reported</th>
<th>Cross-reference/Direct answer</th>
<th>Reason for Omission</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>EN1</td>
<td>Materials used by weight or volume.</td>
<td>Fully p. 101</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EN2</td>
<td>Percentage of materials used that are recycled.</td>
<td>Partially p. 101</td>
<td>Percentage of paper that is recycled</td>
<td>Not material</td>
<td>The quantity of recycled paper used is not significant.</td>
</tr>
<tr>
<td>EN3</td>
<td>Direct energy consumption by primary energy source.</td>
<td>Not</td>
<td>Not material</td>
<td>Amadeus is a transaction processor for the global travel and tourism industry. Thus there is no direct energy consumption.</td>
<td></td>
</tr>
<tr>
<td>EN4</td>
<td>Indirect energy consumption by primary energy source.</td>
<td>Fully p. 98-99</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>EN5</td>
<td>Energy saved due to conservation and efficiency improvements.</td>
<td>Fully p. 98-101</td>
<td></td>
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</tr>
<tr>
<td>EN6</td>
<td>Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.</td>
<td>Fully p. 104-105</td>
<td></td>
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<tr>
<td>EN7</td>
<td>Initiatives to reduce direct energy consumption and reductions achieved.</td>
<td></td>
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</tr>
</tbody>
</table>

## Materials

- **EN1**: Materials used by weight or volume. Reported: Fully p. 101
- **EN2**: Percentage of materials used that are recycled. Reported: Partially p. 101

## Energy

- **EN3**: Direct energy consumption by primary energy source. Not reported: Not material
- **EN4**: Indirect energy consumption by primary source. Reported: Fully p. 98-99
- **EN5**: Energy saved due to conservation and efficiency improvements. Reported: Fully p. 98-101
- **EN6**: Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives. Reported: Fully p. 104-105
- **EN7**: Initiatives to reduce direct energy consumption and reductions achieved. Not reported: Not material

## Biodiversity

- **EN11**: Location and size of land owned, leased, managed or adjacent to protected areas or areas of high biodiversity value outside protected areas. Not reported: Not material
- **EN12**: Description of significant impacts of activities, products, and services on biodiversity in protected areas, and areas of high biodiversity value outside protected areas. Not reported: Not material
- **EN13**: Habitats protected or restored. Not reported: Not material
- **EN14**: Strategies, current actions, and future plans for managing impacts on biodiversity. Not reported: Not material
- **EN15**: Number of IUCN Red List species and national conservation list species with habitats or areas affected by operations, by level of extinction risk. Not reported: Not material

## Emissions, effluents and waste

- **EN16**: Total direct and indirect greenhouse gas emissions by weight. Reported: Fully p. 103
- **EN17**: Other relevant indirect greenhouse gas emissions by weight. Reported: Fully p. 103
- **EN18**: Initiatives to reduce greenhouse gas emissions and reductions achieved. Reported: Partially p. 100
- **EN19**: Emissions of ozone-depleting substances by weight. Not reported: Not material
- **EN20**: NFs, NOx, and other significant air emissions by type and weight. Not reported: Not material
EN21 Total water discharge by quality and destination. Fully Amadeus does not have water discharge beyond garden irrigation and domestic sewage.

EN22 Total weight of waste by type and disposal method. Partially p 101-103

EN23 Total number and volume of significant spills. Not Not material Amadeus does not generate significant amounts of waste to determine the disposal method.

EN24 Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally. Not Not material Amadeus is a transaction processor for the global travel and tourism industry and thus does not transport, import, export or treat hazardous waste.

EN25 Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization’s discharges of water and runoff. Not Not material Amadeus is a transaction processor for the global travel and tourism industry and thus does not significantly affect water bodies due to discharges of water and runoff.

EN26 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation. Partially p 104 Initiatives to mitigate environmental impacts of products and services related to water, effluents, materials use, noise and waste.

EN27 Percentage of products sold and their packaging materials that are reclaimed by category. Not Not material Amadeus is a transaction processor for the global travel and tourism industry and thus does not have impacts in these areas.

EN28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. Fully Amadeus has no record of any sanctions for non-compliance with environmental laws and regulations.

EN29 Significant environmental impacts of transporting products and other goods and materials used for the organization’s operations, and transporting members of the workforce.

EN30 Total environmental protection expenditures and investments by type.

Social Labor Practices and Decent Work

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Description</th>
<th>Reported</th>
<th>Cross-reference/ Direct answer</th>
<th>If applicable, indicate the part not reported</th>
<th>Reason for Omission</th>
<th>Explanation</th>
<th>To be reported in</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employment</strong></td>
<td></td>
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<tr>
<td>LA1</td>
<td>Total workforce by employment type, employment contract, and region.</td>
<td>Fully p 51, 54</td>
<td></td>
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<tr>
<td>LA2</td>
<td>Total number and rate of employee turnover by age group, gender, and region.</td>
<td>Partially p 52</td>
<td></td>
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<tr>
<td>LA3</td>
<td>Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.</td>
<td>Not available The indicator is not available at the date of preparing this report but will be reported in 2012. 2012</td>
<td></td>
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<tr>
<td><strong>Labor/management relations</strong></td>
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<tr>
<td>LA4</td>
<td>Percentage of employees covered by collective bargaining agreements.</td>
<td>Fully p 58-59</td>
<td></td>
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<tr>
<td>LA5</td>
<td>Minimum notice periods regarding significant operational changes, including whether it is specified in collective agreements.</td>
<td>Fully p 58-59</td>
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Compliance

<table>
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<tr>
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<tbody>
<tr>
<td><strong>Transport</strong></td>
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<tr>
<td>EE29</td>
<td>Significant environmental impacts of transporting products and other goods and materials used for the organization’s operations, and transporting members of the workforce.</td>
<td></td>
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<tr>
<td>EE30</td>
<td>Total environmental protection expenditures and investments by type.</td>
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</tbody>
</table>
## Occupational health and safety

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Reported</th>
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<th>Reason for Omission</th>
<th>Explanation</th>
<th>To be reported in</th>
</tr>
</thead>
<tbody>
<tr>
<td>LA5</td>
<td>Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on workplace health and safety programs.</td>
<td></td>
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<tr>
<td>LA6</td>
<td>Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.</td>
<td></td>
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<tr>
<td>LA8</td>
<td>Education, training, counseling, prevention, and risk-control programs in place to avoid workplace injuries, illness, and deaths.</td>
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<tr>
<td>LA9</td>
<td>Health and safety topics covered in formal agreements with trade unions.</td>
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</table>

## Training and education

<table>
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<tr>
<th>Indicator</th>
<th>Description</th>
<th>Reported</th>
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</tr>
</thead>
<tbody>
<tr>
<td>LA10</td>
<td>Average hours of training per year per employee by employee category.</td>
<td>Fully</td>
<td>p 63</td>
<td></td>
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</tr>
<tr>
<td>LA11</td>
<td>Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.</td>
<td>Fully</td>
<td>p 63</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LA12</td>
<td>Percentage of employees receiving regular performance and career development reviews.</td>
<td>Fully</td>
<td>p 64-67</td>
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</tbody>
</table>

## Diversity and equal opportunity

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Reported</th>
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</tr>
</thead>
<tbody>
<tr>
<td>LA13</td>
<td>Composition of governance bodies and board of directors and board of supervisors of Amadeus according to gender, age groups, minority groups, membership, and other indicators of diversity.</td>
<td>Partially</td>
<td>p 33, 34, 54, Corporate Annual Governance Report 2012</td>
<td>p 23</td>
<td>Employees and governance bodies by minority and age groups.</td>
<td>Not available</td>
</tr>
<tr>
<td>LA14</td>
<td>Ratio of basic salary of men to women by employee category.</td>
<td>Not</td>
<td>Proprietary information</td>
<td>This indicator is not available at the date of preparing this report but will be reported in 2013.</td>
<td>Not available</td>
<td>This indicator is not available at the date of preparing this report but will be reported in 2013.</td>
</tr>
</tbody>
</table>

## Social Human Rights

### Performance Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Reported</th>
<th>Cross-reference/ Direct answer</th>
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</tr>
</thead>
<tbody>
<tr>
<td>HR1</td>
<td>Percentage of total workforce receiving regular performance and career development reviews.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR2</td>
<td>Percentage of significant suppliers and contractors that have undergone human rights screening.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR3</td>
<td>Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.</td>
<td>Not</td>
<td></td>
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</tbody>
</table>

### Diversity and equal opportunity

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
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<th>Explanation</th>
<th>To be reported in</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR5</td>
<td>Operations identified in which the right to freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR6</td>
<td>Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to combat the elimination of forced or compulsory labor.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR7</td>
<td>Percentage of minority and indigenous people that have undergone human rights screening.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR8</td>
<td>Total number of incidents of violations involving rights of indigenous people and actions taken.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Freedom of association and collective bargaining

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Reported</th>
<th>Cross-reference/ Direct answer</th>
<th>Reason for Omission</th>
<th>Explanation</th>
<th>To be reported in</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR5</td>
<td>Operations identified in which the right to freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR6</td>
<td>Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to combat the elimination of forced or compulsory labor.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Non-discrimination

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Reported</th>
<th>Cross-reference/ Direct answer</th>
<th>Reason for Omission</th>
<th>Explanation</th>
<th>To be reported in</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR4</td>
<td>Total number of incidents of discrimination and actions taken.</td>
<td>Fully</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Child Labor

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Reported</th>
<th>Cross-reference/ Direct answer</th>
<th>Reason for Omission</th>
<th>Explanation</th>
<th>To be reported in</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR6</td>
<td>Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to combat the elimination of forced or compulsory labor.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Forced and compulsory labor

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Reported</th>
<th>Cross-reference/ Direct answer</th>
<th>Reason for Omission</th>
<th>Explanation</th>
<th>To be reported in</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR7</td>
<td>Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to combat the elimination of forced or compulsory labor.</td>
<td>Fully</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Security practices

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Reported</th>
<th>Cross-reference/ Direct answer</th>
<th>Reason for Omission</th>
<th>Explanation</th>
<th>To be reported in</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR8</td>
<td>Percentage of security personnel named in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Indigenous rights

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Reported</th>
<th>Cross-reference/ Direct answer</th>
<th>Reason for Omission</th>
<th>Explanation</th>
<th>To be reported in</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR9</td>
<td>Total number of violations involving rights of indigenous people and actions taken.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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**Reason for Omission**

- **Not available**: This indicator is not available at the date of preparing this report but will be reported in 2013.
- **Fully p 63-64**: This indicator is not available at the date of preparing this report but will be reported in 2013.
- **Fully p 65**: This indicator is not available at the date of preparing this report but will be reported in 2013.
- **Fully p 66-67**: This indicator is not available at the date of preparing this report but will be reported in 2013.
- **Fully p 66-67**: This indicator is not available at the date of preparing this report but will be reported in 2013.
### Social Responsibility Report 2010

#### Performance Indicator | Description | Reported | Cross-reference/ Direct answer | Reason for Omission | Explanation | To be reported in
--- | --- | --- | --- | --- | --- | ---
SOC | SO1 | N/A | Not available | Not available | p 131-133 | 2015
| SO2 | SO3 | SO4 | SO5 | SO6 | SO7 | SO8
| Community | | | | | | |
| | SO1 | N/A | Not applicable | Not applicable | p 131-133 | 2015
| | SO2 | SO3 | SO4 | SO5 | SO6 | SO7 | SO8
| Corruption | | | | | | |
| | SO1 | SO2 | SO3 | SO4 | SO5 | SO6 | SO7 | SO8
| Public policy | | | | | | |
| | SO1 | SO2 | SO3 | SO4 | SO5 | SO6 | SO7 | SO8
| Anti-competitive behavior | | | | | | |
| | SO1 | SO2 | SO3 | SO4 | SO5 | SO6 | SO7 | SO8
| Compliance | | | | | | |

#### Performance Indicator | Description | Reported | Cross-reference/ Direct answer | Reason for Omission | Explanation | To be reported in
--- | --- | --- | --- | --- | --- | ---
PR1 | PR2 | PR3 | PR4 | PR5
| Social Product Responsibility | | | | |
| | Customer health and safety | | | |
| | Product and service labelling | | | |

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Amadeus is a transaction processor for the global travel and tourism industry. We do not use the life cycle assessment.
| PR6 | Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship. | Fully | PR6 refers to Amadeus marketing policies. Marketing policies do not include adherence to voluntary codes related to marketing communications. |
| PR7 | Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes. | Fully | In 2010 there were no incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship. |
| PR8 | Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. | Fully | In 2010 there were no complaints regarding breaches of customer privacy and losses of customer data. |
| PR9 | Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. | Fully | In 2010, Amadeus did not receive any fines related to non-compliance with laws and regulations concerning the provision and use of products and services. |