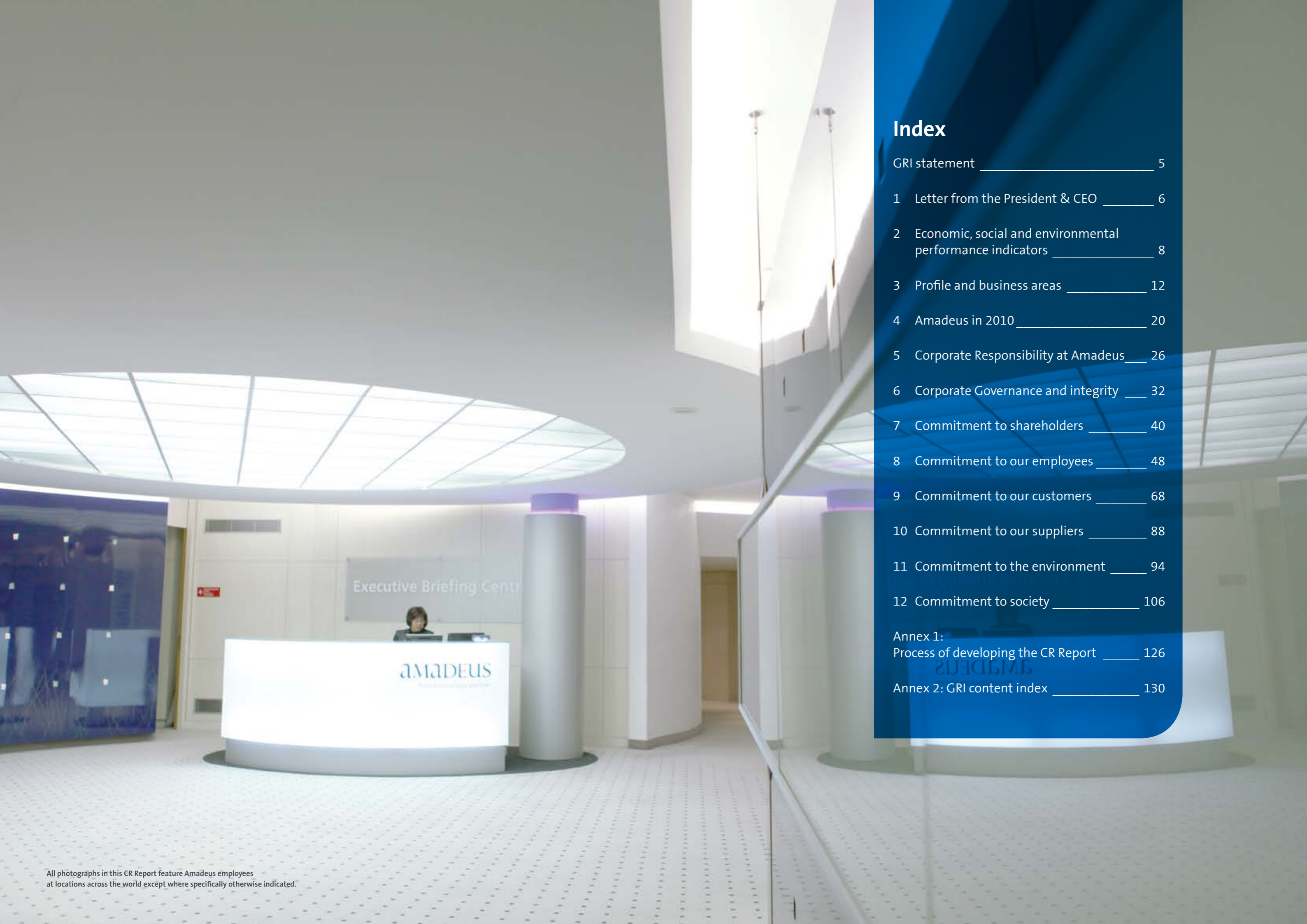


# Amadeus Corporate Responsibility Report 2010





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## 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 the quality of the information in the report.

13 April 2011, Amsterdam

Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative



*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 6 April 2011. GRI explicitly excludes the statement being applied to any later changes to such material.

## Letter from the President & CEO



Luis Maroto, 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 <sup>1</sup>	2009	2010
Adjusted profit (million euros) <sup>2</sup>	343.8	427.4
Revenues (million euros)	2,425	2,683.3
EBITDA (million euros)	889	1,014.9
Distributed Economic Value (million euros)	1,772.4	2,180
Total billable travel transactions processed (millions) <sup>3</sup>	676.7	849.9
Dividends (million euros)	N.A.	134.4
Market share <sup>4</sup>	36.5%	36.7%
Volume of purchases (million euros)	555	530

Social dimension	2009	2010
Total employees	9,388	10,270
Percentage of women	43%	42%
Percentage of employees who report being satisfied at Amadeus	N.A.	67%
Total employee training hours	142,574	151,812
Average training hours per employee <sup>5</sup>	27	28
Number of countries where Amadeus carries out community development initiatives	25	50
Number of corporate volunteers	80	123
Contributions in-kind to community initiatives (million euros)	N.A.	2

Environmental dimension	2009	2010
Electricity consumption (kWh) <sup>6</sup>	52,209,660	54,066,158
Paper consumption (t) <sup>7</sup>	N.A.	168
Water consumption (m <sup>3</sup> ) <sup>6</sup>	133,145	126,669
CO <sub>2</sub> emissions (t CO <sub>2</sub> ) <sup>8</sup>	13,604	14,107



<sup>1</sup> 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 Standard as adopted by the European Union. All 2009 figures have been estimated as if IFRIC 18 would have been applied during the period.

<sup>2</sup> 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.

<sup>3</sup> Total billable travel transactions processed include air and non-air travel agency bookings, passengers boarded (PBs), and e-Commerce passenger name records (PNRs).

<sup>4</sup> Market Share Data refers to GDS-processed air bookings as further defined in the Initial Public Offering Prospectus April 2010.

<sup>5</sup> Figures cover 70% of Amadeus staff, some subsidiaries are not included.

<sup>6</sup> 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.

<sup>7</sup> Paper consumption is estimated for the whole Amadeus Group based on data from top 10 locations worldwide.

<sup>8</sup> Includes CO<sub>2</sub> 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).

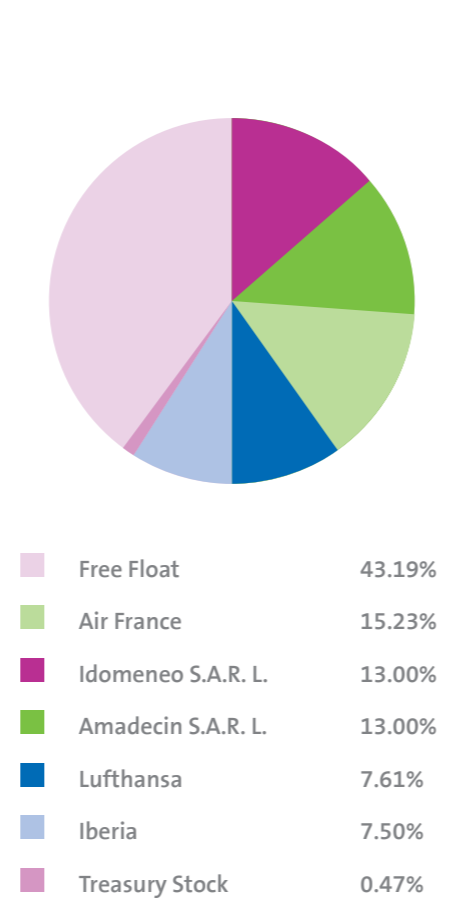
Between 2000 and 2004, the Company expanded even further into the IT market, obtaining long-term agreements with major national airlines for full passenger service systems, implementing our first e-Retail customer, and expanding IT solutions to travel agencies and hotels. We consolidated our worldwide 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:



#### Board of Directors

- > **José Antonio Tazón**  
Chairman
- > **Enrique Dupuy de Lôme Chavarri**  
Vice Chairman
- > **Benoît Valentin**  
Board member
- > **Bernard Bourigeaud**  
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 Fernebrand**  
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 Fernebrand**  
Vice President, General Counsel & Corporate Secretary
- > **Sabine Hansen Peck**  
Vice President, Human Resources
- > **Ana de Pro**  
Vice President & Chief Financial Officer



### 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<sup>9</sup>, 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].

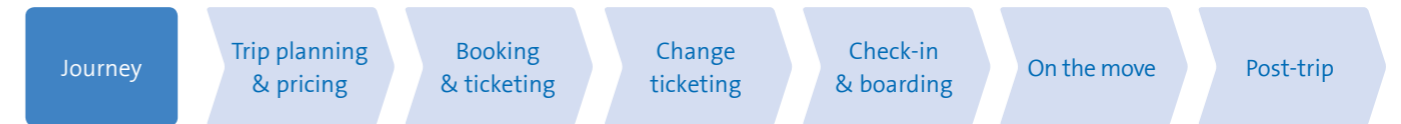
#### Overview of the company's business and activities

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.

#### The travel process step by step



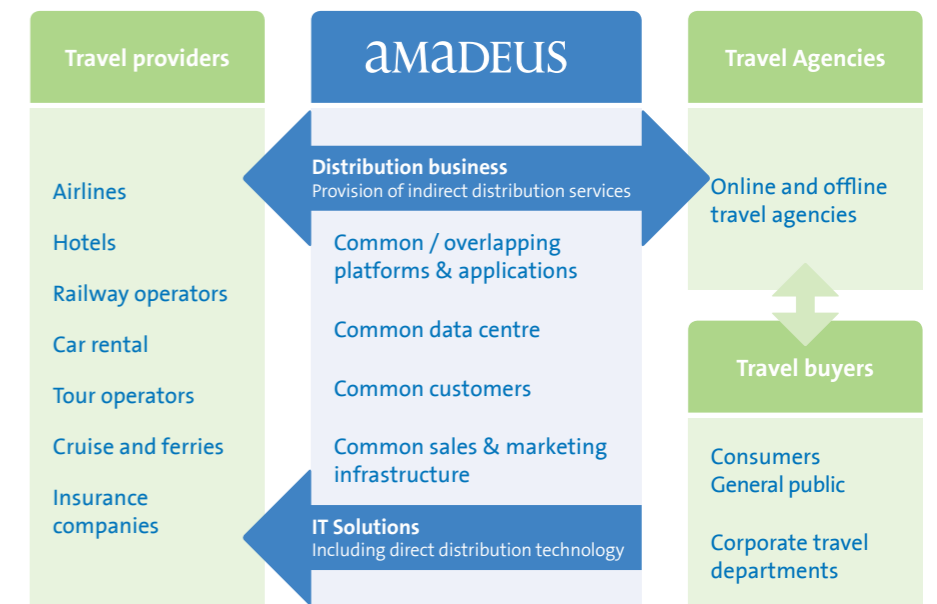
We have turned innovation into our growth driver, placing ourselves at the forefront of technology development for the travel sector. Since 2004, the company has invested over Euro 1 billion in R&D (350 million Euro in 2010). The 2010 European Union Industrial Research and Development (R&D) Investment 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

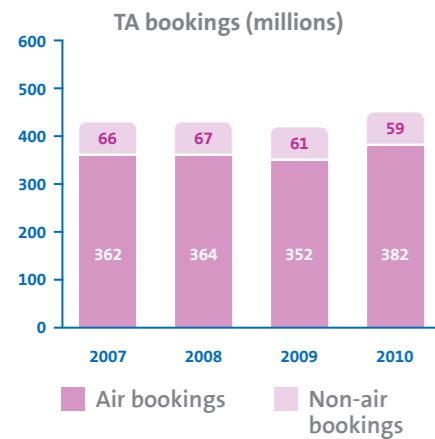
has been widely recognised, and our GDS was the first to be awarded ISO 9000 certification (in 2000).

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

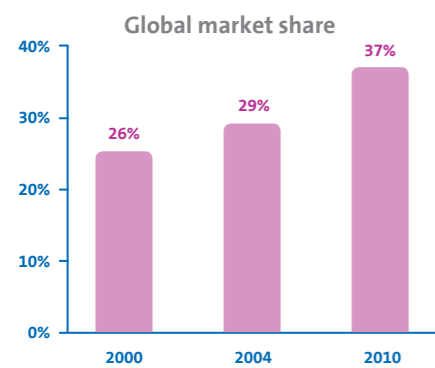
#### Our business structure



<sup>9</sup> Total billable travel transactions processed include air and non-air travel agency bookings, passengers boarded, and e-Commerce passenger name records (PNRs).



Based on air travel agency bookings processed by the international GDS providers according to our own estimates based on publicly available information.



### Distribution

Amadeus is the largest GDS provider serving the worldwide travel and tourism industry, with an estimated market share of 37% in 2010<sup>10</sup>. Amadeus holds the number one position in travel distribution in Western Europe and Central, Eastern and Southern Europe, as well as in faster growing emerging regions such as the Middle East and Africa and the Asia Pacific region. This solid position permits Amadeus to offer extensive distribution reach for global and local travel content. Over 90,000 travel agencies worldwide - both offline and online - use the Amadeus system and over 58,000 airline sales offices use it as their internal sales and reservations system. Today, Amadeus gives access to bookable content from over 435 airlines (including over 60 Low Cost Carriers), 29 car rental companies (representing 36,000 car rental locations), 21 cruise lines, 280 hotel chains and more than 87,000 hotels, 200 tour operators, 103 rail operators and 116 travel insurance companies.

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.

Airline IT		Other IT solutions
Amadeus Full Altéa Suite (PSS)	Other airline IT	Non-air
Reservation	Global Services	Hotel IT
Inventory		Rail IT
Airline operations at airport (Departure control)	Revenue integrity, e-ticket server	Airport IT
e-Commerce		

Airline contracts	
Altéa Reservation	142
Altéa Inventory	109
Altéa Departure Control	61
Airlines implement Altéa's systems one after the other.	

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.

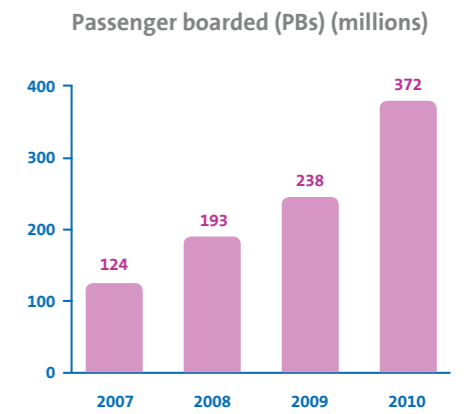
Our Altéa suite presently consists of four main modules:

- › **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.



<sup>10</sup> Based on air travel agency bookings processed by the international GDS providers according to our own estimates based on publicly available information.





## 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-allotment 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<sup>11</sup> 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.



<sup>11</sup> Market share figures are based on GDS-processed air bookings and therefore exclude air bookings processed by the single country operators (primarily in China, Japan, South Korea and Russia) and GDS-processed bookings of other types of travel products, such as hotel rooms, car rentals and train tickets.

### 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<sup>12</sup> 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.

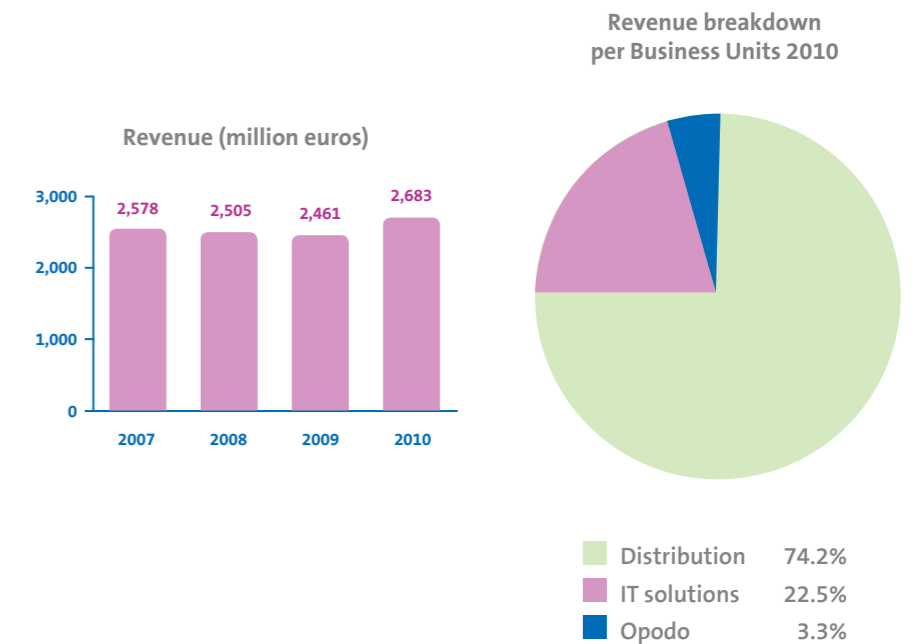
## 4.2 Business unit evolution

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 processed 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.



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

<sup>12</sup> Total billable travel transactions processed include air and non-air travel agency bookings, passengers boarded and e-Commerce passenger name records (PNRs).



**Corporate Responsibility  
at Amadeus**





## 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,<sup>13</sup> 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.

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.

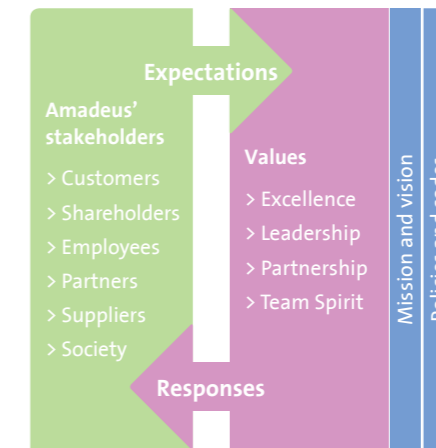
#### The environment

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.

To do this we are committed to listening to and engaging with our stakeholders to create strong and long-lasting relationships based on trust.



Our main stakeholders are: shareholders, employees, customers, suppliers, environment and society as a whole. As part of our CR policy, Amadeus strives to respond to their expectations, focusing on communicating in an efficient and open manner.

To achieve these objectives, we have described our commitments to our stakeholders in this Report, which demonstrate our aspirations to gain the trust and respond to our stakeholders' needs and expectations.

### At Amadeus we're 100 % dedicated to the world of travel technology

But we also feel a tremendous responsibility towards addressing the following questions:

- > How does what we do every day improve the lives of those we interact with?
- > How can we both measure and minimise our impact on the world around us?
- > How can we ensure that, on every level, we act with honesty and integrity at all times?

### 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.

<sup>13</sup> Global Reporting Initiative (GRI) is a Sustainability Reporting Framework that provides guidance on how organisations can disclose their sustainability performance. (www.globalreporting.org)



## 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 Investors 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:

Organisation	Description
European Technology & Travel Services Association (ETTSA)	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.
Interactive Travel Services Association (ITSA)	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.
United Nations World Tourism Organisation (UNWTO)	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.
Associations and Partnerships with Public Institutions and Governmental Authorities	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 partners 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.
Global Travel and Tourism Partnership (GTTP)	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, Starwood and the World Travel and Tourism Council, and their representatives form its Advisory Board. The Amadeus representative is the Chairman of this Board.

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 COSO<sup>14</sup>
- › 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

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

\* Replaced by Guillermo de la Dehesa, effective 26 February 2011.

\*\* Resigned at Board meeting hold on 15 April 2011.

<sup>14</sup> COSO is the Committee of Sponsoring Organisations 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.

#### Audit Committee

Guillermo de la Dehesa Romero  
Chairman

Christian Boireau  
Member

Dame Clara Furse  
Member

David Webster  
Member

Stuart Mcalpine  
Member

› **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.

#### Nomination and Remuneration Committee

Dame Clara Furse  
Chairman

Bernard Bourigeaud  
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:

- › 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.

- › 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.
- › 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.
- › 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.
- › 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.

### 6.4 Compliance with regulations

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.

The following bodies are responsible for working on or supervising Amadeus' risk management model:

**Audit Committee:** The Audit Committee is an advisory body to the Board of Directors whose main function is to provide support to the Board in its oversight duties by, among other actions, periodic review of internal control and risk management so that main risks are identified, managed and disclosed properly.

**Executive Management Committee:** determines the overall risk policy of the Group and, where appropriate, establishes management mechanisms that ensure risks are maintained within the approved levels.

**Risk and Compliance Office:** The Risk and Compliance Office develops the Risk Map, establishes the control procedures for each of the identified risks in conjunction with each responsible for designated risk (risk owner) and monitors them. The risks resulting from the analysis as well as controls are reported periodically to the Executive Management Committee and the Audit Committee.

**Internal Audit Unit:** The Internal Audit Unit focuses on the evaluation and adaptation of existing controls related to major risks in order to ensure that all potential risks that could affect the achievement of the Group's strategic objectives are identified, measured and controlled at all times.

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](http://www.coso.org)



Amadeus regional office, Bangkok, Thailand



**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

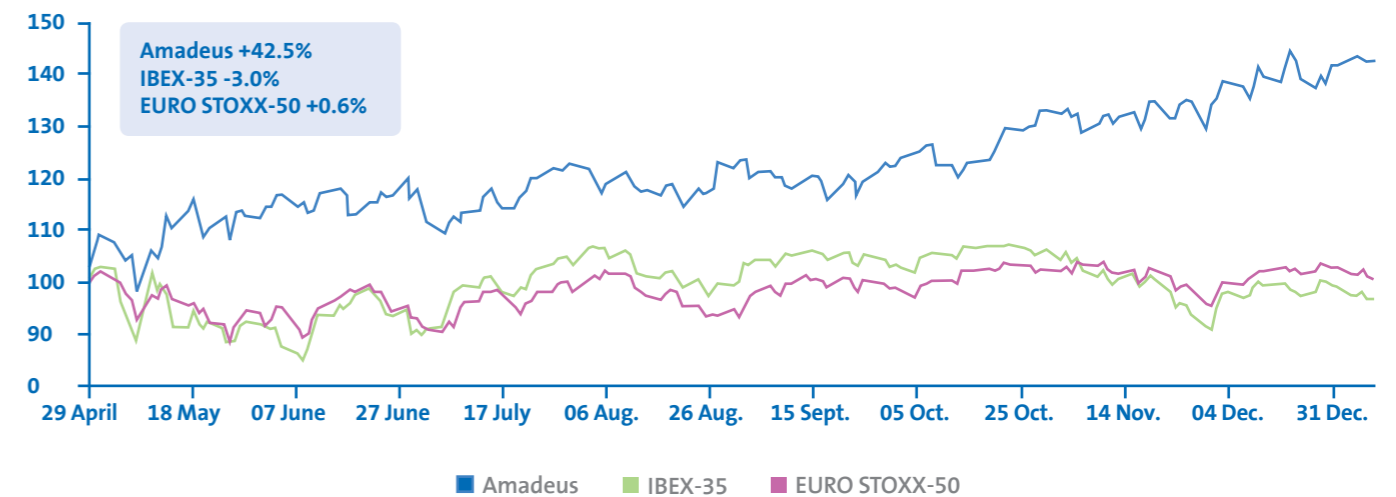
Amadeus IT Holding began trading on the Spanish stock exchange on 29 April, 2010, which marked the most important milestone for the year. By the end of the year, our stock price rose 42.5%, closing the year at 15.7 Euros per share, or an implied market capitalisation of 7,018 million Euros. This performance 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. The 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.

Stock price evolution vs. IBEX and EURO STOXX-50 in 2010



### 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:

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

(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

## 7.2 Investor Relations department activities

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.





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.
- Amadeus participated in nine conferences throughout Europe and the United States, where meetings were held with a total of 141 investors, individually through one-on-ones or in group meetings.

- 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.

For 2011 we expect to maintain this level of interaction with the financial community in order to continue to increase Amadeus' recognition, including potentially some geographic diversification in other markets, where Amadeus has a very strong brand positioning in commercial terms, but lower visibility within the financial community.

### 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 Melcrum
- > 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.

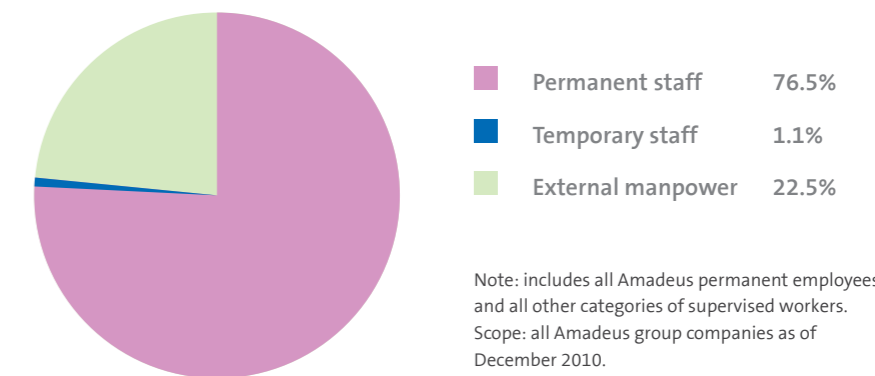
#### Key figures

##### 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.

Employment by contract type in 2010



Total workforce by type of employment contract	2008	2009	2010
Permanent staff	7,422	7,521	7,852
Temporary staff	119	108	108
External manpower (including contractors and staff seconded from other firms)	1,338	1,759	2,310
<b>Total</b>	<b>8,880</b>	<b>9,388</b>	<b>10,270</b>

Number of employees by professional category	2008	2009	2010
VPs and Directors	126	125	123
Senior Managers / Managers	1,585	1,731	1,789
Staff	5,196	5,560	5,408
<b>Total</b>	<b>6,907</b>	<b>7,461</b>	<b>7,320</b>

Note: Only permanent employees included. These figures represent 77% of Amadeus staff, some subsidiaries are not included.



Thanks to our comprehensive policies and practices regarding talent retention, we have a low turnover rate of 5.3%, below the IT labour market rate, which according to the Corporate Leadership Council was 12.5% in 2009<sup>15</sup>. Due to the growth pattern of the Company and prudent management through the economic downturn, there have been no large employee redundancy programmes in recent years.

Employee turnover	2008	2009	2010
Number of men who left Amadeus	208	165	184
Number of women who left Amadeus	171	147	131
Total turnover rate	6.9%	5.7%	5.3%

Note: Only permanent employees included. These figures represent 77% of Amadeus staff, some subsidiaries are not included.

### Managing a diverse team according to Amadeus key values

Our Company's human resources policy is aligned with our four key values: **Team spirit, Partnership, Excellence and Leadership**. These values are real and unite employees in a single approach to doing business around the world. These values, along with the Amadeus Code of Professional Behaviour, make up the backbone of our people management practices.



## 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.

### 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".

Workforce by region	2008	2009	2010
Europe	6,895	7,255	7,998
North America	715	743	725
South America	369	485	508
Asia	716	752	873
Middle East and Africa	184	152	166
<b>Total</b>	<b>8,880</b>	<b>9,388</b>	<b>10,270</b>

Scope: All Amadeus group companies as of December 2010.

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

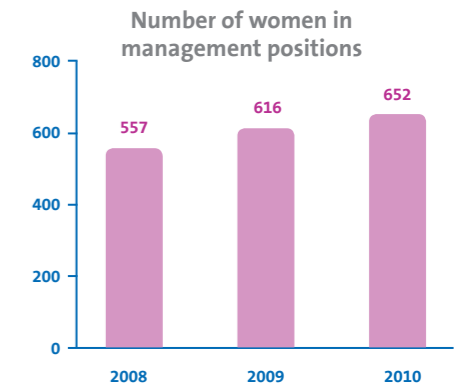
With regards to gender diversity, about 42% of our permanent employees in 2010 were women. Out of 1,912 management positions, 652 are currently held by women, representing 34% of the total. This reflects a 5.9% increase with respect to 2009. Furthermore, 12 women occupy executive management positions 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.

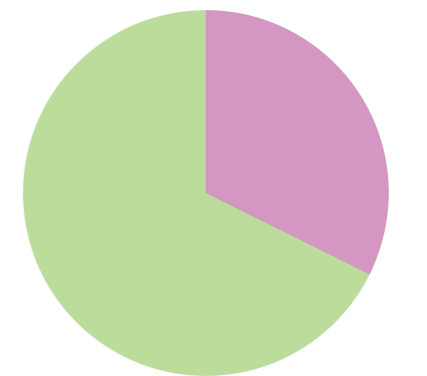
One such initiative is the Handi Project launched in 2004 in our office in Sophia-Antipolis, France. This program

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 competencies 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 Hanploi, 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 initialising internal communication about disability. In order to reach these goals, we collaborate closely with several associations such as Adapt, Handyjob and Hanploi.



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

### Management positions by gender



Women in management positions 34%  
Men in management positions 66%

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

Number of employees with disabilities		
2008	2009	2010
50	55	59

Note: Figures cover 80% 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.

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

#### Four phases of ethics training



Training for employees in ethics began in 2008, when VPs and Directors plus several country general managers attended one day workshops on the subject matter. In the second phase, our human resources staff attended “Train the Trainer” workshops on the importance of ethical leadership, Corporate Responsibility and the role of the Amadeus Code of Professional Behaviour.

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.

Number of employees trained in Amadeus' ethical codes of conduct, practices and procedures		2009	2010
Classroom		208	13
Virtual		93	0
e-learning module	Started	497	2,537
	Completed	399	2,242
Total		700	2,255

### 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.

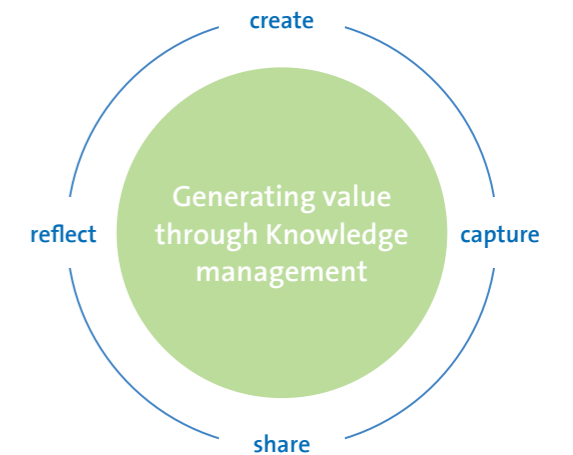
### Working collaboratively through active knowledge management

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.



### Opera Communities and Teamsites

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.



## 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 change 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".

Percentage of employees covered by collective bargaining agreements		
2008	2009	2010
64%	64%	64%

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*

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.

#### Best Place to work

In August 2010, the Florida Trend magazine named Amadeus North America one of Florida's *Best Companies to Work For*. "Companies that retain the best employees with strong workplace programs are frequently the very same companies that serve their clients exceptionally well," said Florida Trend Publisher Andrew Corty. "It's our pleasure to recognise these great companies and encourage others to join them in building Florida's competitive advantage."

Participating companies underwent a two-part survey process which consisted of an evaluation of each Company's workplace policies, practices, philosophy, systems and demographics and then analysis of a survey to measure employee satisfaction. The combined scores determined the top companies and the final ranking.

Talent attraction and retention



#### 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.

### Working to achieve work-life balance

In Amadeus, we are working to achieve work-life balance and constantly strive to advance this programme in concrete terms. Amadeus signed the French Parenthood Charter in December 2010. The objective of this charter is to encourage companies to provide working parents with an environment that is better suited to people with family commitments. In Sophia-Antipolis, Amadeus provides services and help to parents, mainly through:

- › Nursery tickets
- › Child care centre
- › Parenthood charter
- › Specific arrangements for parents

These measures aim to help with the day to day life of parents, to provide financial support, to organise work in ways that adapt to their schedule and to provide support from management and human resources. Human Resources provide training to managers to encourage them to take better account of their employees needs as parents. Meetings are scheduled neither early in the morning nor late in the evening. In addition, Amadeus and the Company Committee have booked the equivalent of 22 full time places for employees' children in a new nursery which has opened close to the company premises in accordance with Amadeus' suggestion in January 2009. Amadeus employees can benefit from private day-care at the same prices as a municipal nursery. Moreover, parents who decide to work part-time or take parental leave are not disadvantaged in respect to their career evolution.

In addition, we are currently developing teleworking practices across the company. Currently it is a common practice in our United States, Madrid, London and Erding units among others. In order to embrace new ways of working, to remain a competitive employer and to optimise balance between professional and private life, Amadeus considers teleworking an invaluable tool.

## 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 oriented, 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.

Amadeus' career review process







### 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.

### Other tools and programmes for professional development

- › In some sites, employees who are eligible for promotions undergo a 360° feedback system which takes into account the perception of peers, supervisors and staff.
- › In order to give employees an overview of the jobs that exist in Amadeus globally, employees can consult a generic job directory.
- › Every internal job opportunity is published internally 15 days prior to external publication unless it cannot be published for confidential reasons.
- › Employees can update their own career record via the human resources portal.

### 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 programs 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 on the job learning, coaching and mentoring, self-study, special projects and feedback, amongst others.

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.

Hours of training by employee category	2008	2009	2010
VPs and Directors	832	317	479
Senior Managers & Managers	19,909	18,311	22,619
Staff	114,127	123,946	128,714
<b>Total</b>	<b>134,868</b>	<b>142,574</b>	<b>151,812</b>

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

Amadeus e-Learning World Snapshot	
Total connected users	8,582
New connections in September 2010	56
Courses taken in September 2010	762
Top 3 soft skill courses taken in September 2010	
1. Asserting Yourself Professionally	
2. Effective Thinking and Creative Problem Solving Simulation	
3. Making Decisions Dynamically	

### 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:** Number of accidents resulting in lost days per million hours worked.
- › **Lost day rate:** 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 fulfil 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 Sophia-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, Thairobic 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.

#### 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 ergonomic 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.

	2008	2009	2010
Injury rate <sup>(1)</sup>	0.45	0.50	0.49
Lost day rate <sup>(1)</sup>	0.04	0.01	0.01
Common illness rate (%) <sup>(2)</sup>	2.35	2.37	2.30
Absentee rate (%) <sup>(2)</sup>	2.37	2.46	2.48

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

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

	2008		2009		2010	
	During working hours	To/from work	During working hours	To/from work	During working hours	To/from work
Number of accidents resulting in lost days	6	12	3	12	8	10
Number of accidents not resulting in lost days	7	12	5	6	4	5
Number of fatal accidents	0	0	0	0	0	0

Note: Figures cover 51% of Amadeus staff, some subsidiaries are not included.



**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)<sup>16</sup>
- › 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

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.

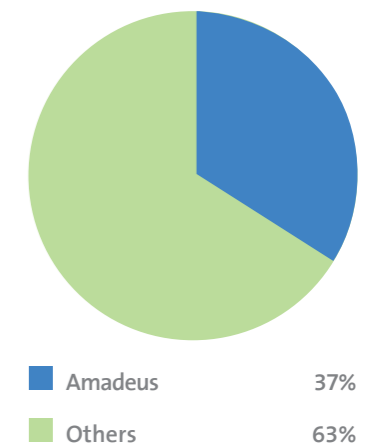
Our commitment to customers is based on:

- › 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

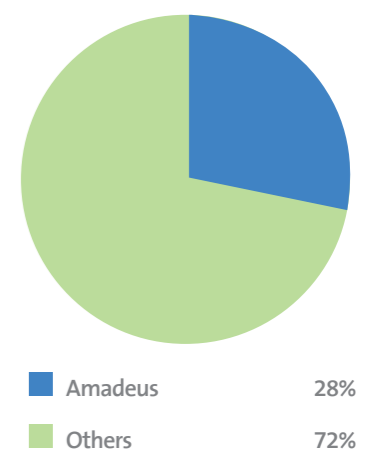
### Key figures

- › Number one in two synergistic business lines
- › 850 million total billable travel transactions processed<sup>17</sup> in 2010
- › Customer operations through 73 Amadeus Commercial Organisations
- › We operate in 195 countries

Global Distribution System (GDS) estimated 2010 market share



Passenger Service System (PSS) estimated market share by revenue 2008



<sup>16</sup> EMD provides a standardised method to issue, manage and fulfil the sale of all airline services.

<sup>17</sup> Total billable travel transactions processed include air and non-air travel agency bookings, passengers boarded (PBs) 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.

Amadeus customer groups	
Travel providers	<b>Airlines</b> Network airlines, regional airlines, and low cost/leisure carriers
	<b>Hotels</b> Chains, representation companies, and independent hotel companies
	<b>Ground &amp; maritime</b> Car rental companies, railway companies, ferry lines, cruise lines and insurance companies
	<b>Tour operators</b> Specialty, mass-market and vertically-integrated tour operators
Travel sellers	<b>Travel agencies</b> Including travel management companies, business and leisure agencies, online travel agencies and consolidators
Travel buyers	<b>Corporations</b> Self-booking solutions for companies looking to maximise value from their travel spend

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.

Key customer related indicators	2008	2009	2010
Travel agency points of sale (locations) <sup>18</sup>	–	–	90,000
Airline sales offices (locations) <sup>18</sup>	–	–	59,000
Airlines that can be booked in Amadeus	478	465	436
Airlines storing flight schedules in Amadeus	718	721	713
Air Travel Agency bookings processed and billed (in millions)	364.2	352.4	382.4
Car rental companies available in Amadeus	25	26	29
Hotel properties available in Amadeus	80,000	86,000	87,000
Cruise lines	18	20	21
Rail companies	106	107	103
Ferry companies	3	30	30
Tour operators	190	190	204
Amadeus airline IT customers (Reservation)	144	134	142
Amadeus airline IT customers (Inventory) <sup>19</sup>	–	90	109
Amadeus airline IT customers (Departure Control System) <sup>19</sup>	–	40	61
Passengers Boarded (PBs) (in millions) <sup>20</sup>	193	237.5	372.3

<sup>18</sup> The definition of travel agency point of sale and airline sales offices changed in 2009, therefore the figures from previous years are not comparable

<sup>19</sup> In 2008, the number of airlines that contracted either the Altéa inventory and / or Altéa DCS was 66

<sup>20</sup> 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.

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

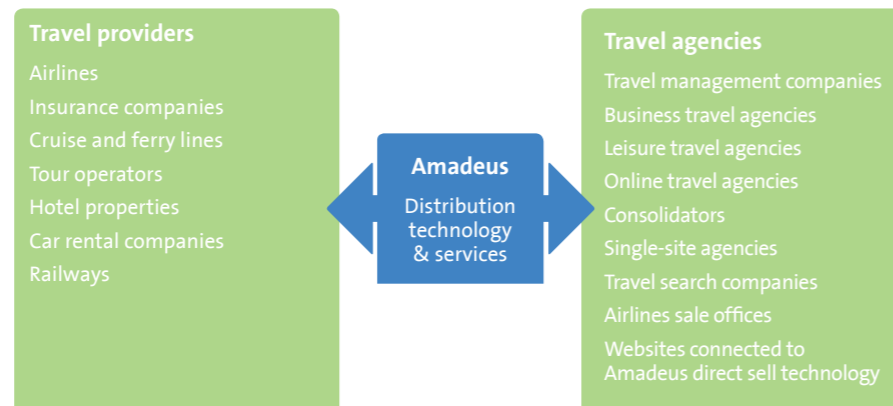
Geographic distribution GDS Travel Agency Air bookings (in millions)	2008	2009	2010
Western Europe	183.6	172.8	183.2
Asia Pacific	47.8	47.9	53.3
Middle East and Africa	34.1	42.1	48.3
Central Eastern and Southern Europe	37.2	34.2	38.3
North America	35.1	31.9	34.7
Central and South America	26.6	23.5	24.6

### 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.



### IT customers

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.





## 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.

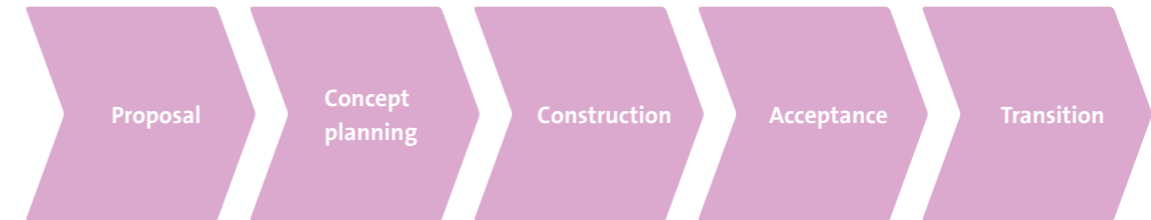
Additionally, Distribution Product Management works closely with a selection of customers who are representative of thought-leaders, who are willing to participate in Amadeus product innovations and enhancements in an active way.



### 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.

The Amadeus Airline Distribution Advisory Committee (ADAC) on the other hand, is a forum where airline customers distribution needs are discussed twice a year with Amadeus senior management representatives. In this meeting the ADAC members get a preview of Amadeus strategy concerning distribution technology, new projects and the product roadmap. This Committee intends to give our customers the possibility to influence Amadeus priorities, exchange feedback and ideas regarding new industry trends and network with Amadeus senior management.



Major product deliveries in production for users in the distribution area during 2010 included:

- Airline Ancillary Services enabling airlines to generate new revenues by selling additional services (e.g. seat selection, pre-paid baggage).
- Electronic Miscellaneous Document for Travel Agencies: we became, in 2010, the first Global Distribution System to receive the IATA sign-off for the Electronic Miscellaneous Document standard, enabling the sale of services such as excess baggage, seats, and other services provided by the airlines.
- E-Power, a new retailing booking engine for Travel Agencies for their Business-to-Customer websites, has been piloted in Europe. It allows small to medium Travel Agencies to build their own Business-to-Customer e-Commerce shop for Amadeus Global Distribution System and non-Amadeus content to generate online revenues. It complements our e-retail offers.
- Expense system integration in our E-Travel Management product: online solution providing end-to-end travel life-cycle management, from planning to expense reimbursement.

### 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 an ambitious goal 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

Step 1 Build tests	Target users are identified and protocols are built which include the research techniques to be used and the material to be tested; including live products, interactive prototypes and conceptual mock-ups.
Step 2 Collect data	User sessions are run either in our state-of-the-art user lab or directly at the user's premises (ex. airline office, travel agency). To guarantee neutrality, a large number of sessions are run by a third-party Usability Expert company.
Step 3 Analyse data	User's reactions and expectations as well as errors and misunderstandings are analysed to evaluate the screen layouts, workflows and general interaction.
Step 4 Produce User Interface Guidelines	As a result, the findings of the research are translated into usability rules and recommendations which are known internally as User Interface Guidelines. The Amadeus community as a whole is responsible for making sure that products comply with these guidelines.

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 benefitting 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.

Number of ACOs worldwide		
2008	2009	2010
69	72	73



#### 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.



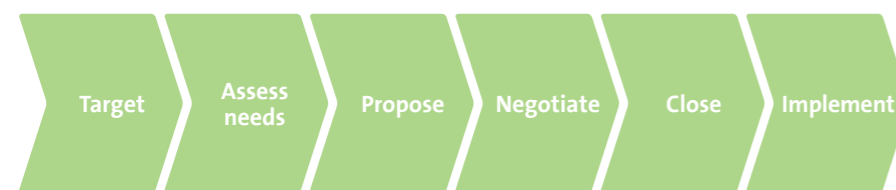
Amadeus headquarters, Madrid, Spain



### 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



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.

Customer satisfaction		
Airline customer satisfaction surveys	Travel agency satisfaction surveys	Other customer groups satisfaction surveys

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.





10

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:

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.

### 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.

Objectives of Amadeus Corporate Purchasing Policy



## 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.

- > Ensure that the suppliers are compliant with environmental laws and regulations.

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.

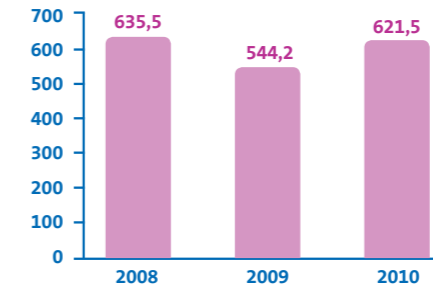
Moreover, the supplier evaluation process includes the following steps:



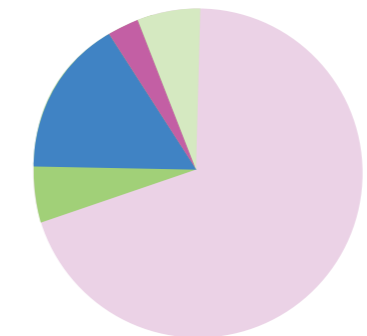
The supplier evaluation process is carried out at least once a year by all our purchasing departments, which are permanently involved in the procurement process. The objective of this evaluation is to monitor and review whether each supplier fulfils Amadeus’ requirements. The Corporate Purchasing Unit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

Amadeus volume of purchases (million euros)



Split of 2010 (million euros)



Central companies	68%
EMEA	15%
Americas	8%
Other companies	7%
APAC	2%

## 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, Erding 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.

Stakeholders and environment	
Shareholders	A solid environmental plan across the organisation is critical for living up to the excellence standards that are required to remain an attractive company
Employees	Environmental commitment is appreciated by talented professional and provides opportunities and comfort to all that share a concern over the environment
Partners	Globalisation, economic and demographic growth implies increasing pressure over natural resources and the environment in general
Customers	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

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.

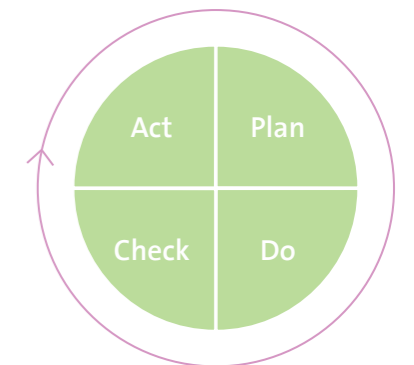
Since the direct environmental impact of Amadeus' operations differs significantly from those of its partners and customers in the travel industry, we divide our environmental strategy into two parts:

- > 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 work force 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.<sup>21</sup>

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

2009	2010	Increase
<b>Total employees</b>		
3,995	4,519	13%
<b>Electricity consumption (kWh)</b>		
52,209,660	54,066,158	4%

### 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 processed<sup>22</sup> 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.

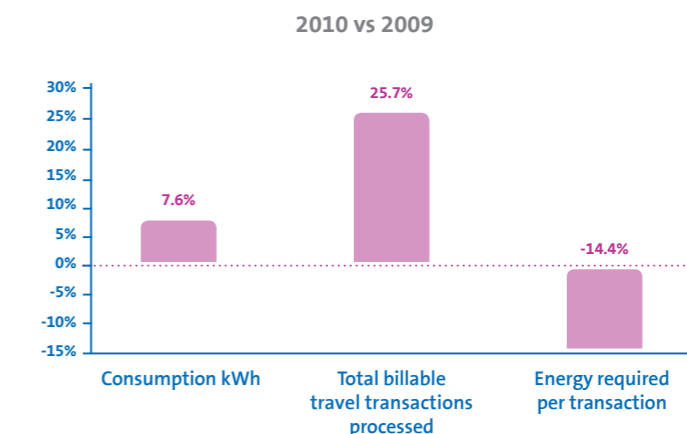
Maintaining and improving the energy efficiency of the Data Centre is an important Amadeus objective both from the environmental and economic point of view.

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<sup>23</sup>.

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.



Energy efficiency measured by transactions processed at the Amadeus Data Centre

<sup>21</sup> 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.

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

<sup>23</sup> 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<sup>24</sup> 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.

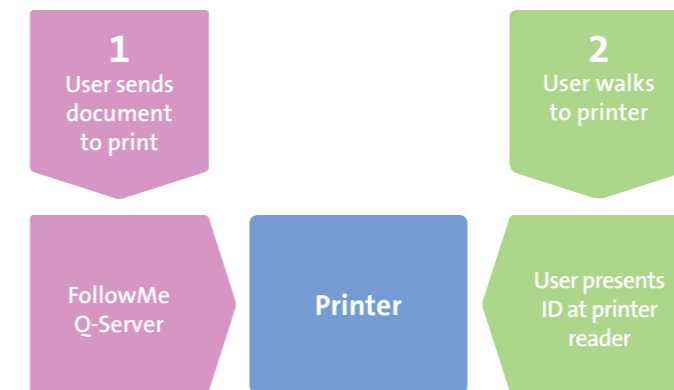
The potential savings are significant, especially in those cases where a cover page is used, where up to a 40% of paper can be saved. In addition, printers will also need less toner and maintenance, reducing significantly the overall cost and the environmental impact. On the other hand most sites have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

**FollowMe printing**



<sup>24</sup> TÜV SÜD provides independent consulting, testing, certification and training services.

**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.

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)

2009	2010	Increase
Fresh water		
57,978	48,010	-17%
Well water		
75,167	78,659	5%
Total		
133,145	126,669	-5%



**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.

Waste types and amounts. Amadeus SAS (Sophia Antipolis, France)	2008	2009	2010
Paper (t)	34.5	40	46.5
Carton (t)	31.2	31.2	32
Packaging (kg)	390	200	1,900
Glass (kg)	560	300	750
Rubble (t)	7,24	13,8	46.4
Batteries (kg)	N/A	N/A	345

**CO<sub>2</sub> emissions**

CO <sub>2</sub> emissions (Erding and Sophia Antipolis)	2009	2010
Range 2	11,959	12,422
Indirect emissions derived from electricity consumption (t CO <sub>2</sub> ) <sup>25</sup>		
Range 3	1,645	1,685
Emissions derived from business travel (t CO <sub>2</sub> ) <sup>26</sup>		
Total indirect emissions by Amadeus (Range 2 + Range 3) (t CO <sub>2</sub> )	13,604	14,107

<sup>25</sup> Emissions factors. Germany: 291 gr / kWh as per electricity provider input. France: 75 gr / kWh as per RTE ADEME information.

<sup>26</sup> Includes emissions from air travel of top routes. Emissions factors obtained from the International Civil Aviation Organisation (ICAO) carbon calculator.

## 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 CO<sub>2</sub> emissions per passenger. Calculating CO<sub>2</sub> 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 CO<sub>2</sub> calculator. The information obtained from the ICAO calculator is used to provide CO<sub>2</sub> emissions information to passengers and corporate customers willing to build emissions inventories and offset emissions.

ICAO CO<sub>2</sub> 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 33.7%.





## 12. Commitment to society

### Milestones 2010

- > CSR concept development and establishment of procedures
- > 160 beneficiaries in small hotel distribution projects in Costa Rica, Nicaragua, Peru, Bolivia, Ecuador and South Africa
- > 18 CSR co-operation agreements signed in 2010
- > Implementation of Tourism Observatories in 12 countries
- > 10 Education projects initiated
- > Reinforcement of our external relations

### Challenges 2011

- > Launch of the Amadeus “Nice and Small” site to enable travel agencies to book small hotels that are CSR beneficiaries
- > Reach 2,800 beneficiaries through Technology Transfer projects
- > Sign alliances with airlines to build a global network to donate PCs all over the world
- > Launch of the Corporate Volunteer Workers’ Programme

## 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 entrepreneurship, 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-ran 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.

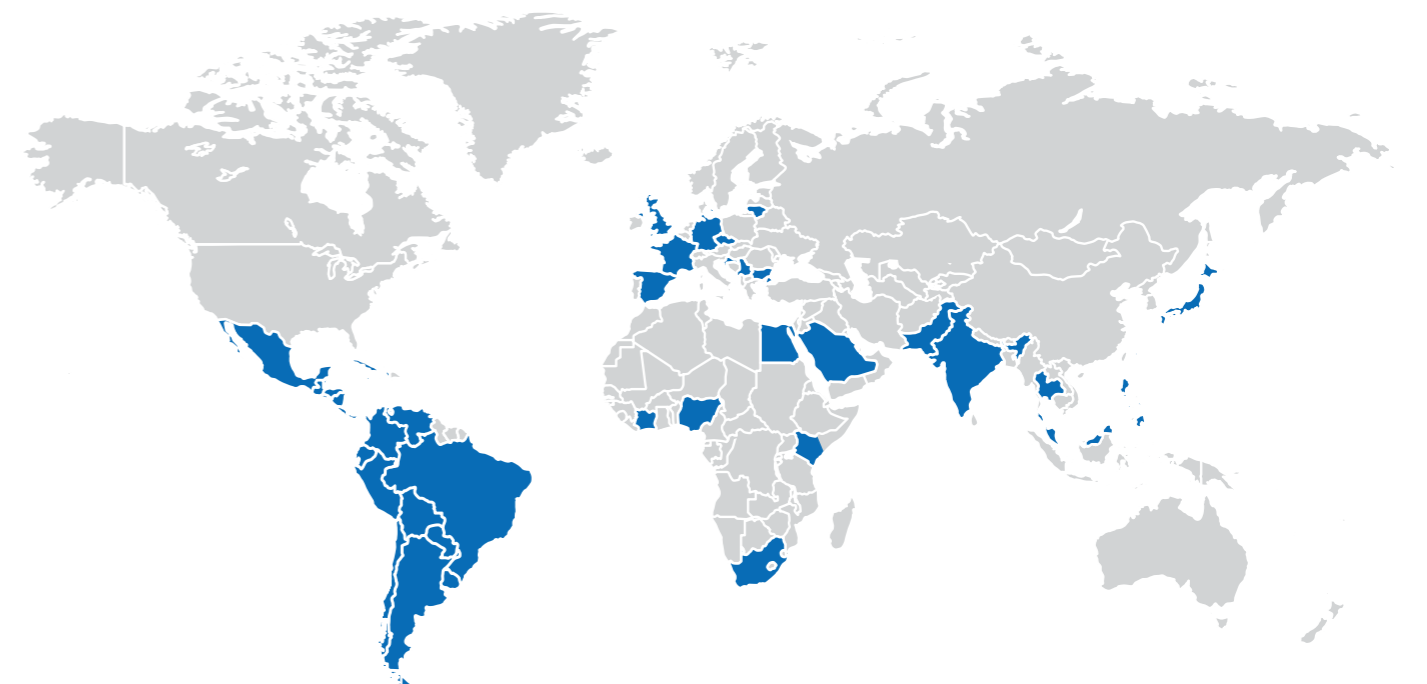
### Key figures

#### 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.

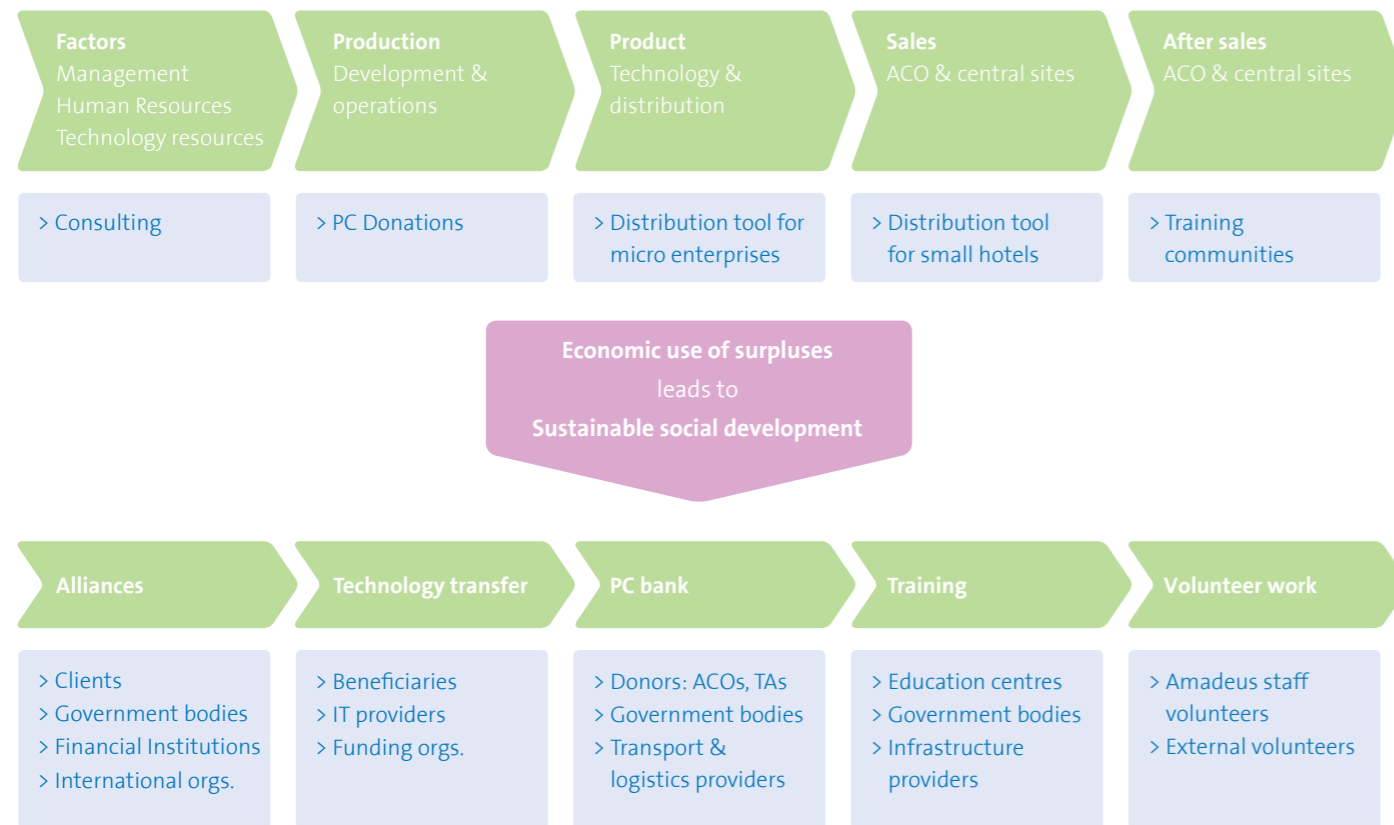
Countries in which Amadeus has ongoing community initiatives or alliances



## 12.2 Amadeus approach to community involvement

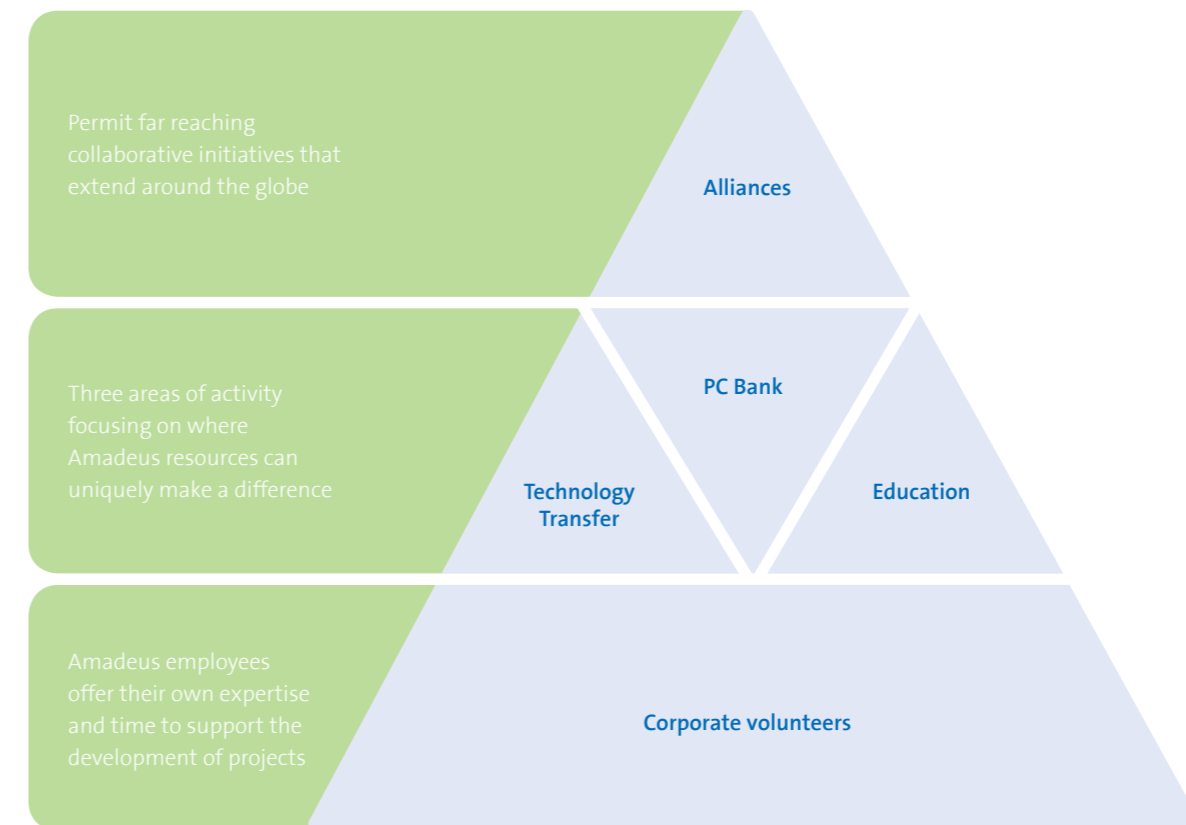
Our mission for community initiatives is “to promote sustainable development for underprivileged segments through tourism, distribution and technology in the markets where Amadeus is present.” To fulfil this mission, we tap into Amadeus’ value chain surpluses which at little to no monetary cost result 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.

Tapping into Amadeus’ value chain surpluses at low to no monetary cost results in high value asset for the CSR beneficiary



### 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

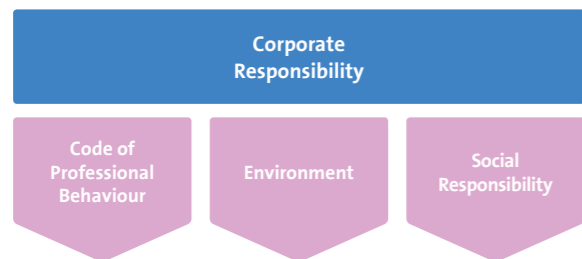
- > Scope of the project
- > Impact on the Amadeus value chain
- > Social and economic impact at local level
- > Involved partners
- > Additional resources required
- > Strategic value for Amadeus at local and global level
- > Communication plan

### 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

Corporate Responsibility structure



Corporate Social Responsibility structure



### 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.

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.

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



Agreement with National Department of Tourism, South Africa



Amadeus signed a CSR agreement with the Spanish Tourism Secretary of State to support sustainable tourism projects in developing countries.



Agreement for Egypt's Technical Colleges development project - under the Ministry of Higher Education

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	
United Nations World Tourism Organisation (UNWTO)	<p><b>Strategic agreement.</b> 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.</p> <p><b>Corporate social responsibility agreement</b> 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.</p>
UNWTO. THEMIS Foundation	<p><b>CSR agreement</b> to develop education projects.</p>
Iberia	<p><b>CSR Agreement for transportation of hardware.</b> Within this agreement Iberia transports hardware free of charge to any Iberia destination when the hardware is to be used in social responsibility projects.</p>
Codespa Foundation	<p><b>CSR agreement</b> Amadeus and Codespa are collaborating to support the development of indigenous communities in Latin America.</p>
Spanish Ministry of Foreign Affairs (AECID)	<p><b>CSR agreement</b> to develop technology transfer projects in Africa, South East Asia and Latin America.</p>
Tourism Secretary of State, Spain	<p><b>CSR agreement</b> to collaborate in sustainable tourism projects in developing countries</p>
The Travel Mixer	<p><b>Global agreement</b> to facilitate a distribution platform for small hotels. This application is used in the technology transfer project for small, rural hotels.</p>
AURALOG	<p><b>CSR agreement for language E-Learning.</b> 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.</p>

## 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.



Hoteliers at a training session in Nicaragua



Train the Trainer sessions for Management Units in South Africa



A Quechua translator provides training to hoteliers in Cuzco, Peru



## 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.

## 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.

## 12.5 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 volunteers preparing PCs before sending them to Chile



Students at Mafikeng Hotel School in the new computer class, South Africa



Stades Marcory Primary School, Ivory Coast



The Amadeus Central & West Africa team and beneficiaries at a classroom launch



Celebrating the opening of a computer classroom, Ivory Coast

## Case studies

### South Africa

In November 2010, we donated 106 computers to three hotel schools and a community crime prevention initiative in rural South Africa.

96 of the computers are currently being used by students as part of an education project to extend the scope and increase the content of their courses at the North West Mafikeng Hotel-School, the Garankuwa Hotel-School and the Mpumalanga Regional Training Trust. These projects have been developed under a framework agreement with the National Department of Tourism of South Africa.

An additional 10 computers were designated to a community project to counter the growing levels of crime among young people in the Orange Farm Township near Johannesburg. Our alliance partner for this project is the NGO Khulisa.

Throughout the project we have been working with our Alliance Partner, the NGO Khulisa.

### Chile

In September, we donated 40 PCs to three schools in the city of Molina and the region of Bío Bío, which had been particularly affected by the earthquake that occurred on 27 February 2010.

The Spanish airline Iberia transported the PCs to the airport of Santiago de Chile free of charge. From there, Amadeus Chile, in cooperation with the Imagina Foundation, took them to the Escuela Superior de Hombres, the Escuela Lobu and the Pescador kindergarten.

### Central and Western Africa - Ivory Coast

In Central and Western Africa, we are working to create a number of computer rooms in public schools. School children in the region are using Amadeus PCs to learn basic skills in IT and in how to use the internet. Our aim is to help increase computer literacy among school children and at the same time integrate young people into the work force by facilitating their access to training in using computers, travel software and technology. The success of the project can be seen in the Ivory Coast where in 2010 three primary schools and a foundation launched computer classrooms with 23 computers benefitting more than 1500 primary school students.

### United Kingdom

In the UK, we donated 10 PCs to an association called Tourism Concern. In its drive for Ethical Tourism, this charity is committed to fighting exploitation in the tourism industry. It is an independent charity with almost 900 members and works with partners in over 20 destination countries to ensure that tourism always benefits local people.

## 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 co-ordination with the PC Bank, for example, e-learning and IT training is provided for "Amadeus Computer Rooms" where computers have been donated for people in communities in need or at risk of exclusion.

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 reservations training to marginalised scholars and students at more than 20 learning institutions across the Philippine 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.



Train-the-Trainer sessions for college teaching staff in Egypt

### 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 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.

## 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.



## 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.



## 12.8 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 childhood 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.
- › Then on 2 March, Grammy Award-winning recording artist Will.I.Am (of the Black Eyed Peas) recorded a new song, “MASSIVEGOOD”, written and produced in collaboration with international DJ, David Guetta. Internationally-acclaimed South African singer Yvonne Chaka Chaka also joined in the recording.

- › In addition, director Spike Lee premiered a new 1-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 Barcelo, 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 of 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.



# Annex 2

GRI content index



G3 Content Index						
STANDARD DISCLOSURES PART I: Profile Disclosures						
1. Strategy and Analysis						
Application Level					Assured by	
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
1,1	Statement from the most senior decision-maker of the organization.	Fully	p 6-7,			
1,2	Description of key impacts, risks, and opportunities.	Fully	p 6-7, 28-30, 34, 42, 50, 70, 96-97, 108-109			
2. Organizational Profile						
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
2,1	Name of the organization.	Fully	p 150			
2,2	Primary brands, products, and/or services.	Fully	p 16-19			
2,3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	p 17-19, 80			
2,4	Location of organization's headquarters.	Fully	p 150			
2,5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	p 17, 80, 109			
2,6	Nature of ownership and legal form.	Fully	p 150, 14			
2,7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	p 17-19, 72-73, 109			
2,8	Scale of the reporting organization.	Fully	p 16-18, 25, 51			
2,9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	p 34-39, 43			
2,10	Awards received in the reporting period.	Fully	p 61, 63, 123			

3. Report Parameters						
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
3,1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	p 128-129			
3,2	Date of most recent previous report (if any).	Fully	Amadeus previous CR Report covered the year 2009.			
3,3	Reporting cycle (annual, biennial, etc.)	Fully	p 129			
3,4	Contact point for questions regarding the report or its contents.	Fully	p 150			
3,5	Process for defining report content.	Fully	p 128-129			
3,6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	p 128; The scope of the reporting includes the entire Amadeus Group unless otherwise indicated in each chapter and section.			
3,7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	p 128; The scope of the reporting includes the entire Amadeus Group unless otherwise indicated (in the text, below graphs and tables).			
3,8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	p 128; The scope of the reporting includes the entire Amadeus Group unless otherwise indicated (in the text, below graphs and tables).			

3,9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	p 67, 103				
3,10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	There have not been any re-statements of information provided in earlier reports				
3,11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	In 2010, Amadeus has increased its scope of reporting to include topics related to all of its stakeholder groups.				
3,12	Table identifying the location of the Standard Disclosures in the report.	Fully	p 132-148				
3,13	Policy and current practice with regard to seeking external assurance for the report.	Fully	Amadeus has not sought external assurance for its 2010 Corporate Responsibility Report.				

4. Governance, Commitments, and Engagement						
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4,1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	p 14-15, 34-36, 39; Corporate Annual Governance Report 2010 p 31-34.			
4,2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	The Chair of the Board of Directors is not an executive director.			
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.	Fully	Corporate Annual Governance Report 2010 p 6-10			
4,4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	p 45-47, 58-59			
4,5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	Corporate Annual Governance Report 2010 p 16-18			
4,6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	p 37			
4,7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	Fully	p 35			



4,8	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.	Fully	p 37,52,56			
4,9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	p 18,37-39,86; Amadeus reviews sustainability performance once a year.			
4,10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	Corporate Annual Corporate Governance Report 2010 p21.			
4,11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	p 128-129			
4,12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	p 6,54			
4,13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	p 31, 114-115			
4,14	List of stakeholder groups engaged by the organization.	Fully	p 29-30			
4,15	Basis for identification and selection of stakeholders with whom to engage.	Fully	p 29-30			
4,16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	p 29-31, 45-46, 61, 83			
4,17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	p 29-31, 45-46. Amadeus has committed to begin a stakeholder process in order to analyze corporate responsibility topics in 2012			

STANDARD DISCLOSURES PART II Disclosures on Management Approach (DMAs)							
G3 DMA	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
<b>DMA EC</b>	Disclosure on Management Approach EC	Fully	p 6-7, 14-15, 74-75, 109-113				
Aspects	Economic performance	Fully	p 10-11, 17				
	Market presence	Fully	p 14-15, 73				
	Indirect economic impacts	Fully	p 109-113				
<b>DMA EN</b>	Disclosure on Management Approach EN	Fully	p 96-97				
Aspects	Materials	Fully	p 101				
	Energy	Fully	p 98-100				
	Water	Fully	p 102				
	Biodiversity	Not			Not material	Amadeus is a transaction processor for the global travel and tourism industry. We therefore do not have impacts on biodiversity.	
	Emissions, effluents and waste	Fully	p 103				
	Products and services	Not			Not material	Amadeus is a transaction processor for the global travel and tourism industry. We do not sell products with packaging	
	Compliance	Fully	p 96-97, 100				
	Transport						
	Overall						
<b>DMA LA</b>	Disclosure on Management Approach LA	Fully	p 6-7, 51-55, 58, 65-67				
Aspects	Employment	Fully	p 51-53				
	Labor/management relations	Fully	p 58-59				
	Occupational health and safety	Fully	p 66-67				
	Training and education	Fully	p 57,65				
	Diversity and equal opportunity	Fully	p 54-55				

DMA HR		Disclosure on Management Approach HR	Fully	p 6-7,51,54-55			
Aspects	Investment and procurement practices	Fully	p 90-93				
	Non-discrimination	Fully	p 54-55,37				
	Freedom of association and collective bargaining	Fully	p 58-59				
	Child labor	Not			Not material	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.	
	Forced and compulsory labor	Fully		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.			
	Security practices	Not			Not material	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.	
	Indigenous rights	Not			Not material	Amadeus is a transaction processor for the global travel and tourism industry and thus does not infringe upon the rights of indigenous people.	
DMA SO		Disclosure on Management Approach SO	Fully	p 6-7, 31, 37, 111-113			
Aspects	Community	Fully	p 108-113				
	Corruption	Fully	p 37				
	Public policy	Fully	p 31, 114-115				
	Anti-competitive behavior	Fully	p 39				
	Compliance	Fully	p 37,39				
DMA PR		Disclosure on Management Approach PR	Fully	p 79, 84-85			
Aspects	Customer health and safety	Fully	p 79				
	Product and service labelling	Fully		p 84-85; Amadeus is a transaction processor for the global travel and tourism industry and thus does not sell physical products.			
	Marketing communications	Fully	p 87				
	Customer privacy	Fully	p 86-88				
	Compliance	Fully	p 39, 86-87				

STANDARD DISCLOSURES PART III Performance Indicators							
Economic							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Economic performance							
EC1	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.	Fully	p 25, 123; The economic value retained is around 503 million Euros.				
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	p 104-105; Climate change risks are not included in the corporate risk model and therefore financial implications have not been estimated.				
EC3	Coverage of the organization's defined benefit plan obligations.	Partially	p 60-61	Level of participation in retirement plans and conditions of the plans.	Proprietary information	This indicator regarding Amadeus Human Resources policies is considered confidential.	
EC4	Significant financial assistance received from government.	Fully	The total government grants received from the French Tax Authorities, including the portion allocated to software internally developed are KEUR 23,176 for the period ended on December 31, 2010.				
Market presence							
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.						
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	Amadeus does not have policies that prefer the use of local suppliers.				
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully	p 60				
Indirect economic impacts							
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	p 109-113				
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.						

Environmental							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Materials							
EN1	Materials used by weight or volume.	Fully	p 101				
EN2	Percentage of materials used that are recycled input materials.	Partially	p 101	Percentage of paper that is recycled	Not material	The quantity of recycled paper used is not significant.	
Energy							
EN3	Direct energy consumption by primary energy source.	Not			Not material	Amadeus is a transaction processor for the global travel and tourism industry. Thus there is no direct energy consumption.	
EN4	Indirect energy consumption by primary source.	Fully	p 98-99				
EN5	Energy saved due to conservation and efficiency improvements.	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.	Fully	p 104-105				
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.						

Water							
EN8	Total water withdrawal by source.	Partially	p 102			Water withdrawn from wetlands, river, lakes, oceans, rainwater, or waste water.	Not material Amadeus does not withdraw water from these sources.
EN9	Water sources significantly affected by withdrawal of water.						
EN10	Percentage and total volume of water recycled and reused.						
Biodiversity							
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Not					Not material Amadeus is a transaction processor for the global travel and tourism industry. We therefore do not have impacts on biodiversity.
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					Not material Amadeus is a transaction processor for the global travel and tourism industry. We therefore do not have impacts on biodiversity.
EN13	Habitats protected or restored.						
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.						
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.						
Emissions, effluents and waste							
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	p 103				
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	p 103				
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Partially	p 100			Extent of greenhouse gas emissions reductions achieved during the reporting period as a direct result of the initiative(s) in tonnes of CO2 equivalent.	Not available This indicator is not available at the date of preparing this report due to the absence of a formal procedure for reporting the required information. 2012
EN19	Emissions of ozone-depleting substances by weight.	Not					Not material Amadeus is a transaction processor for the global travel and tourism industry and thus emits insignificant amounts of ozone-depleting substances.
EN20	NOx, SOx, and other significant air emissions by type and weight.	Not					Not material Amadeus is a transaction processor for the global travel and tourism industry and thus emits insignificant amounts of other air emissions.



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	Type of disposal method besides recycling.	Not material	Amadeus does not generate significant amount of waste to determine the disposal method.	
EN23	Total number and volume of significant spills.	Not			Not material	Amadeus is a transaction processor for the global travel and tourism industry and thus its operations do not generate spills.	
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.	
<b>Products and services</b>							
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Partially	p 99-101	Initiatives to mitigate environmental impacts of products and services related to water, effluents, materials use, noise and waste.	Not material	Amadeus is a transaction processor for the global travel and tourism industry. Our services do not have impacts in these areas.	
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. We do not sell products with packaging	
<b>Compliance</b>							
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				
<b>Transport</b>							
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.						
<b>Overall</b>							
EN30	Total environmental protection expenditures and investments by type.						

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

Occupational health and safety							
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.						
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Fully	p 66-67				
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	p 66-67				
LA9	Health and safety topics covered in formal agreements with trade unions.						
Training and education							
LA10	Average hours of training per year per employee by employee category.	Fully	p 65				
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.						
LA12	Percentage of employees receiving regular performance and career development reviews.	Fully	p 63-64				
Diversity and equal opportunity							
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	p 35,36,54; Corporate Annual Governance Report 2010 p 23	Employees and governance bodies by minority and age groups.	Not available	This indicator is not available at the date of preparing this report but will be reported in 2012.	2012
LA14	Ratio of basic salary of men to women by employee category.	Not			Proprietary information	This indicator regarding Amadeus Human Resources policies is considered confidential.	

Social Human Rights							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Diversity and equal opportunity							
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	Not			Not available	This indicator is not available at the date of preparing this report due to the absence of a formal procedure for reporting the required information.	2015
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Not			Not available	This indicator is not available at the date of preparing this report due to the absence of a formal procedure for reporting the required information.	2015
HR3	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.						
Non-discrimination							
HR4	Total number of incidents of discrimination and actions taken.	Fully	No discrimination incidents were reported at Amadeus in 2010.				
Freedom of association and collective bargaining							
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Not			Not material	Amadeus is a transaction processor for the global travel and tourism industry, and thus has not identified any operations as having significant risk of affecting the right to exercise the freedom of association.	
Child labor							
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Not			Not material	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.	
Forced and compulsory labor							
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor.	Fully	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.				
Security practices							
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Not			Not material	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.	
Indigenous rights							
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not			Not material	Amadeus is a transaction processor for the global travel and tourism industry and thus does not infringe upon the rights of indigenous people.	

Social Society							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Community							
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Partially	p 111-113	Examples of how feedback and analysis of data on community impacts have informed steps toward further community engagement on the part of the reporting organization.	Not available	This indicator is not available at the date of preparing this report due to the absence of a formal procedure for reporting the required information.	2015
Corruption							
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Not			Not available	This indicator is not available at the date of preparing this report due to the absence of a formal procedure for reporting the required information.	2015
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	p 56. In 2010, 29% of employees received training on Amadeus Code of Professional Behaviour.				
SO4	Actions taken in response to incidents of corruption.	Fully	In 2010 Amadeus did not identify any incidents of corruption.				
Public policy							
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	p 31				
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.						
Anti-competitive behavior							
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	In 2010, there were no material legal actions for anti-competitive behavior, anti-trust and monopoly practices.				
Compliance							
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	In 2010, Amadeus did not receive any significant fines or sanctions for non-compliance with laws and regulations.				

Social Product Responsibility							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
Customer health and safety							
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Partially	p 79	Health and safety impacts in certification, manufacturing, production, marketing, promotion, distribution, reuse or recycling.	Not material	Amadeus is a transaction processor for the global travel and tourism industry. We do not use the life cycle assessment.	
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Not			Not material	In 2010, there have been no incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services.	
Product and service labelling							
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Not			Not material	As a transaction processor for the global travel and tourism industry, Amadeus services are not subject to information requirements as outlined in this indicator.	
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Not			Not material	As a transaction processor for the global travel and tourism industry, Amadeus services are not subject to information requirements as outlined in this indicator.	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	p 84-85				



Marketing communications							
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	p 87; Amadeus 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	p 86; In 2010 there were no incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship.				
Customer privacy							
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully	p 86; In 2010 there were no complaints regarding breaches of customer privacy and losses of customer data.				
Compliance							
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully	p 86; 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.				

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