Statement
GRI Application Level Check

GRI hereby states that Amadeus IT Holding, S.A. has presented its report “Amadeus Global Report 2013” to GRI’s Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 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 G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

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

Amsterdam, 15 April 2014

Ásthildur Hjaltadóttir
Director Services
Global Reporting Initiative

The “+” has been added to this Application Level because Amadeus IT Holding, S.A. has submitted (part of) this report for external assurance. GRI accepts the reporter’s own criteria for choosing the relevant assurance provider.

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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 10 April 2014. GRI explicitly excludes the statement being applied to any later changes to such material.
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Message from the President & CEO

The global travel industry in which Amadeus operates is both exciting and emotive. The technology we provide facilitates hundreds of millions of journeys, touching the lives of countless people across the world every day. It creates wealth, employment and opportunities for economic development while linking individuals, families, society and businesses. Amadeus has earned a privileged leadership position in this industry and it is one that we aim to develop sustainably as well as profitably.

Generating sustainable, profitable growth that benefits all of our stakeholders is one of the pillars of the Amadeus strategy. That is reflected in our first integrated annual report combining the traditional annual report to shareholders with our sustainability report.

During 2013, Amadeus continued to enjoy success in these two critical areas. Our continued commercial strength and record financial performance allowed us to increase our value to our shareholders. We are equally proud that we achieved this performance in a sustainable manner.

In 2013, Amadeus made important progress across both business units, Distribution and IT Solutions, despite a macro-economic environment – to which we remain closely tied – in which recovery remained fragile and uneven. The business units continued to show their high quality, their resilience and their ability to adapt to a changing and competitive market landscape.

In Distribution, Amadeus again increased its market share – by 1.5% to 40.1%. This was underpinned by our continued geographic diversity with our growth driven in part by our continued expansion in the US. Both bookings and revenues increased by 5.3% to €502.6 million and €2.318 billion respectively. We also continued to sign content agreements that will be key to future success, not least by adding 10 low-cost carriers to the platform during 2013.

Airline migrations to our Altéa platform continued to fuel our IT solutions business which recorded 615.7 million passengers boarded in 2013, an increase of 9.2% on 2012, driven by significant growth in Asia-Pacific. Revenues from the unit grew by 10.8% to €785.9 million. Our migration platform remains strong and we continue to expect total passengers boarded to grow to about 800 million by the end of 2015.

These strong performances translated into Group Revenues of €3,103 million, a 6.6% increase from 2012 and adjusted net profit of €619.5 million, a 7.8% increase year-on-year.

During 2013 Amadeus further strengthened its financial structure. We generated strong cash-flow across our businesses (€541.7 million free cash-flow in 2012). Our consolidated financial debt on 31 December 2013 was €1,210 million or 1.01x the last twelve months EBITDA, down by €284 million and at the low end of the target leverage ratio of 1.0x to 1.5x net debt to EBITDA established by the company.

The continued strength of our balance sheet is critical to the future development of the business, allowing Amadeus to invest in its future in two important ways.
First in December 2013, Amadeus announced the $500 million acquisition of Newmarket International, significantly accelerating our drive in hotel segment and underlining our strategic commitment to new business areas. In early 2014 the acquisition of UFIS, an airport IT provider, followed.

Overall Amadeus took large strides in new business areas in 2013, and in particular in the airports segment, where we signed new agreements with our launch partners Copenhagen and Munich airports, to deliver new IT modules, while also increasing the number of ground handlers contracted to our Departure Control System (DCS) solution to 55.

The second key area of investment is in R&D. Amadeus leadership in the travel technology segment has been built on the twin pillars of our outstanding customer service and innovative product and solutions. Technology is a demanding master, however, and to continue to maintain our leadership it is essential that we continue our long-term commitment to R&D. In 2013, Amadeus invested €514 million in R&D, or 16.50% of our revenue. In a competitive and dynamic marketplace, this investment is critical to our future success.

In 2013 our investments led to expansion in important areas such as hotels, payments, mobile, rail and airports; next generation front office and search engines for Travel Agencies.

Our financial strength also allowed the Board of Directors to submit to the General Shareholders Meeting for approval a 25% increase in dividend in 2013 compared to 2012. The proposed pay-out ratio represents 50% of the reported 2013 profit for the year, a total dividend of €279.7 million (€0.625 per share). An interim dividend of €0.30 per share was paid on 31 January 2014 with the balance expected to be paid in July 2014.

Our commitment to deliver value to all stakeholders was emphasised by a number of important projects in 2013. In April Amadeus announced a new initiative with United Nations Children’s Fund (UNICEF), which enables travel providers and sellers to raise funds for UNICEF by giving their customers the opportunity to make a micro donation when paying for travel online, using Amadeus technology. Towards the end of the year, Iberia became the launch airline for the scheme and we hope to add many more in the future as we believe this is an ideal example of how Amadeus can leverage its unique attributes to drive improvement in the societies we work in.

Amadeus’ efforts in the sustainability sphere were recognised by the Dow Jones Sustainability Index for the second consecutive year and we were included in the IT Services and Internet sector, one of just seven companies to achieve inclusion of the 65 eligible. Our commitment to good Corporate Citizenship is threaded through all our activities from employee relations to investment in R&D and to social projects. We strongly believe that all these activities will drive long-term benefits for all our stakeholders.

As ever, the foundation of the success of the company is our people. Amadeus has an incredibly committed and loyal workforce that has consistently delivered value for our customers and our shareholders. Our commitment in turn to them is the creation of a working environment that safeguards the dignity and rights of every employee, that fosters and promotes creativity, innovation and talent; that creates an atmosphere of engagement and support and that rewards excellence. The application of our team’s dedication, expertise and professionalism has once again allowed us to record an outstanding business year, and once again I thank them all sincerely for that.

Finally I would also like to thank our shareholders and customers for their continued confidence and trust. It is a privilege to work with you and we look forward to enjoying further success together in 2014.

Luis Maroto
President & CEO
Did you know that Amadeus has a new logo?
Corporate profile
1. Corporate profile

Company’s origin and development

Amadeus was founded in 1987 by Air France, Iberia, Lufthansa and SAS, with the mission of connecting travel providers with travel agencies in real time, and has since been at the forefront of innovation for the travel distribution industry.

Over the decades we have constantly adapted to market dynamics. We play a major role in both leisure and corporate travel distribution by providing an essential and efficient solution for the distribution of travel providers’ content through travel agencies worldwide.

International expansion has been key to our strategy and one of the pillars to becoming the leading Global Distribution System\(^1\) (GDS). Since our platform became fully operational in 1992, we have been expanding our Distribution business, building up our global customer base and becoming a truly global player. By 2002, we became the number one Computer Reservation System (CRS)\(^1\) worldwide with 395 million bookings.

In addition, Amadeus pioneered the development of a unique reservation platform that allowed for a seamless reservation service across airlines and travel agency sales channels. We have used this unique know-how to diversify into the airline IT market. In 1999, in partnership with British Airways and Qantas, we expanded our IT offering to cover the principal components of an airline Passenger Service System\(^2\), including reservation, inventory and airline departure control systems. Increasing the Amadeus IT offering has become an important element of our growth strategy and has been supported by our long-term continuous investment plan. Taking advantage of the experience gained, we have further expanded our IT portfolio to other travel providers including airports, rail companies, hotels, etc.

Indeed, after over 26 years of operations, we believe that constant innovation is core to our strategy and will support future growth. For this reason, we have placed ourselves at the forefront of technology development for the travel industry.

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1 A Global Distribution System (GDS) is a computer network containing travel related information like schedules, availability, fares and related services and that enables automated travel related transactions between travel providers and travel agents both online and offline. In addition to providing a Computer Reservation System (CRS), GDSs offer travel related content to a broad range of agents worldwide, making global reach an important element of their value proposition.

2 A Passenger Service System (PSS) is a series of mission-critical systems used by airlines. The PSS usually comprises a Reservation System, an Inventory System and a Departure Control System (DCS).
A history of shaping the future of travel

1987
Amadeus created by Iberia, Air France, Lufthansa and SAS

1992
First booking made on 7 January 1992

1996
e-Commerce division launched

1999
Airline. IT services created. British Airways and Qantas launch partners

2002
Market leadership in travel agency bookings. 395 million bookings per year

2005
Amadeus goes private

2008
Distribution agreement with AAO carriers, expansion in Middle East

2010
IPO

2013
616 million passengers boarded with Amadeus Altéa
Amadeus today

Amadeus is a leading provider of advanced technology solutions for the global travel industry.

The Amadeus group comprises a worldwide team of more than 12,000 travel industry professionals of 117 nationalities.

Amadeus has central sites in Madrid (corporate headquarters), Nice (product, research and development) and Erding (operations and data processing centre), with regional offices in Miami, Sao Paulo, Dubai and Bangkok. In addition, Amadeus has 71 local offices, Amadeus Commercial Organisations (ACOs). We have a stable shareholding structure with above 90% of our equity in free float.

Our collective ambition

In order to understand our stakeholders’ perception of Amadeus, we have established dialogues with employees, customers, investors, industry commentators, recruiters and others. We wanted to hear opinions from many different places and perspectives. As a result of this exercise and our own analysis, we present on the next page our ambition and purpose, which is summarised in five elements that, together, guide all our activities.

Our purpose as a company, the reason we exist, is to work with our customers, partners and other industry players to shape the future of travel. Our purpose is about anticipating the needs of tomorrow’s travellers and enriching the travel experience for hundreds of millions of people every year by providing leading-edge technology solutions to facilitate journeys. Since the development of our distribution platform, Amadeus has had a significant impact on the travel industry and travel experience. This continued through many other developments, including our diversification and entry into new businesses.

Taking the above into consideration, our vision is to become the leading provider of technology solutions for the travel and tourism industry.

The way to achieve our vision is through the execution of our business strategy, an integrated set of priorities that are translated into action plans.
Moreover, fundamental to our success are our values. These guide our activities and unite Amadeus employees in a unique approach to doing business around the world.

Finally, we are fully committed to delivering our brand promise. ‘Shaping the future of travel’ means working together with our customers and industry partners to deliver sustainable growth – not just for the company, but for the industry as a whole.

**Amadeus values**

Customer first
- We listen carefully and work as partners.
- We keep our promises.
- We are committed to our customers’ success.

Working together
- We respect and embrace the diversity of all people and cultures.
- We collaborate positively across teams.
- We communicate clearly and act decisively.

Taking responsibility
- We are accountable for our own work.
- We act as owners and use company resources carefully.
- We continuously develop our skills and knowledge.

Aiming for excellence
- We strive to achieve outstanding results in a competitive market.
- We learn from our mistakes.
- We innovate and welcome change.
Key facts and figures

Operating KPIs

**Total bookings**
(in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total bookins</td>
<td>413</td>
<td>442</td>
<td>464</td>
<td>477</td>
<td>503</td>
</tr>
</tbody>
</table>

**Amadeus Altéa Passenger Service System**
Contracted and migrated airlines
(as of 31 December)

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracted airlines</td>
<td>90</td>
<td>104</td>
<td>115</td>
<td>121</td>
<td>125</td>
</tr>
<tr>
<td>Migrated airlines</td>
<td>67</td>
<td>94</td>
<td>100</td>
<td>109</td>
<td>114</td>
</tr>
</tbody>
</table>

**Global market share**
(market share in distribution)

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total workforce</td>
<td>36.5%</td>
<td>36.7%</td>
<td>37.7%</td>
<td>38.6%</td>
<td>40.1%</td>
</tr>
</tbody>
</table>

**Total workforce**
(figures in FTEs)

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total workforce</td>
<td>9,988</td>
<td>10,270</td>
<td>10,222</td>
<td>11,037</td>
<td>12,121</td>
</tr>
</tbody>
</table>

**Passengers boarded**
(in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total passengers boarded</td>
<td>238</td>
<td>372</td>
<td>439</td>
<td>564</td>
<td>616</td>
</tr>
</tbody>
</table>

---

1. Market share is calculated based on the total volume of travel agency air bookings processed by the global or regional CRS. Excludes air bookings made directly through in-house airline systems or single country operators, the latter primarily in China, Japan, South Korea and Russia.

2. Scope: All Amadeus Group Companies. FTE (Full Time Equivalent) is the number of headcount converted to a full-time basis, for example, an employee working part-time covering 80% of a full-time schedule is considered as 0.8 FTEs.
Key facts and figures

Financial KPIs

**Revenue breakdown**
(figures in euro millions)

<table>
<thead>
<tr>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Solutions</td>
<td>1,856</td>
<td>1,992</td>
<td>2,079</td>
<td>2,201</td>
</tr>
<tr>
<td>Distribution</td>
<td>511</td>
<td>601</td>
<td>628</td>
<td>709</td>
</tr>
</tbody>
</table>

**EBITDA**
(figures in euro millions)

<table>
<thead>
<tr>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>36.8%</td>
<td>37.6%</td>
<td>38.4%</td>
<td>38.1%</td>
<td>38.3%</td>
</tr>
</tbody>
</table>

**Adjusted profit**
(figures in euro millions)

<table>
<thead>
<tr>
<th>2009(1)</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>344</td>
<td>404</td>
<td>487</td>
<td>575</td>
<td>620</td>
</tr>
</tbody>
</table>

**R&D investment**
(figures in euro millions)

<table>
<thead>
<tr>
<th>2009(1)</th>
<th>2010</th>
<th>2011(2)</th>
<th>2012(2)</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>257</td>
<td>349</td>
<td>364</td>
<td>437</td>
<td>514</td>
</tr>
</tbody>
</table>

**Net debt evolution**

<table>
<thead>
<tr>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,288</td>
<td>2,571</td>
<td>1,852</td>
<td>1,495</td>
<td>1,210</td>
</tr>
</tbody>
</table>

**2013 distributed economic value**
(€2,420 million)

- 1,063 operating costs
- 846 employee wages and benefits
- 279 payments to providers of capital
- 231 payment to governments

1 Excluding Opodo Ltd, sold by Amadeus Group in June 2011.
2 All years except 2009 exclude Opodo LTD, sold by Amadeus Group in 2011.
3 As defined by the Global Reporting Initiative EC1 indicator.
Did you know that an Amadeus-led consortium has won a contract with the European Commission to evaluate the technical feasibility of a multimodal European passenger transport system?
Amadeus and the travel industry

Our ambition is to facilitate the entire travel journey from door-to-door while improving the travel experience. We have more than 12,000 people in 200 countries excited about and working towards this ambition.

Luis Maroto
President & CEO Amadeus IT Group
Travel industry overview

Today, global travel and tourism is one of the world’s largest industry segments, with an estimated total contribution to global Gross Domestic Product (GDP) of US$6.8 trillion according to the World Travel and Tourism Council (WTTC). This is equivalent to 9.8% of the global GDP.

This includes induced, indirect and direct contribution generated by industry suppliers and intermediaries, comprising airlines serving 3 billion passengers annually, over 300 hotel chains, over 170 rail providers, over 200,000 travel agency locations, numerous international car rental and insurance companies, and global and regional tour, cruise and ferry operators.

2. Amadeus and the travel industry

World: Total contribution of travel and tourism to GDP (constant 2012 US$bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Induced</th>
<th>Indirect</th>
<th>Direct</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>9.0%</td>
<td>3.9%</td>
<td>10.0%</td>
</tr>
<tr>
<td>2013</td>
<td>9.5%</td>
<td>3.9%</td>
<td>10.8%</td>
</tr>
<tr>
<td>2023</td>
<td>10.0%</td>
<td>4.9%</td>
<td>11.9%</td>
</tr>
</tbody>
</table>

All values are in constant 2012 prices and exchange rates.

Projected growth in global air travel

Domestic & international air passenger growth to 2017

- 31% growth
- 2012: 2.98 billion air passengers
- 2017: 3.91 billion air passengers

As the world economy recovers from the current downturn, travel volumes have benefitted and will continue benefiting from global GDP growth. According to International Air Transport Association (IATA), global airline passenger volume has grown at a 6% Compound Annual Growth rate (CAGR) from 2009 to 2012 and is expected to grow at 5.8% in 2014. Developing regions such as Asia-Pacific, Africa, Latin America and the Middle East are expected to evolve at faster rates due to rising income levels, growing consumer confidence and increasing globalisation.

Global travel is forecasted to grow robustly over the next decade. A report commissioned by Amadeus and developed by Oxford Economics predicts global overnight visitor flows to grow at 5.4% per annum over the next decade, significantly faster than GDP growth of 3.4%, and more in line with the expected expansion in global trade flows of 5.8%.

In this respect, it is remarkable that the growth pattern of air passenger traffic is closely correlated with trends in the global GDP evolution. In fact, since 1970, air passenger traffic has grown on average at a multiple between 1.3 and 1.6 of GDP growth.

In this context, Amadeus operates at the crossroads of two large and growing industries: technology and travel. In terms of our Distribution business, we are a key player in the travel and tourism industry, one of the most important sectors in most countries worldwide. In terms of our IT business, we provide products and services designed for the needs of travel and tourism industry providers, therefore being part of the ‘travel technology’ industry.

The technology industry has undergone significant advancements in the last 30 years in the areas of computing and communications, revolutionising the travel and tourism industry. Travel providers are now able to disseminate information globally and instantaneously, making possible for consumers to consult travel information in real time.

1 IATA Financial Forecast (March 2014).
2 The World Travel and Tourism Council (WTTC) defines travel and tourism as the activity of travelling on trips outside one’s usual environment for a duration of less than one year.
Travel industry trends

Amadeus has identified the global key industry trends that affect the travel industry:

Global economies
- Developing economies and growth of middle class
- Continued population growth
- Market liberalisation
- Global business integration
- Growing urbanisation

Personal technology
- Explosion of mobile/personal technology
- Widespread internet access
- Decreasing price of technology
- Sophistication of travel apps
- Social networking services

Increased competition
- Influenced more by friends
- Looking for more adventures
- Growing tech-savvy consumers
- Expect more choice and personalisation
- Reward competence in product & service

Empowered consumers
- Greater traveller sophistication is driving increased demand for seamless, more customised, intuitive and flexible solutions meeting the traveller’s personal preferences. The continuing shift to digitisation and the increasing complexity and personalisation of the travel offer have imposed further pressure on travel providers to access advanced, scalable technology solutions.

Among the travel industry trends identified, the following travel technology factors may influence Amadeus activity in the short, medium and long term:

- Global economies
  - Non-OECD countries accounted for 44% of global air traffic in 2013, and this is forecasted to rise to 51% in the next 10 years. This traffic is increasingly independent of mature Western markets. As an example, China may overtake the US as the largest source of outbound travel spend in the world in 2014. It may also surpass the US as the world’s largest domestic travel market by 2017.
  - Travel providers, intermediaries and travellers leverage technology solutions to optimise the travel value chain, including customer service and the management of travel providers’ operations. Thanks to technology, travel providers are automating certain mission-critical business processes and streamlining their operations with more cost-effective and technology advanced solutions, to keep pace with constantly evolving customer needs.

- Increased competition
  - Probably the most important industry trend in the next decade will be the further expansion of low-cost carriers (LCCs), which are outgrowing general traffic in every continent of the world. Although the business models of LCCs and traditional carriers have converged in recent years, they still remain distinct. The incorporation of large numbers of new middle class travellers from emerging economies in the market will pose great opportunities for LCCs. However, the more successful LCCs become, the more likely they are to outgrow their original business model and be forced to adapt.

- Personal technology
  - Technology allows travel providers to disseminate global real-time information related to scheduling, availability, pricing, booking and ticketing, helping travel intermediaries and/or buyers to filter travel options and identify trip itineraries personalised to their needs.
  - The development of internet-based and mobile technologies facilitates consumers’ direct access to a broader offering of travel products and services. Indeed, as the world’s internet and mobile users have increased, so have the applications and uses of mobiles for travel.

- Empowered consumers
  - Greater traveller sophistication is driving increased demand for seamless, more customised, intuitive and flexible solutions meeting the traveller’s personal preferences. The continuing shift to digitisation and the increasing complexity and personalisation of the travel offer have placed further pressure on travel providers to access advanced, scalable technology solutions.
Based on the above-mentioned industry trends, Amadeus has identified some challenges and opportunities in the different business areas.

Challenges and opportunities in the Distribution business

Computer Reservation Systems (CRSs) provide a computer network connecting a large number of travel providers with a large number of travel agencies. CRSs provide an integrated interface displaying a wide variety of choices, prices and itineraries available, through which corporations and end-travellers can access travel content. Also, in addition to providing CRS technology, Global Distribution Systems (GDSs), like Amadeus, make broad geographical reach an important element of their value proposition.

The main challenges and opportunities faced by Amadeus in this area include:

- Increasing importance of direct distribution channels: an increasing proportion of bookings are being generated through direct distribution channels that connect the travel provider directly with the traveller, without any intermediary facilitator. We believe, however, that this disintermediation trend will slow and that in the medium to long term, the indirect channel will continue to be very relevant:
  - Distribution through CRS platforms continues to be the most efficient means for airlines and other travel providers to reach and distribute their travel content. Moreover, in countries where a travel provider has a reduced brand awareness (for example, outside their home markets), a GDS platform offers a particularly cost-effective means of accessing the market by using local travel agencies to reach end-consumers. Additionally, as higher yield long-haul and corporate travel tickets and itineraries with additional booking complexity (for example, multi-stop flight itineraries) are more typically sold through a travel agency using a CRS platform, indirect distribution tends to provide higher yield tickets for airlines than direct channels. Disintermediation trends are today mostly driven by LCCs, which typically distribute a large proportion – or the total – of their content through their direct channels. LCCs typically adopt an indirect channel distribution strategy as they grow and become more mature, seeking to access higher yield customer segments. At Amadeus, we have continued expanding our low-cost carrier distribution customer base with the addition of 10 new low-cost airlines in 2013. Indeed, we currently hold agreements with more than 70 low-cost airlines, and our low-cost carrier bookings grew by 21% in 2013.
  - Growth of emerging markets with strong local CRSs: the local CRSs, primarily in China, Japan, South Korea and Russia, are nowadays benefiting from the high growth markets in which they operate. They are also generally favoured by exclusivity agreements on the indirect distribution of certain flag carriers’ domestic content or, in the particular case of China, by local regulation.
    - China is a highly regulated market with a dominant local CRS player. This local distributor is supported by favourable government regulation, which creates significant barriers to entry for foreign CRS providers. New regulations in force since October 2012 allow Chinese travel agencies to use foreign CRS providers to access and make bookings for international routes offered by non-Chinese airlines. We believe that we are well placed to take advantage of these new regulations, as well as any further opening of the Chinese CRS market to non-Chinese competition that may occur in the future.
    - In South Korea, one of the critical players is a local CRS called Topas. Thanks to a new agreement reached by Amadeus, the travel agencies currently connected to Topas will start migrating to our platform in 2014. We estimate that the addition of these travel agencies will have a contribution of around 15 million air bookings and will help us to increase our presence in the country significantly.

All these challenges and opportunities exist in the competitive environment in which Amadeus operates.

Amadeus is the largest GDS provider serving the worldwide travel and tourism industry, holding the number one position in travel distribution in Europe as well as in faster growing emerging regions such as the Middle East & Africa and Asia-Pacific regions.(4)

We believe that we are well positioned for further market share gains based on:

- Wide breadth of global and local content
- Continuous commitment to innovation
- Investment in best-in-class technology
- Local support offices in 71 countries serving 195 countries
- System reliability supported by fully owned data centre

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4 Market share is calculated based on the total volume of travel agency air bookings processed by the global or regional CRS. Excludes air bookings made directly through in-house airline systems or single country operators, the latter primarily in China, Japan, South Korea and Russia. Also excludes bookings of other types of travel products, such as hotel rooms, car rentals and train tickets.
Challenges and opportunities in the IT Solutions business:

We develop and provide IT solutions that enable processes such as reservations, inventory management, departure control, e-commerce, the provision of consulting services and other data, passenger processing and management services, as well as back- and mid-office solutions for travel providers. The main challenges and opportunities faced by Amadeus in the IT business include:

- **Travel providers are experiencing competitive and cost pressures** and, in pursuit of profitable growth, are increasingly looking to replace in-house legacy systems. By outsourcing certain mission-critical processes to third-party vendors of standardised and scalable next generation technology platforms, such as Amadeus, customers are able to enhance the quality and functionality of their product and service offerings while reducing their spending on development and ongoing maintenance. For example, IT solutions play an increasingly vital role in the management of the business processes of airlines, helping them to optimise reservation, inventory and departure control processes, as well as improve their ability to respond to changing market conditions, such as rising fuel prices, increased security regulations, and growing environmental concerns. Our current product and service offering within the travel technology industry primarily serves the airline IT market and, in particular, the Passenger Services Systems (PSS) and e-commerce. We are however currently expanding into the other travel provider IT markets, including the hotel, rail and airport IT markets.

- **The IT solutions marketplace is highly fragmented, with several players focusing on specific subsectors and operating different business models.** Providers of IT solutions typically operate under one of three distinct business models:

  - Community Platform Model. The outsourcing partner provides, manages, customises and continually develops the technology system using a standardised solution which is shared by all customers connected to the IT solutions provider’s platform. Remuneration is typically on a per transaction basis.

  - ‘One-to-One’ Application Hosting Model. The outsourcing partner develops and deploys a system on a one-to-one basis with the customers, and hosts such a system on a third-party data centre. Remuneration is typically on a per transaction or licensing basis.

  - System Outsourcing Model. The outsourcing partner operates and manages the customer systems through a simple application hosting environment. Customisations and further developments are undertaken by the travel providers. Remuneration is generally on a fixed-price or cost-plus basis.

We believe that the Community Platform model, which we have adopted for our Altéa Passenger Services System offering, is a cost-efficient IT business model because:

- Customers benefit from common development costs.
- Its transaction-based pricing model allows customers to transform what would otherwise be a fixed cost to a variable cost linked to transaction volumes.
- Continuous development by the IT provider guarantees that the customer will always enjoy a state-of-the-art and modern solution, reducing the risks associated with large IT infrastructure fixed costs.
- The Altéa PSS is offered as a Software as a Service (SaaS) delivering model, reducing IT infrastructure and support costs to our customers.

We expect an increasing number of travel providers to choose to externalise their systems as they make investment decisions on next-generation technology systems.

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**From numerous legacy PSS...**

- Providers of system outsourcing and application hosting
- In-house carriers systems
- 40,000 to 60,000 man-years cumulated effort
- Core systems: 5,000 man-years

**...to Amadeus community PSS**

- Staff one major carrier = 200 heads
- 7,000 man-years cumulated effort
- Staff Airline IT Group approx. 2,300 heads

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**Community-based platform.**

- High economies of scale: core platform designed to support multiple customers.
- Customisation capability: individual customers identify functional requirements and contribute to the platform’s funding.
- New customers are attracted by the functional richness of the platform.
- Seamless integration with alliances and partners.
- Automated, flexible, modular, easy to evolve.

**Single data source:** simplified processes and increased operating efficiency, improved customer service, significant revenue opportunities.

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1 Staff dedicated to product development. Including commercial staff, total heads would reach over 2,700.
Amadeus in the travel industry

Every day, Amadeus is involved in the travelling experience of more than one million travellers. We have become a relevant industry player and we have a responsibility to work together with other industry stakeholders to shape the future of travel. Taking this context into consideration, Amadeus created its Industry Affairs unit in 2011.

At Amadeus, we collaborate constructively across teams engaging in industry initiatives. Among others, these initiatives relate to:

- Regulatory aspects of our business in which we provide information, knowledge or advice to the regulator to improve legislation.
- Relevant industry developments, such as the current initiative to enable a European intermodal transport environment.
- Consumer protection, for example to safeguard the right to fare information or data privacy.

The graphic on this page illustrates our approach to industry relations:

- Shaping the future of travel by working jointly with regulatory bodies and relevant industry stakeholders.
- Amadeus commitment to making the travel and tourism industry more efficient and sustainable.
- The collaborative approach we subscribe to in working together with industry partners to find good and sustainable solutions that take into account the needs and requirements of all industry stakeholders.

Amadeus works with relevant regulatory bodies around the world, including the European Commission (EC) and the US Department of Transportation (DOT), as well as with the main industry trade associations and consumer organisations. Our closest partners are ETTSA (European Technology and Travel Services Association) and TTA (The Travel Technology Association, formerly ITSA), of which Amadeus is a founding member. We have an allied membership with ECTAA (European Travel Agencies’ and Tour Operators’ Association), and also work very closely with ASTA (American Society of Travel Agents) and its global organisation WTAAA (World Travel Agents Association Alliance). We are member of Open Allies for Airfare Transparency. In Asia, we are a long-standing member of PATA (Pacific Asia Travel Association).
Amadeus is a strategic partner of IATA (International Air Transport Association), and we support the efforts of ICAO (International Civil Aviation Organisation) promoting industry standards for aviation carbon calculators in the airline industry. We work with IATA and Airlines for America to build a common industry agenda for the sustainable growth of the airline industry, whilst ensuring that requirements of all industry stakeholders are taken into consideration.

On the other hand, collaboration among industry stakeholders is key to the sustainability of the global travel and tourism industry over the long term. Amadeus engages constructively with industry stakeholders to agree upon principles and ambitions for sustainability. We fundamentally believe that the stakeholders across the travel industry – whether airlines, railways, travel agencies, travel buyers or passengers – need to come together to agree on a common industry agenda for sustainability that builds on principles of transparency, fair competition and respect for the environment in which we operate. We remain firmly committed to working with our industry partners to achieve this.

We are a global partner of UNICEF (United Nations Children’s Fund), and an affiliate member of UNWTO (United Nations World Tourism Organisation) and WTTC (World Travel and Tourism Council).

Amadeus entered the Dow Jones Sustainability Index (DJSI) in 2012, continuing in 2013, and we report non-financial information in accordance with the Global Reporting Initiative (GRI) standards.

Multimodality

One of the strongly emergent travel industry trends being driven by the European Commission concerns seamless multimodal travel information and ticketing services. It is one theme in a raft of initiatives designed to realise the vision for the future European transport industry as set out in the European Commission’s 2011 White Paper on transport: Roadmap to a Single European Transport Area.

The White Paper identifies a 10-goal programme ‘for a competitive and resource efficient transport system’ which will contribute to an overall target of 60% reduction in greenhouse gas emissions by 2050, with goal no. 8 specifically setting the following objective:

‘By 2020 establish the framework for a European multimodal transport information management and payment system.’

Consequently, the European Commission published a ‘preparatory action’ in the form of an open call to tender (2012) for a multi-dimensional study and delivery of technological proofs of concept around the feasibility of establishing such a multimodal framework.

In 2012, Amadeus created the All Ways Travelling (AWT) consortium with partners Thales, BeneRail, IATA, UNIFE and Zeppelin University in Germany, and led a successful bid, beating off strong opposition from competing consortia. The €1.5 million contract with the European Commission was signed in April 2013 and the project is currently ongoing. The AWT consortium’s activity supports the European Commission’s long-term plans to ‘ease travel across Europe using various modes of transport such as air, rail and urban transport’, as part of their initiative for a Roadmap to a Single European Transport Area.

In parallel, Amadeus represented and negotiated a strong participating partner position in a Joint Technology Initiative proposal to the European Commission entitled Shift2Rail, founded by principal members of UNIFE the European rail suppliers association.

Amadeus participates in IP4, the fourth of five constituent innovation programmes in Shift2Rail: ‘IT solutions for an attractive rail transport system’, which takes up the challenge of encouraging a significant modal shift from private car usage to rail and other forms of public transport through integration within a broader multimodal vision, including air.

In this respect, Amadeus’ various businesses are currently defining our technology commitment with IP4 partners, as well as substantiating Amadeus’ role as multimodal travel ‘thought leader’ and close adviser to the European Commission in its efforts to shape the future of travel.
Amadeus has been selected by the European Travel Commission (ETC) to develop an innovative solution to promote Europe as a destination. VisitEurope is a mobile app that helps most of Europe’s National Tourism Organisations attract more tourists. The solution is also part of the ‘Destination Europe 2020’ strategy, a joint initiative between the European Commission and ETC to strengthen the image of Europe in long-haul markets through promotional activities and the implementation of new technologies in cooperation with major industry stakeholders.

VisitEurope provides the European Travel Commission with a unique digital platform to market Europe as an attractive tourism destination. Available globally, the app is optimised at an initial stage for the Americas, including the US, Canada, Chile, Brazil and Argentina, where it is able to compute the price of a long-haul flight to Europe on top of all the inspirational elements.

This app incorporates Amadeus innovative online search technology which makes travel inspiration and planning processes more appealing to travellers using their mobile devices. Available for free download, this solution also enables travellers to share their travel information through relevant social media channels.

Digital technologies are revolutionising the way Destination Management Organisations (DMOs) market and promote their products and services. The innovative technology of this platform will help DMOs be more competitive and visible, leveraging new channels such as mobile. The travel search technology will further increase the efficiency of the European Travel Commission in attracting potential travellers to Europe, whilst content sharing is becoming more and more inspirational for end-users.
Members of the Asia-Pacific Airline IT team

Did you know that Amadeus manages the bookings of more than 1.3 million passengers per day?
Loyalty is one of the key drivers connected to the core passenger servicing business of any successful airline. Being able to offer this service allows us to not only increase the value of our Altéa proposition but also to broaden our IT portfolio to better serve existing and future customers.

Julia Sattel – Senior Vice President
Airline IT Amadeus IT Group

One of the most interesting concepts developing today is the ability to combine customer insights gained by personalisation together with the capacity to clearly display and differentiate the offer. This will move the travel industry forward as offers can be based on what individuals really want and the value therefore will become clearly identifiable.

Holger Taubmann – Senior Vice President
Distribution Amadeus IT Group

Amadeus business model and highlights 2013
Overview of Amadeus businesses

We operate two complementary businesses, Distribution and IT Solutions, which generate significant synergies. We act as a global network providing comprehensive real-time search, pricing, booking, ticketing and other processing solutions to travel providers and travel agencies through our Distribution business. Through our IT Solutions business, we offer travel providers an extensive portfolio of technology solutions which automate certain mission-critical business processes, such as reservations, ticketing, inventory management and departure control. In addition, we also provide e-commerce technologies for a variety of travel providers. Although our current IT Solutions product offering primarily addresses the airline market needs, we are gradually expanding into the provision of IT solutions to other travel providers, mainly airports, hotels and railway companies. In addition, we are increasing the scope of services that we currently provide in the payment, travel intelligence and new media businesses.

Amadeus operates under a transaction-based business model linked to global travel volumes, thus showing strong resilience and stability.
3.1. Distribution

**Distribution – the traveller’s needs at the centre of our thinking**

- The six key stages in the travel experience
  - Needs
  - Travel intermediaries
  - Content providers
  - Solutions

- Range of solutions adapted to customer needs

**Amadeus distribution systems connect content provider, travel intermediaries and travellers**

- Distribution – the traveller's needs at the centre of our thinking
- The six key stages in the travel experience
- Range of solutions adapted to customer needs
- Amadeus distribution systems connect content provider, travel intermediaries and travellers

**The six key stages in the travel experience**
- Pre-trip
- On-trip
- Post-trip
- Book
- Shop
- Inspire

**Amadeus distribution systems connect content provider, travel intermediaries and travellers**

- Content providers
  - Hotel
  - Cruise
  - Ferry
  - Destination services
  - Travel agencies
  - Meta search
  - Provider offices
  - Corporations
  - Tour operators

**Travel intermediaries**

- Car
- Insurance

**Range of solutions adapted to customer needs**

- Mobile
- Point of sale
- Self-booking tool
- Ticketing
- Payments
- Expense management
- Mid & back-office

**Solutions**

- Advertising
- Search
- Social media
- e-commerce
- User-generated content
- Merchandising
- Business intelligence
Business overview

Within the travel and tourism industry, Amadeus connects a large number of travel providers with a large number of travel agencies, through which corporations and end-consumers can make travel reservations and buy travel related products and services. As such, Amadeus creates value in the travel distribution chain for both travel providers and travel agencies:

- Amadeus creates value for travel providers by extending their sales distribution reach to countries and market segments they would not easily reach through other systems.

- At the same time, Amadeus creates value for travel agencies by aggregating travel related content from multiple travel suppliers into an integrated display and by offering enhanced functionalities, such as advanced search and booking engines, to enable them to efficiently access this wide travel content and sell a wide variety of choices, prices and itineraries to their customers.

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 our distribution platform for airlines which maximise income and sell ancillary services\(^1\), as well as to facilitating the booking of other content such as hotel, car rental, rail or cruise, management solutions for corporate travel policies, and fare search engines for both traditional and online travel agencies.

Our pricing model for distribution is based on transaction fees, principally bookings. The pricing level depends on the place where the booking is made with respect to the home market of the provider, the type of technology access to our platform employed, and the level of functionality which the provider enjoys. The strategic thinking behind this model is to link the level of our booking fee to the value provided to the travel provider. Basically, our reasoning is that we provide more value in those cases where the travel provider is not able to access customers in a cost-effective manner through its own means.

Our revenue has proven to be highly resilient, as the booking fees we charge travel providers are driven by air travel agency booking volumes, which in turn are linked to air traffic evolution, and ultimately to Gross Domestic Product (GDP) growth.

We benefit from a high level of visibility in respect of our business going forward. Around 80% of our air travel agency bookings are made under content agreements with airlines, which also include agreed pricing, and are typically for a term of between three and five years. Additionally, on average our agreements with global travel agencies are for terms of between three and ten years. Our rate of customer retention is in the range of 95%, or more.

Some of the main products from our Distribution business are:

- Amadeus Selling Platform is used as our main retailing application for travel professionals, and it provides them with a single access to schedules, availability and fares. To support travel professionals optimally Amadeus is leading the way in offering the first intuitive catalogue of services integrated into a professional selling interface, allowing travel professionals to easily browse and sell ancillary services on top of the base fare.

- Amadeus e-Travel Management is the online corporate self-booking tool that gives corporations control over their travel programme and provides business travellers greater choice with their trips, while complying with corporate travel policies. Planning, booking and purchasing complete travel itineraries become simple. Corporations and travel agencies alike can integrate all elements of their global travel programmes (including travel policies, preferred suppliers and negotiated rates) into one easy-to-use website. This international corporate travel solution is fully integrated with the main Expense Management systems.

### Value-based pricing: based on origin of booking

**Local**
- Less value
- Lowest fee
  - Bookings made in travel agencies based in airline’s home country

**Regional**
- Medium value
- Medium fee
  - Intermediate between global and local

**Global**
- Most value
- Highest fee
  - Provide access to difficult-to-reach customer (e.g. other continent)

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\(^1\) Airline ancillary services can be defined as additional services provided to customers beyond the airline ticket. Typical examples include baggage fees, priority seating, catering on board, etc.
Key business highlights

Airlines

- During 2013, Amadeus signed content agreements with a number of airlines including Air France-KLM, Air India, Alaska Airlines, American Airlines, China Airlines, Eva Airways, IAG, Thai Airways and Turkish Airlines. These agreements guarantee access to a comprehensive range of schedules, availability and fares for travel agencies connected to Amadeus. Today, over 80% of Amadeus bookings worldwide are made on airlines with which we have a content agreement.

- Amadeus implemented our Airline Ancillary Services solution for Lufthansa and Austrian Airlines in 2013. This will allow carriers to sell advanced seat reservations in Economy Class through the travel agency channel for travellers flying on domestic and European routes, as well as sell seats offering extra leg room both on continental and intercontinental routes. With these additions, a total of 23 airlines distribute their ancillary services through the Amadeus travel agency channel using the solution across 62 countries.

- easyJet, the UK’s largest airline by passengers carried, was the first carrier to become a light ticketing airline in the Amadeus system, a solution that improves the way in which travel agencies access, book and provide services when selling low-cost carrier flights. This development is expected to increase low-cost carrier (LCCs) bookings with a new pricing, ticketing and booking functionality offering the same look and feel as traditional full service carriers.

- Low-cost carriers continued to be an area of growth for Amadeus in 2013 with the addition of 10 new low-cost carriers to the platform and an increase in travel agency bookings of 21% during the year.

Rail

- Thalys, the international high-speed rail operator connecting Paris and Brussels with Germany and the Netherlands, selected Amadeus to expand their distribution through the travel agency channel. Starting in Germany, its content will be available alongside airlines on selected routes in the Amadeus neutral booking display for travel agents and corporate bookers. Users of Amadeus Selling Platform and Amadeus e-Travel Management will have access to the full range of Thalys fares, including corporate negotiated fares, schedules and availability to effectively compare Thalys high-speed rail services with flights on specific routes.

Travel agencies

- Asia-Pacific remained a key growth area for Amadeus. Travel Expert Limited, Hong Kong’s leading and most extensive retail travel network, successfully implemented the Amadeus suite of solutions across more than 60 retail sites in Hong Kong – making it the largest ever implementation for a Global Distribution System (GDS) in Hong Kong. Additionally, a full content partnership with Travel Boutique Online India, Asia’s leading B2B travel aggregator, was announced. This will give travel agencies unparalleled search, shopping and booking capabilities on a range of hotel content.

- In July, Amadeus launched Amadeus e-Power in the UK. This fully integrated booking engine is designed to help travel professionals accommodate the demands of internet-savvy consumers who want to research travel 24/7, yet who continue to value the personal service and specialist knowledge of small, medium-sized and niche travel sellers. Amadeus e-Power is built on Amadeus technology, which is used by many of the biggest players in online travel.

Amadeus Global Report 2013
3. Amadeus business model and highlights 2013

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Financial performance in 2013

Our Distribution business continued to grow during 2013, driven by an improvement in our air booking volumes, fuelled by market share gains in the context of limited industry growth and an increase in non-booking revenue. Both positive effects were partially offset by a slight decline in our average pricing, caused mainly by the negative effect of US dollar depreciation against the Euro.

Distribution business - Key Performance Indicators

During 2013, the volume of air bookings processed through travel agencies connected to Amadeus increased by 6.5%. Our market share(2) continued to grow, most notably in North America, and reached a global market share of 40.1% (a gain of 1.5 percentage points vs. the previous year). In turn, the air travel agency booking industry grew by a modest 2.0%.

This market share gain was driven by our organic growth in the different markets, despite a negative region mix (as our bookings from Western Europe, which remain the most significant contributors to our total air bookings, were negatively impacted by the weakness in the industry, and in particular by the underperformance of certain countries in the region where Amadeus has a significant presence (such as Germany, Spain and France). Latin America, Central Eastern Southern Europe (CESE) and Asia-Pacific performed strongly in the year and increased their weighting. Our distribution business in North America increased significantly, driven by strong market share gains – despite the negative growth of the industry in the region. Finally, bookings in the Middle East and Africa were negatively impacted by the political unrest in some countries with strong weighting in our bookings in the region (in particular, Saudi Arabia and Egypt).

As mentioned above, for 2013, the industry increased by a modest 2.0%, supported by a weak first half of the year that was followed by a soft recovery during the second half, linked generally to the macro environment. More specifically, some important factors affecting the industry in 2013 include: (i) the volume decline experienced in North America and Western Europe, although both regions showed signs of recovery in the second half of the year, (ii) the negative impact from the difference in working days vs. the previous year (e.g. leap year in February 2012), (iii) the weak performance of certain countries in the Middle East and Africa, mainly driven by political unrest, and in Europe, with some countries highly impacted by negative macroeconomic conditions, (iv) higher levels of disintermediation experienced in some countries in Asia as a result of the success of certain LCCs, in particular in India, and (v) the weakness in corporate travel, the bulk of which is managed by travel agencies. These negative factors were partially offset by a strong performance in Latin America and Central, Eastern and Southern Europe.

With regard to non-air distribution, Amadeus bookings in 2013 decreased by 2.5% to 59.2 million vs. 60.7 million in 2012, mostly driven by the decrease in rail bookings and despite an increase in hotel bookings.

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2 Market share is calculated based on the total volume of travel agency air bookings processed by the global or regional CRS. Excludes air bookings made directly through in-house airline systems or single country operators, the latter primarily in China, Japan, South Korea and Russia.

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1 Figures adjusted to exclude extraordinary costs related to the IPO, in 2012.
2 Total volume of travel agency air bookings processed by the global or regional CRS. Excludes air bookings made through in-house or single country operators, primarily in China, Japan, South Korea and Russia. Our market share represents our share of the air travel agency booking industry, as defined in this note.
Revenue
Our Distribution revenue increased by 5.3% in 2013:

- Booking revenue: 5.0% increase, driven by a combination of volume growth (5.3% increase in total bookings) and a negative pricing impact (a decline of 0.3% in our unit booking fee due to negative foreign exchange impact). Excluding foreign exchange impact, pricing increased slightly vs. 2012, mainly due to (i) positive booking mix, as the weight of global bookings over our total air booking volume increased, and (ii) positive product mix in the non-air volumes.

- Non-booking revenue: 7.5% increase in 2013, related to higher revenues from travel agencies (growth in products and services sold to travel agencies, such as availability and shopping tools, web services, or our corporate booking tool, Amadeus eTravel Management), a positive performance of our subsidiary Traveltainment in the leisure business, and the positive contribution of the contract signed with Kayak in the US. In addition, non-booking revenue benefitted from positive results from the booking cancellation provision and the hedging activity.

Contribution
The contribution of our Distribution business is calculated after deducting from our revenue those operating costs, which can be directly allocated to the business (variable costs, and product development, and marketing and commercial costs, which are directly attributable to the business).

The contribution of our Distribution business increased by 5.5% for 2013, leading to a total of €1,035.9 million in 2013 vs. €982.3 million in 2012.

Operating costs, net of capitalisations, increased by 5.2% in the full year period. On a gross basis, operating costs in 2013 increased by 5.4%, as a result of:

- The increase in our booking volumes.

- The increase in our average unit incentive fees, paid to travel agencies, driven by a combination of the competitive environment and the mix of travel agencies originating our bookings.

- Significant development activities in the distribution business, such as: (a) new products and applications for travel agencies, airlines and corporations to provide sophisticated booking and search engines (e.g. Air Extreme, Amadeus Affinity Shopper), our e-Travel management self-booking tool for corporations (e.g.: launch of the mobile booking app, Amadeus e-Travel Management Mobile), and the creation of Total Travel (containing all traveller information with cross-sell, cross-channel, multi-GDS data and related customer management functionalities), (b) regionalisation efforts, and (c) increased investment in relation to the new businesses: hotel and rail distribution (e.g.: Rail Display, a new rail-based search solution designed exclusively for rail services or the Air-Rail Display functionality), as well as in payments, travel intelligence, mobile and social media.

- Annual salary reviews.

- The effects explained above were partially offset by the positive impact of efficiencies gained in our sales and commercial costs.
3.2. IT Solutions

**IT Solutions**

- The 6 key stages in the travel experience

- Our solutions enable our customers to deliver key services in an efficient manner

- Our customers include a wide range of travel providers
**Business overview**

IT solutions refers to the development and provision of IT solutions and consulting, bespoke system integration and migration services, application hosting, training, and other services to travel providers, mainly airlines.

The revenue of IT Solutions is predominantly transaction-based, with transactional revenue accounting for 88% of business revenue in 2013. Most of the transactions billed are directly or indirectly linked to air traffic volumes (for example, airline Passengers Boarded (PB) in the case of Altéa Passenger Service System (PSS), or Passenger Name Record\(^3\) (PNR) in the case of our e-commerce solution). By operating a transaction-based revenue model, our revenue is not directly linked to our Altéa Suite customers’ own revenue, but rather to their operational volumes. In addition, by focusing our pricing on passengers for our Altéa Suite of modular IT solutions, we are able to increase our unit transaction fees when our Altéa Suite customers incorporate additional modules or functionalities into their PSS.

Our non-transactional revenue comprises (i) customisation and implementation revenue derived principally from services to support the migration of airline customers to our Altéa PSS solutions, and (ii) consulting, system integration, application hosting and training, and other customer support services to airlines.

We benefit from a level of security and visibility in respect of our business going forward. As of the close of 2013, a total number of 125 airlines were contracted for both Altéa Reservation and Altéa Inventory, 104 of which were contracted to use the full Altéa Suite. Based upon these contracts, Amadeus estimates that by 2015 the number of Passengers Boarded will be around 800 million. Our Altéa Suite contract terms with airlines typically range from 5 to 10 years.

**Altéa Suite**

The principal service of this business area is the Altéa Suite, a new-generation set of passenger management solutions which address airlines’ mission-critical operating functions: sales and reservations, inventory management, and departure control.

- Altéa Reservation enables our airline customers to manage all their bookings, fares and ticketing through a single interface, which is compatible with distribution via direct and indirect channels, both online and offline.

Did you know that more than 1.6 million passengers per day are handled by Amadeus Altéa Passenger Service System?

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\(^3\) Passenger Name Record (PNR). A record of each passenger’s travel requirements which contains all information necessary to enable reservations to be processed and controlled by the booking and participating travel provider. Each PNR consists of a collection of information items called Elements. It must contain the following five mandatory elements: name element (passenger name), itinerary element (booking), contact element (i.e. a telephone number), ticketing element (arrangement for issuing a ticket), and received from element (name of the person who made the booking).
Unlike legacy IT systems, which use different technologies, the Altéa platform is based on 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 code sharing and interline partners.

The Altéa Suite offers a high degree of flexibility through standardised, modular products that can be selected by airlines to suit their specific needs. With 125 airlines contracted for Altéa Reservation and Inventory, and 114 airlines using it, of these, 104 also contracted DCS and 78 are using it. Amadeus is now the market leader in passenger service systems. New clients continue to join this unique common platform to reap the benefits of the integration and seamless management of the full customer travel experience. Amadeus Altéa airlines span all sizes and levels of sophistication, ranging from 70 million to below 1 million passenger airlines, and from well-established airlines to start-ups.

This common platform approach entails upgrading the platform continuously, not only to incorporate new industry mandates, but also to fulfill emerging needs within an evolving market.

Amadeus stand-alone IT solutions for airlines

In addition to our core Altéa Suite, we offer a range of stand-alone IT solutions to support airlines in certain critical customer-related processes, including Amadeus Ticketing Platform, Revenue Integrity, Payment Solutions, Revenue Management, Ticket Changer, Airline Ancillary Services, Electronic Miscellaneous Document Server, Passenger Revenue Accounting and Loyalty, among others.

Each of our stand-alone IT solutions has been designed to integrate fully with our Altéa solutions to take advantage of their customer-centric features, but they can also be used on a stand-alone basis with other in-house or third-party systems.

Amadeus Airline e-Commerce Suite is a set of solutions that seeks to improve the profitability and efficiency of an airline e-commerce sales and support process. The suite comprises solutions that can be fully integrated, such as Amadeus Flex Pricer for pre-sales fairing and multi-currency online shopping, or Amadeus e-Retail, a sophisticated booking solution for websites and for post-sales servicing solutions, including online award redemptions and online ticket changes.

As of 31 December 2013, around 100 airline clients were using our e-commerce solutions, including more than 25 of the top 50 IATA airlines (measured in terms of total annual passenger numbers), and our airline e-Commerce Suite is available in 28 languages.

**Key business highlights**

- Thirteen new customers signed IT services agreements for the Altéa Reservation and Inventory modules, among them Condor, Luxair, SeaPort Airlines and SriLankan Airlines, with the latest three also signing for the Departure Control System module.

- A landmark deal with Scandinavian Airlines (SAS), the region’s leading airline and the flag carrier of Denmark, Norway and Sweden, created a long-term, strategic partnership that will see SAS migrate to Altéa Revenue Management Solution. French airline Aigle Azur also signed for the Revenue Management module.

- Saudi Arabian Airlines (Saudia) became the first airline worldwide to deploy the Amadeus Passenger Revenue Accounting solution. This will enable the airline to increase productivity, reduce costs and accelerate revenue identification through access to real-time and complete revenue information.

- A significant number of contracted airlines migrated onto the Altéa Departure Control System, including Aigle Azur, Air Astana, Air Corsica, Air Greenland, Bulgaria Air, Scandinavian Airlines (SAS), and Ural Airlines. Air Europa contracted the Altéa Departure Control System, plus Amadeus Self-Service Check-in.

- Amadeus continued its effort to upsell and renew contracts for the e-commerce and stand-alone IT solutions portfolio. Corsair signed for Amadeus Mobile Solutions, which enable travellers to book flights through mobile devices. Air Caraibes signed a contract for the Amadeus Revenue Integrity solution, which helps airlines optimise revenues and minimise revenue leakage from purchasing to post-travel. Croatia Airlines, Kenya Airways, Libyan Airlines and Qatar Airways signed up for the Amadeus Ticket Changer Suite, which simplifies the airline reissuing process. Brazilian airline TAM signed for the Amadeus Altéa Automated Check-in. Adria Airways, Norwegian and SATA Group signed for the electronic messaging standard Electronic Miscellaneous Document (EMD), Air France–KLM, Garuda Indonesia and SeaPort contracted the e-commerce solution.

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**Financial performance in 2013**

During the year, we continued investing significantly, not only in preparation for the migrations of the next two years, but also in new businesses, with the aim of enlarging our total addressable market beyond airline IT.

**IT solutions business – Key Performance Indicators**

In 2013 the number of passengers boarded (PB) reached 615.7 million, 9.2% higher than in 2012, fuelled by the migrations implemented in the year (most notably EVA Airways, Ural Airlines, Garuda Indonesia, Thai Airways, Asiana Airlines and Sri Lankan Airlines), as well as the full-year impact of those implemented in 2012 ( Cathay Pacific, Scandinavian Airlines, Singapore Airlines, Norwegian Air Shuttle and Czech Airlines) and the organic growth of our existing customers in different markets.

---

**IT solutions Full year 2012**

<table>
<thead>
<tr>
<th>Passengers boarded (PB) (m)</th>
<th>563.8</th>
<th>615.7</th>
<th>9.2%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airlines migrated (as of 31 December)</td>
<td>109</td>
<td>114</td>
<td>4.6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue (euro million)</th>
<th>638.8</th>
<th>694.0</th>
<th>8.6%</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT transactional revenue</td>
<td>519.2</td>
<td>590.5</td>
<td>13.7%</td>
</tr>
<tr>
<td>Direct distribution revenue</td>
<td>119.6</td>
<td>103.5</td>
<td>(13.4%)</td>
</tr>
<tr>
<td>Non-transactional revenue</td>
<td>70.6</td>
<td>91.9</td>
<td>30.2%</td>
</tr>
<tr>
<td>Revenue</td>
<td>709.4</td>
<td>785.9</td>
<td>10.8%</td>
</tr>
</tbody>
</table>

---

* Figures adjusted to exclude extraordinary costs related to the IPO, in 2012.
* For purposes of comparability, the operating costs, net operating costs and contribution captions in 2013 have been adjusted to exclude extraordinary costs of €4.9 million associated to the acquisition of Newmarket. The contribution margin, as a percentage of revenue in 2013, shown in the table above, is also impacted by this adjustment.

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See ‘Challenges and opportunities in the IT business’, p. 20
As of 31 December 2013, 50.1% of our total PB were generated by Western European airlines, a decrease versus the same period in 2012, given the increase in the weight of our PB volumes in Asia-Pacific. This increase has been driven by the contribution of Asian airlines added to our platform over the last 12 months such as Singapore Airlines, EVA Airways, Garuda Indonesia, Thai Airways and Asiana Airlines. This shift towards Asia-Pacific will continue, as we have a number of migrations of Asian carriers scheduled for the coming months, such as Korean Air in 2014 and All Nippon Airways (the international passengers business only) in 2015.

In turn, the Middle East & Africa and Latin America regions have been negatively impacted by:

- The slowdown of air traffic in certain Latin American countries, in particular Brazil.
- The political unrest in some countries of the Middle East & North Africa region.
- Airlines that are no longer using the Altéa platform.

Revenue

In 2013, the IT Solutions revenue grew by 10.8%. As detailed in the table on the previous page, group revenue was fuelled by growth in both IT transactional and non-transactional revenues – despite the expected decrease in direct distribution revenue.

**Transactional revenue**

- **IT transactional revenue**
  
  IT transactional revenue increased by 13.7% in 2013 to €590.5 million. This increase was supported by strong growth in all main revenue lines:

  - **Altéa Suite**: significant increase driven by volume growth, both in relation to new migrations that took place in the year and the full-year impact of the 2012 migrations; an increase in the Altéa unit fee, driven by the DCS migrations implemented in the year, and the up-selling to higher functionalities.

  - **Stand-alone IT solutions**: continued strong performance based on the success of many products, such as Amadeus Ticket Changer, Amadeus Self-Service Check-in, Ancillary Services, Web Services, and Loyalty. As in the case of Altéa, growth was driven both by organic growth from existing customers as well as new clients implemented.

- **e-Commerce**: significant increase in Passenger Name Record volumes. In addition, positive contribution from up-selling activities (e.g. mobile solutions).

- **New businesses**: small contribution from new businesses, in particular airport IT and payments.

- **Direct distribution revenue**
  
  Revenue from direct distribution fell by 13.4% in 2013 compared to 2012. This decrease in revenue was mostly driven by a drop in bookings as a consequence of the migration of some of our existing users of our Reservations module (notably Scandinavian Airlines, Czech Airlines and Thai Airways) to the Inventory module of our Altéa Suite in 2013. Once migrated onto the Altéa platform, these clients pay a fee per PB, and revenue is accounted for under IT transactional revenue, rather than in direct distribution. In addition, revenue growth was negatively affected by the de-migration of LAN in the second half of 2012.

**Non-transactional revenue**

Non-transactional revenue increased by a remarkable 30.2% in 2013, mainly as a result of higher revenue from customised developments and implementations. The significant growth in revenue from gaps and implementations was mostly driven by deferred revenues starting to be recognised after the customer migration cutover, in particular in relation to the migrations implemented in 2013, and certain implementation costs billed to customers which, based on IFRS6 rules, were recognised in revenue and not deferred in the balance sheet.

### Contribution

The contribution of our IT Solutions business is calculated after deducting from our revenue those operating costs which can be directly allocated to this business (variable costs, including certain distribution fees, and those product development, marketing and commercial costs which are directly attributable to this business).

Excluding extraordinary costs associated to the acquisition of Newmarket (see Hotel IT section), the contribution of the IT Solutions business grew by €40.7 million to €550.7 million in 2013. As a percentage of revenue, the contribution margin remained stable at 70.1%.

The 10.8% increase in the contribution of our IT Solutions business in 2013 was driven by a 10.8% increase in both revenues and net operating costs. On a gross basis, operating costs grew by 16.0%, mainly driven by activities which were subject to capitalisation, as they were related to investment in R&D:

- An increase in our development costs associated with client implementations (migrations that took place in 2013 as well as those scheduled for the coming years), as well as increased efforts in new functionality (such as revenue management).

- Intense commercial and development activity in the new businesses, in particular airport IT, in relation to the new contracts signed during the year, but also in hotel, rail and payments.

- The annual salary reviews.

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6 International Financial Reporting Standards.
Did you know that Amadeus is working with Munich and Copenhagen airports to optimise their operations?
Diversification into new businesses

The digital evolution in our society is heavily impacting the travel industry. Ideally, travel providers such as airlines, hoteliers and airports would like to know where the traveller is at any time, to be able to optimise their operations and provide better services. All players, including Amadeus, need to adapt to this new environment. For example, in the future, a mobile device will facilitate check-in/out of hotels and also serve as the key to the assigned room.

Francisco Pérez-Lozao - Senior Vice President
New Businesses Amadeus IT Group
In addition to our Airline IT portfolio of solutions, we are gradually expanding into the provision of IT solutions to other travel providers. Building on our unique experience in delivering mission-critical systems for airlines, Amadeus is working in partnership with other providers to develop next-generation solutions for new businesses. We intend to leverage our technology base, shared community IT platform and expertise in the travel industry to expand our portfolio to new businesses such as Airport IT, Travel Intelligence, Rail, Hotel, Payments and Mobile Solutions.

Airport IT

The provision of technology solutions for airports and ground handlers is a key element of the Amadeus diversification strategy. After achieving a leadership position in airline departure control systems, in the space of three years the Airport IT business unit established a significant portfolio of 55 ground handler customers by December 2013.

Amadeus understands the increasing challenges that ground handling companies face in operating efficiently within an airport environment. They must engage with a number of different airline departure control systems (DCS) every day. This complexity of pairing ground handler systems with the systems of their airline customers leads to high IT operational costs, productivity issues, the need for hiring more ground handling staff, high training costs, and low flexibility.

This enhanced level of integration results in increased productivity for ground handlers and provides higher quality services to airlines and their customers. In 2013 we signed an agreement with Map Handling of the AMC Group to pilot Amadeus Airport Contract and Billing, a new end-to-end solution to manage and control all the administrative processes related to ground handling contracts. This solution ensures that ground handlers achieve improved tracking, reporting and billing of all services delivered to airlines.

Driven by the success of our passenger servicing systems for airlines and the adaptation of our DCS technology for ground handlers, Amadeus has decided to take a step forward and also offer IT solutions for airports. This new business brings challenges, many of which are technological. Furthermore, different players within the airport (airports, ground handlers and airlines) tend to have evolved with very different IT systems, making integration and data sharing between partners an expensive, complex and time-consuming task.

At the same time, very often some airports ‘fly blind’: lack of information relating to which passengers are at the airport, where to locate aircraft and baggage, or potentially about disruptive situations means that airport operations are under constant strain.

Our portfolio of solutions will permit an airport to benefit from an integrated suite of IT applications ‘that speak to each other’ and work in a seamless manner with the IT systems of the airport’s stakeholders: airlines and ground handlers. By sharing a common technology between airports, airlines and ground handlers, the flow of data between the different airport players is more fluid, easing the collaborative decision-making process and resulting in smoother processes for passengers whilst at the airport.
Amadeus’ portfolio for airports is a set of fully integrated solutions which are also integrated with other relevant Amadeus customer systems, such as Amadeus airline systems.

In addition, with a connection to the Amadeus network of travel retailers, airports and ground handlers, Amadeus enables airports to increase revenues, and facilitates passenger convenience by allowing them to purchase airport services at the time they are buying their trips.

The overall airport IT portfolio will comprise 20 software components to respond to needs of both customer groups at the ‘terminal and ramp’ and ‘movement areas’ at the airport. Nine components of the portfolio have already been launched or developments publicly announced. Our solutions are being designed and developed in collaboration with airport representatives. Airports are taking part in the different stages of the creation of our products: from design to development, testing and piloting of our solutions.

Better integration is key to the success of airports in the future, which is why we are supporting the players of the airport ecosystem by providing solutions that follow a Community Platform model approach to technology with the advantages inherent to the community model.

Our objective is to become a market leader for airport IT products and services by offering a full suite of integrated applications.

Amadeus modular suite of solutions covers all airport operational areas.
Agreements were reached with Munich and Copenhagen airports to jointly develop two of the solutions: Amadeus Airport Sequence Manager and Amadeus Airport Fixed Resource Optimiser.

In collaboration with Munich Airport, Sequence Manager optimises the flight departure sequence and increases the capacity of runways. The solution aims to minimise delays, congestion, fuel consumption and passenger frustration. Sequence Manager supports Airport Collaborative Decision Making (A-CDM), as explained in the environmental sustainability section.

Working with Copenhagen Airport, Amadeus is developing Amadeus Airport Fixed Resource Optimiser. This solution is designed to determine the best allocation of gates and parking stands for aircraft against the flight schedule and airport and airline business drivers. The solution reduces costs through an optimised use of stands and gates. Both the passenger and airline experience is enhanced with a speedier turnaround process, or an easier and quicker transfer, diminishing the risk of flight delays.

Additionally, an agreement was reached with Icelandair to develop the Amadeus Airport Baggage Reconciliation System (BRS). This new solution will offer the carrier real-time automated loading, tracking and management of baggage. As launch partner, Icelandair will deploy this solution as of mid-2014 on all its worldwide flights handled from its hub at Keflavik International Airport. The new solution, which is fully integrated into the Amadeus Airport IT portfolio and the Altéa Departure Control System, will simplify existing baggage processes, improving overall accuracy and speed and ensuring faster turnaround and departure times for all handled flights. Amadeus Airport BRS would greatly reduce the dependency on teletype messages for managing baggage processes, thus providing substantial cost savings.

In February 2014 we announced the acquisition of UFIS Airport Solutions (UFIS), a small-sized, leading airport IT player. UFIS adds a complementary suite of airport solutions with a perfect fit for Amadeus airport strategy. It also brings key customer relationships with over 30 airports worldwide, and 25 years of unique airport IT software development expertise. The majority of UFIS’s employees are based in Singapore.
More data is generated across the internet every second than was stored on the entire internet just 20 years ago. These massive amounts of data are being generated by a global internet population that now represents more than 2.1 billion people. Smartphones, websites, business applications and individual users are creating more than 2.5 exabytes(1) of data each day. This amount of digital data generated by the internet, social networks etc. is referred to as ‘big data’.

**Amadeus Travel Intelligence: leveraging big data technologies**

**2.5 exabytes**

Volume of data created through smartphones, websites, business applications and individual users, each day!

More data is generated across the internet every second than was stored on the entire internet just 20 years ago.

The Amadeus Travel Intelligence portfolio has been created based on an exhaustive analysis of our customers’ main business intelligence (BI) and operating needs. We have conducted a series of interviews with key clients and subject matter experts (internal and external) to collect input.

1 Exabyte: one exabyte is equal to $10^{18}$ bytes of digital information. This is equivalent to approximately 21 million tablets with a capacity of 128 gigabytes each.

Big data is about processing large volumes of data in almost real time to create immediate value. Big data is composed of approximately 85% unstructured data and can be summarised as data with high volume, high velocity and high variety.

It can represent a fantastic asset for any business to:

- Take effective decisions quicker and with more precision thanks to automated algorithms
- Make better predictions
- Access enriched analysis, thanks to the processing of a myriad of data sources and the usage of new technologies

Big data has the potential to significantly reshape the overall travel experience.

Amadeus launched the Travel Intelligence business to help our customers leverage advances in technology and analytics to transform these huge amounts of raw data into meaningful, useful and actionable information.

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**Every 24 months global data volumes double**

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Our offer: adapted to every customer’s maturity in business intelligence

The Amadeus Travel Intelligence Engine can be utilised to support the delivery of personalised services for travellers using social-local-mobile (SoLoMo) technologies:

Amadeus’ goal is to create high-value solutions that support analysis of the entire travel cycle. We start at the moment of travel inspiration and evaluate data to personalise offers for the entire journey.

Unlimited data sources

More than 50 specialists are dedicated to our Travel Intelligence business. Our regional sales staff and BI business model mirrors the needs of our customers, and our data scientists deliver personalised services and consulting.

Data protection

Data protection is a key element that has to be considered when delivering any BI solutions. Amadeus strives to continuously improve data quality and ensure compliance with external regulations such as Sarbanes-Oxley and data privacy regulations. To meet compliance requirements, Amadeus has established a series of business processes and controls to manage the data subject to these regulations.

Amadeus travel intelligence vs. traditional BI

Traditional BI
- Limited data (Structured data)
- Expensive to maintain
- Low scalability
- Under-using real BI value
- Lacking flexibility

Amadeus travel intelligence
- No data limit
- Cost-efficient solutions (cloud-based & open source technologies)
- Agility (in processing & implementation)
- Deep travel expertise
- Personalised services (specialised data scientists)
Rail and ground travel

Amadeus is committed to helping rail, coach and bus companies connect with travel sellers, corporations and travellers to serve their customers better and to efficiently manage their business. Amadeus Rail and Ground Travel is the business arm dedicated to serving the needs of over 90 railways around the world while investigating how bus, coach and other ground travel providers could benefit from our technology and expertise. Finally, we provide rail and ground travel content to our global network of travel sellers including business and leisure, online and offline travel agencies, corporations, and railway companies themselves.

The rail industry is in an expansionary phase:

- As a result of liberalisation in Europe, high-speed rail networks are expanding.
- Consumer appetite for rail travel is growing.
- Rail is taking centre stage as the global travel industry seeks to achieve a seamless journey for the traveller.

**Amadeus Total Rail** is a complete suite of solutions that aim to make rail and ground travel easier. They are multi-channel, multi-railway and provide availability, booking and ticketing capabilities to both travel sellers (travel agencies, online travel agencies and corporations) and railway and ground travel direct sales channels. Examples of the products that we have developed are:

- **Amadeus Rail Display** is a state-of-the-art rail booking solution that allows travel sellers to carry out large volumes of rail bookings quickly and efficiently using the same interface and process flow, as well as benefitting from full integration with Amadeus products.

- **Amadeus Air–Rail Display** is an industry-first solution that allows air–rail comparison and the option of booking rail services from the same screen as flights, enabling railways to seriously compete against airlines at the booking stage. It has been adopted by Trenitalia, Thalys and Eurostar. The Air–Rail Display makes the possibility of interlining between railways and airlines a reality, maximising the business opportunities for both.

- **Amadeus Web Services** is a toolkit that enables railways and online travel agencies to build their own web interface, selecting the train services, fares and inventory they wish to sell online.

The platform crucially allows for seamless integration with Amadeus Passenger Name Record and mid & back-office systems, making the rail booking process simple and intuitive for the agent.
Hotel solutions

Amadeus Hotel IT solutions

Amadeus offers solutions for next-generation hotel management focused on delivering a single view of rates, inventory, reservations, content and guest information, plus enhanced distribution and merchandising tools. Built to enable hotel business and brand transformation, our Community Platform model solutions are based on open technology and offered as a ‘Software as a Service’ model (SaaS). Our solutions allow hoteliers to be more agile in delivering innovative guest services, generating new revenues and responding to market changes.

Amadeus has reinforced its vision and position in the Hotel IT business with the acquisition of Newmarket, a leading provider of cloud-based IT solutions for the hotel industry. The addition of Newmarket, based in Portsmouth, New Hampshire (US), brings a strong management team and talented workforce to Amadeus that will significantly strengthen our expertise and experience in the hotel industry. The acquisition of Newmarket positions Amadeus uniquely as an end-to-end travel and hotel IT solutions provider. The combination of Amadeus’ global scale, reach and expertise in core IT areas and Newmarket’s expertise in complementary hotel solutions represents a compelling outsourcing ‘one-stop shop’ alternative for hotel chains.

Amadeus Revenue Management

The Amadeus Revenue Management solution (RMS) is designed so that hoteliers can price their rooms efficiently. Amadeus uses forecasting models combined with detailed historical and future booking data, updated in real time, to make intelligent recommendations on rates and inventory to ultimately increase hoteliers’ profitability. As a highly configurable system, users can receive customised reports and optimal price recommendations on a property-by-property basis. The solution provides dynamic best available rates, and revenue managers can accept or reject these recommendations. The Amadeus RMS produces a daily view of each property’s business to help managers make more relevant and informed revenue management decisions to drive increased revenue.

Amadeus Hotel e-Commerce Suite

In terms of the consumer experience of booking on a hotel’s brand website, Amadeus solutions do not just customise the experience depending on where the person is located or what they are looking for – they also customise the experience based on context: what the customer is doing while searching for a hotel room. This means that the search will draw on all search patterns and history to then extract the offer and send back the most appropriate content and offers for each and every individual. This is our vision of personalised hotel searching and shopping.

Amadeus Global Report 2013

4. Diversification into new businesses
Amadeus’ vision for next-generation hotel IT systems

A Central Reservation System (CRS) assists hotel managers in managing online marketing and sales, allowing them to upload their rates and availabilities onto the sales channels employing the CRS.

Property Management Systems are software applications used to cover basic objectives at the hotel property, such as coordinating the operational functions of front-office, sales and planning—check-in, check-out, guest billing, etc.

The Central Reservation and Property Management systems in the hotel industry are traditionally two completely different solutions written in different code bases and deployed as either mainframe or client/server solutions, making them expensive to maintain and difficult to deploy and evolve.

Amadeus’ next-generation Central Reservation System and Property Management System are cloud-based applications utilising the proven Altéa transaction engine, which provides hotels with a highly efficient processing solution that is modular, easier to deploy and much more user-friendly in terms of technology evolution. The Amadeus Central Reservation System, Property Management System and e-Commerce Systems are based on a single platform that shares data and information seamlessly across all systems. This fundamental strength enables hotel chains and independent hotels alike to manage their business and target their distribution in an optimal way, since all applications share the exact same information about the hotel without the need for inefficient interfaces between systems. We are also building all systems to take full advantage of social and mobile capabilities, so that the critical relationship with guests can be optimised for business performance and customer loyalty.
Amadeus Hotel Insight

We channel billions of euros in hotel revenues for hundreds of hotel provider partners through our distribution system each year. Amadeus Hotel Insight is an intuitive solution that allows our hotel chain partners to look at their hotels’ performance on Amadeus in a completely new way. Users can log on anytime, 24/7, to see the performance of their brands and properties via flexible and customisable visual dashboards.

Amadeus LinkHotel

Through Amadeus LinkHotel, we connect independent hotel properties and small to medium sized chains to the multi-GDS and online travel community, and offer a range of marketing services to help member hotels automate their distribution and promote their offers worldwide. Additionally, LinkHotel provides full commission consolidation and handling services to member hotels and booking agencies, ensuring that all hotel commissions are paid and received efficiently and on time. This service, together with booking automation, increases travel agency confidence in booking smaller and independent hotel brands. LinkHotel gives any hotel anywhere in the world the ability to distribute, market and sell its rooms to a global audience.

Amadeus Hotel Distribution

Complexity continues to define the hotel sector – both the fragmentation of the selling channel as well as changing guest preferences driven by major geographic shifts and attitudes. Amadeus brings value to both the hotelier and the travel agent by providing the content and the technology to meet the needs of today’s guests. By working in partnership with hoteliers, Amadeus is able to ensure that travel agencies and travel management companies deliver value to customers when it comes to hotels.

Via its extended hotels marketplace, Amadeus brings buyers and sellers of hotels together efficiently. We connect some 300 of the world’s leading hotel providers – chains, representation companies and hotel aggregators – and thousands of independent hotels with our global community of travel agencies. In addition, we offer high-value marketing and promotional solutions and services for hotel providers to reach the right booker with the right offer at the right time. We give our booking customers access to 650,000+ shopping options across 230,000 unique hotel properties, via custom-built reservation applications which are efficient, effective and tailored to the way our business partners operate.
Payment solutions

Amadeus payment services business expansion complements our ability to provide end-to-end payment solutions to the travel industry. We are already providing such services to a number of companies worldwide.

Together with AirPlus International, a leading global provider of payment and billing solutions for business travel, Amadeus announced in 2013 a joint initiative to offer travel agencies the Amadeus AirPlus Travel Agency Card, a new virtual payment solution. The virtual credit card solution simplifies payment to travel suppliers (such as rail, hotel and non-BSP\(^2\) carriers) and improves cash flow. Conceived as a global solution, it will gradually be deployed across different countries and regions, starting with Italy and the UK, with Switzerland and Germany to follow.

The Amadeus AirPlus Travel Agency Card, which provides guaranteed global payment acceptance via two networks – UATP and MasterCard,—enables travel agency staff to generate a virtual credit card number during a booking process and to use the number to complete the payment. The virtual credit card number is generated using AirPlus’ AIDA payment function (AirPlus Integrated Data and Acceptance), which has been integrated into the Amadeus Selling Platform. Users also benefit from a highly secure payment platform that is fully compliant with PCI DSS1 security standards. This tool will enable travel agencies to easily track and reconcile payments, in turn saving time on a daily basis and reducing errors.

\(^2\) Bank Settlement Plan (BSP). A BSP is an electronic billing system designed to facilitate the flow of data and funds between travel agencies and airlines, centralising the information, as opposed to establishing multiple relationships between travel agencies and airlines.
Amadeus’ total tax contribution in addition to our R&D investment exceeded 1 billion euros in 2013, making a positive contribution to the sustainability of the travel industry.
We need to stay focused on our purpose - to shape the future of travel. And the only way to achieve that is to maintain our leadership position within the travel technology ecosystem. Tapping the total addressable market, adding more content to our platform and adapting to the opportunities created by new technology are the essentials for us.

Alex Luzárraga - Vice President
Corporate Strategy Amadeus IT Group
Our strategy is aimed at creating value in the short, medium and long term in a sustainable manner by addressing all the challenges and opportunities that the company faces in its environment. Our strategy framework is based on our collective ambition to shape the future of travel.

With the rapid growth of our business and our increasingly diverse business portfolio, we have embarked on a mission to adapt our business strategy to new market requirements and deliver against our brand promise.

Our strategy’s execution relies on three key assets: our innovative technology; a talented, highly performing and engaged base of employees; and well-defined corporate governance. It also recognises the fundamental role of our culture and our values in achieving our goals.

Our strategy framework is defined based on four strategic priorities that drive our activities: sustainable profitable growth, innovative market leadership, efficiency and operational excellence, and our people and our culture.

Having a clear and winning strategy is as important as being able to execute it. As part of this exercise, we have also defined a comprehensive set of actionable initiatives, objectives.
and targets across our different businesses to measure our progress.

This set of initiatives is reviewed on a regular basis to adapt our strategy to a fast-evolving environment and achieve our long-term goals.

As we grow and face a more complex environment, we have established an internal governance framework to nurture a culture based on our commitment to transparency and integrity. This commitment is based on the assessment of our most significant risks and the mitigation measures Amadeus has undertaken to face them.

**Sustainable profitable growth**

At Amadeus we are committed to developing a socially responsible and sustainable business that brings long-term rewards to all our stakeholders, positively contributing to the communities in which we operate.

We are doing so by profitably growing our businesses in Distribution and IT Solutions, increasing revenue opportunities, and placing strong emphasis on the careful management of resources. **Our business model has proven to have resilience and low volatility over time.** We believe that maintaining our positive trajectory in financial and commercial terms is critical because it enables the company to invest in its future.

Our growth strategy focuses on the following areas:

- We intend to further expand our offering across all our business areas to capture as many technology related transactions as possible across all stages of a trip, from the initial planning process (e.g. information searches and reservations) and the journey itself (e.g. travel and changes to existing reservations) through to post-trip activities (e.g. expense claims and reporting). In so doing, we will seek to apply our fees on a unit transaction basis and to ensure that synergies across our businesses are maximised.

- We aim to increase our presence in segments with high potential for growth for us, such as the Asian region or the low-cost carrier segment, whilst working to secure and sustain our current business through long-term contracts and continued R&D investment, to keep adapting to industry changes and best serve our customers’ needs.

- Our constant support for new technologies has allowed us to deliver innovative solutions for our customers. Our R&D investment and the solutions that we develop for our customers share the objective of increasing efficiencies, either by reducing costs, boosting productivity, growing revenues or improving customer service, or a combination of all these factors.

- We intend to leverage our current portfolio of products and services to maximise revenue through upselling and cross-selling to our existing customers.

- We aim to maximise the strong synergies existing between our Distribution and IT Solutions businesses.

- We intend to support our growth through selective acquisitions.

By focusing on technological excellence and leveraging our leading position as the provider of technology solutions to manage industry mission-critical process, we are developing new solutions that cover a wide range of IT services for different players in the travel industry (e.g. revenue management; revenue accounting and loyalty solutions for airlines; and IT solutions for hotels, railways and Airports).

In 2013, following the lead of Eurocontrol in relation to Airport Collaborative Decision Making (A-CDM), we have been working on a unique multi-airport solution (Airport Operational Database) with the aim of improving both airport operations and air traffic. It is about all stakeholders – airport operators, airlines, ground handlers and air traffic managers – working together more efficiently and transparently, sharing accurate information and real-time updates. The environmental benefits associated with this initiative are very significant, such as decreased in fuel costs, less noise and lower CO₂ emissions.

Global leadership entails a strong social commitment. Through our social responsibility initiatives, we provide training and supply expertise and infrastructure, actively seeking ways in which we can stimulate tourism and travel in some of the world’s developing regions. At the same time, our Environmental Management System is designed to continuously improve the environmental performance of our operations. Finally, we provide solutions to our customers and work with industry stakeholders so that we continuously contribute to the sustainability of the industry.

At Amadeus, we believe that travel can play a key role in the world’s economic development and can be a force for positive change.
Innovative market leadership

Innovation should be based on customer needs and market knowledge, should generate new revenues, and should be effectively and responsively industrialised in a sustainable manner. Innovation is a critical factor in explaining our success.

At Amadeus we design, develop, operate and maintain some of the most complex, widely available, real-time information systems, accessed by hundreds of thousands of travel professionals. More than one million travellers per day are in one way or another using Amadeus solutions to make their journey more efficient.

The potential for growth that we have identified in our businesses is predicated upon our continuing development of advanced technology on a competitive basis. We intend to continue our strong commitment to product innovation and technological excellence to stay at the forefront of advances in the travel technology industry and to preserve the first-mover advantage we believe we have established over our key competitors in terms of the quality of our technology platform and the comprehensiveness of our offering.

Efficiency and operational excellence

At Amadeus we aim for excellence. Central to executing our strategy is the continued refinement of our processes and the active management of our resources. One of our key strategic objectives is to maximise the flexibility and operational efficiency of our organisation through:

1. Active cost management
2. The optimisation of our organisational and governance models and systems infrastructure at central, regional and local levels to improve efficiencies, customer service and accountability
3. Further functionality and efficiency improvements at our central data processing facility
4. The nurturing of a culturally diverse, motivated and highly skilled workforce

In 2013 we have successfully deployed a Continuous Improvement Programme across the entire R&D organisation to constantly enhance our innovation and software development efficiency through the use of different methodologies. Today, Amadeus supports different approaches to product development, from very large projects involving hundreds of people to small and mid-sized projects and evolving requirements.

Our end-to-end customer approach allows us to better identify and prioritise actions to improve customer satisfaction levels and deliver real benefits throughout the value chain, including the delivery, implementation and operations of our solutions.

Since 2004 we have invested around €2.9 billion in total R&D, investing €513.6 million in 2013. Moreover this year, Amadeus has once again been recognised at the top of its sector’s ranking as one of the leading European companies in R&D investment, as confirmed by the 2013 EU Industrial R&D Investment Scorecard. Furthermore, Amadeus is the only IT travel industry company included in the global 2,000 companies ranking published by the European Commission.

Following the review of our customer feedback management system and the implementation of a solid process to evaluate customer satisfaction and loyalty levels, in 2013 we have continued our efforts in this area.

Our customer base is loyal, as demonstrated by high customer retention rates exceeding 95% during the three years ended 31 December 2013 across all customer segments.

Today Amadeus has a consolidated feedback management system to ensure that the voice of the customer is heard and always acted upon. This is part of a larger initiative to improve customer intimacy and always put the customer first.

1 The 2013 EU Industrial R&D Investment Scoreboard contains economic and financial data for the world’s top 2,000 companies ranked by their investments in research and development (R&D). The sample consists of 527 companies based in the EU and 1,473 companies based elsewhere. For further information please visit: http://iri.jrc.ec.europa.eu/scoreboard13.html

See ‘Research, development and innovation’ p. 54
See ‘Customers first’ p. 92
World-class service excellence is also linked to the complexity of our technology architecture and our internal processes. Our fully owned and managed data centre in Erding is essential to optimising the efficiency of our R&D organisation – not only through the integration of processes and tools, but also thanks to the flexibility it creates and the dedicated support we can give to creative and innovative solutions.

The systematic optimisation of systems infrastructure and our organisational and governance models should result in improved efficiencies and service excellence that positively impacts our customers. Our data centre processes more than one billion transactions\(^2\) per year with a Power User Effectiveness\(^3\) of 1.38 in 2013.

Our people and our culture

Our people – their diversity, competencies, skills and attributes – and our company culture are unique assets for Amadeus, a real competitive advantage that differentiates us in the way we interact with our customers and all other industry players.

We put employees at the centre of the organisation by providing support and the right work environment to help them perform and achieve their professional goals.

- We have received Top Employer certification by the CRF Institute for our corporate headquarters in Spain for a second consecutive year, and also for our Operations centre in Erding in Germany.
- We have launched a ‘Share Match Plan’ for employees to have the chance to invest in Amadeus shares with beneficial conditions. We launched the plan simultaneously in 25 countries on 4 continents, covering over 85% of our employees.

Achieving breakthrough results requires a highly performing, talented and engaged workforce. At Amadeus we foster a culture where talent, expertise and success are recognised, where we focus on innovation in all areas, and where our employees are empowered to achieve their professional goals.

Having engaged and talented teams is as important as providing them with the right tools and processes to deliver against our company objectives.

As Amadeus grows and we face a more complex environment, we have established an internal governance framework to nurture a culture of collaboration and knowledge sharing, where employees use the communication technologies available to them in ways that best suit their professional development. Through over 630 Communities of Practices, Amadeus employees can discuss, share or connect with colleagues all over the world in order to promote knowledge – one of our most important assets.

\(^2\) Transaction includes air and non-air travel agency bookings, Passengers Boarded (PB), and e-commerce Passenger Name Records (PNR).

\(^3\) Power User Effectiveness (PUE) is defined as = Total Facility Power/IT Equipment Power.

Total Facility Power includes everything that supports the IT equipment load, such as:
- Power delivery components such as UPS, switch gear, generators, PDUs, batteries, and distribution losses external to the IT equipment
- Cooling system components such as chillers, computer room air conditioning units (CRACs), direct expansion air handler (DX) units, pumps, and cooling towers
- Computer, network and storage nodes
- Other miscellaneous component loads such as data centre lighting

On the other hand, IT Equipment Power includes the load associated with all of the IT equipment, such as computer, storage, and network equipment, along with supplemental equipment such as KVM switches, monitors, and workstations/laptops used to monitor or otherwise control the data centre.
Did you know that Amadeus cumulative investment in R&D since 2004 exceeds 2.9 billion euro?
Research, development and innovation

As a thought leader in the industry it is important to demonstrate that we take responsibility for providing a framework for debate and discussions.

Hervé Couturier - Executive Vice President
Research and Development Amadeus IT Group
Research & Development (R&D) is a key strategic priority for Amadeus; we consider innovation as one of our key assets that will lead us to achieve market leadership.

Amadeus R&D is the part of the organisation that has the responsibility of building innovative solutions for our customers. These solutions are based on a wide range of core products and components which are integrated for the specific needs of customers.

Amadeus R&D puts a special emphasis on the reliability of its systems, products and services. This is a permanent objective as R&D teams conceive, design, develop and maintain some of the world’s most complex, widely available, real-time information systems accessed daily by hundreds of thousands of travel professionals and end-users in almost all areas of the travel industry.

This investment is supported by a network of 17 R&D centres distributed around the world. Nice is Amadeus largest site for R&D activities, with on-site and worldwide teams developing solutions for travel distribution, e-commerce, travel agency points-of-sale, airlines, hotels, railways companies, airport IT and travel intelligence.

This R&D global network organisation is distributed regionally along a model of hubs with a global mission and transversal activities, and satellites which are either dedicated to specific applications or domain expertise, or for some, dedicated to supporting customer projects. All sites work closely with others, and teams working on a project can be distributed between sites. Under the improvement programme, Amadeus R&D deploys common methodology for software programming, quality assurance and more generally for all phases of the
product development cycle. A transversal division was created in January 2013 to support, via competence-driven governance rules and communities, cross-fertilisation between sites in the domains of architecture, software engineering, project management, tools, and common best practices.

Our global networked organisation includes the central R&D centres of Bangalore, Boston and Nice; the R&D sites of Aachen, Antwerp, Frankfurt, Istanbul, London, Madrid, Miami, Strasbourg, Sydney, Toronto and Tucson as well as regional centres in Bangkok, Bogota and Warsaw.

After the successful launch of our R&D centre in Bangalore in 2012, Amadeus has continued growing the scope of its activities and responsibilities, as well as increasing staff. A similar strategy was put in place for the Boston, London, and Sydney centres.

Recruitment is oriented toward incorporating a wide range of expertise and international culture to developing global products. Staff mobility, short or long term, is encouraged. Amadeus also offers numerous internships to top international schools, with a formal recognition of their contribution (we organise a yearly context between interns).

Amadeus pays particular attention to providing staff with stimulating environments that enhance creativity and help spark innovative ideas. In 2013, Amadeus engaged in the redesign of office space to reflect our core values and promote staff interaction.

We also promote a culture of innovation across all R&D teams. An innovative framework is being put in place with the objective of boosting the emergence of ideas and the analysis of potential applications, with a focus on prototyping with the internal R&D research lab and via contests.
Amadeus is constantly leveraging major technology trends in the IT industry to innovate in the field of travel. Our purpose of shaping the future of travel translates practically into mastering and applying emerging techniques to foster new practices in how people travel and how the tourism industry will serve them more efficiently.

We pursue our endeavours in five strategic areas:

_ Security. This is at the heart of Amadeus systems, both for the design of applications and for operations. Security of data is ensured by advanced techniques, including sophisticated methods of encryption for critical data. Amadeus has successfully renewed its PCI DSS security standards certification in 2013. System and application access is controlled by redundant mechanisms based on identification, roles and credentials, managed centrally for flexibility and integrity, since users are now accessing the applications via more channels (desktops, mobile devices, programming access). In 2013 Amadeus pursued (and will continue to pursue in future years) its commitment to world-class security by exploring and implementing advanced security methods, in particular in the field of user and device authentication, system-to-system access, and encryption of data in distributed environments.

_ Massive data. The technical capability of handling extremely large volumes of data has been highlighted by travel providers as a key factor in drastically improving their service to customers, but also in optimising their operations. Advanced search is a domain of application of these techniques. Providers (airlines, hotels, etc.) are clearly moving to a contextual search whereby the price and availability of their product is based on the exploitation of data such as trip history, customer ranking, full view of the trip, as well as the identification of the requester and traveller, in order to dynamically create the best suited answer. This makes it possible to provide enhanced contextual services and customised offers. In 2013, Amadeus sponsored a White Paper by Professor Thomas H. Davenport[1] which highlights the practical applications of big data to the future of the travel industry. Amadeus is actively exploring advanced methods for fast storage and retrieval of massive data in distributed environments, based on emerging techniques such as NoSQL databases and grid-based distributed data. These solutions offer a simpler data model than the traditional SQL database, a distributed environment and a faster retrieval of data.

_ Real-time analytics. In 2013, Amadeus R&D consolidated its team for travel intelligence, which encompasses all frameworks and applications for reporting and analysing data on a large scale. Data mining is a promising source of optimisation for travel providers, because it powers decision systems, dynamically adapting functionality to the environment; for instance, analysis of passenger traffic, customer behaviour when changing e-commerce applications, etc. Amadeus puts a particular focus on real-time analytics and invests in advanced and non-conventional database techniques to innovate in this field.

_ Mobile. More than ever, travellers enjoy the power of mobile devices for arranging and controlling their travel. Amadeus has always been active in this field, and will continue investing in new forms of user interaction, including voice recognition and other methods becoming popular. With its central architecture, Amadeus can provide the traveller with ubiquitous access to data and transactions, whatever the channel used. In 2013 Amadeus developed the first version of a digital multichannel platform aimed at making the traveller’s life as easy as possible by providing them with the essential services they can expect at every step of the trip. In parallel, Amadeus also invests in mobility for travel professionals, as a mean of providing a better service, in particular during the trip.

_ Cloud-based operations. This area includes the design, architecture and operation of applications capable of running in standardised low-cost, low-consumption hardware, potentially distributed across multiple data centres. This is a general trend in the industry, led by the biggest IT companies. Amadeus has already made substantial inroads in this direction, in particular with the trend towards open source and distributed architecture. We invest in cloud-based techniques in order to support the evolution towards massive data and wider geographical footprints. In addition, we manage highly transactional systems that require data integrity and accuracy, and therefore adapting the merging cloud architectures to these particular requirements.

For the particular trends highlighted above but also more generally in terms of all functional improvements developed in our applications, Amadeus is strongly committed to bringing innovation to its customers and beyond – to the travellers they serve. In this respect, we ensure our technology remains at the forefront of the industry.

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World-class technology

The architecture of Amadeus systems is based on distributed open systems,\(^2\) with challenges regarding delivering and serving:

- Extremely high-performance transaction processing under stringent system availability, security and dependability requirements.
- Management of very large databases with full transactional integrity.
- Extra-fast response time for all functions, from any point of access in the world.
- Multi-channel customer servicing applications: agent desktops, websites, kiosks, mobiles, tablets, and increasingly more programming access (Web Services API).\(^3\)
- Hundreds of thousands of concurrent professional users (and even more end-consumers), with system access via a wide range of devices and methods.
- Large base of customers from small to large scale, with very diversified requirements and practices, all served from a single set of community applications.
- Wide range of applications and functional fields covered, for both distribution and IT, with the recent addition of airport IT and travel intelligence.
- Capability of maintaining and evolving all applications and system software during system running and ongoing servicing of customers.

This modern architecture is continuing its global migration to open source software as it becomes more and more powerful. This allows Amadeus to move away from proprietary software and hardware, and benefit from the latest technological evolutions brought by the IT industry.

We continue deploying a Capability Maturity Model Integration (CMMI)\(^4\) approach to software development. Amadeus has long been engaged in a patent programme for collecting and reviewing innovative propositions and coaching inventors in their drafting process. In 2013, Amadeus accelerated this trend and will continue this path in the future.

Thanks to our continued R&D investments, our expertise and leading solutions are widely acknowledged and respected by the travel and tourism sector’s leading players.

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2 Open systems in computing and informatics refer to a class of systems built using open source software (OSS) standards and that offer a good level of portability and independence from the hardware platforms on which they operate, especially in contrast to the more entrenched mainframes that were common in the travel industry.

3 Application Programming Interface. A language that enables communication between computer programs.

4 CMMI is a process improvement training and appraisal programme used to guide process improvement across a project, division or an entire organisation.
True partnership with the travel industry

When Amadeus was created 26 years ago, the decision was made to base our architecture and software development model on a partnership approach with two major objectives:

1. Airlines and travel agencies sharing the same core reservation functionality.

   Not only does this promote substantial synergies in the development of applications, but it allows the airline and the travel agencies’ respective direct channels to share common processes, practices and data, avoiding complex synchronisation of systems. This is extremely important for the convenience of the traveller, who is served by both and can benefit from a single view of his or her trip.

2. Amadeus serving a wide range of customers in the travel sector from a single core system, with the required adaptation and customisation for each customer.

   This approach is essential in evolving the Amadeus system to the global requirements of the industry, rather than individual customers. As a result, Amadeus applications are always in a better position to anticipate the major evolutions in travel, and combine their own power of innovation with the concrete real needs of all travel players. In other words, Amadeus works for the travel industry, via joint collaboration with our customers and partners.

These decisions were instrumental in giving Amadeus an advantage over our competitors, and today they continue to do the same.

R&D more than ever continues to keep Amadeus platform architecture compliant with these two objectives, which have the final goal of providing ‘solutions’ to our customers, comprising a combination of core components and services for integration.

Thanks to its synergetic architecture between Distribution and IT, Amadeus technology can serve all distribution channels. This is expanded to the deployment of Electronic Miscellaneous Documents (EMD), the formal records that keep track of the reservations and payments for these services. In 2013, Amadeus launched additional solutions around airline ancillary services\(^5\) and EMD.

Amadeus has a proven track record of working in partnership with our customers on large projects. We maintain formal dynamic customer communities with regular conferences as well as board and bilateral meetings to confer about product roadmaps, innovation and industry trends.

\(^{5}\) Airline ancillary services can be defined as additional services provided to customers beyond the airline ticket. Typical examples include baggage fees, priority seating, on-board catering, etc.
**Case study:**

**Disruption management solutions**

Whether due to delayed or cancelled flights, passenger disruption affects all types of airlines. Amadeus provides solutions that minimise the impact at passenger travel – whether in terms of the journey, services, luggage or documents, such as e-tickets and EMDs (Electronic Miscellaneous Documents).

Managing disruption covers all the steps of the journey, from information management within airlines’ Operations Control Centres (OCC) to passenger compensation and claims. Thanks to our disruption management solutions, Amadeus provides streamlined processing for faster flight, passenger and document handling, less compensation expenses, more accurate solutions, and higher volumes of automation for complex re-bookings. Travellers have an improved customer experience thanks to our proactive notifications via kiosks, mobile phones and the internet.

In 2013 Amadeus published research conducted with travel market research company PhoCusWright: ‘Passengers first: Re-thinking irregular operations’, which encouraged airlines to re-think their disruption management strategies by placing the passenger at the forefront of their decisions and processes. We also actively take part in relevant industry forums – Future Travel Experience, AGIFORS Airline Operations, IATA Fast Travel Program - and liaise with major regulators such as the European Commission, A4A (Airlines for America) and IATA.

Improved disruption management provides flight optimisation for airlines and airports, improving economic and environmental performance. Moreover, improved and optimised solutions also positively impact the end-traveller, which overall adds up to a contribution to the sustainability of the industry.

*See ‘Amadeus in the travel industry’ p. 14*
Industry reports and White Papers

Being on the front line of one of the world’s largest industry means that we are always striving to be at the forefront of thought leadership initiatives. Research and innovation is part of our DNA here at Amadeus and a multitude of industry-leading White Papers support this. Our research papers for 2013 are available for download from the Amadeus website:

**Shaping the future of travel in Asia-Pacific**

Shaping the future of travel in Asia-Pacific involves four key themes, or ‘The Big Four Effects’ that will drive significant change in the Asia-Pacific travel ecosystem over the period to 2030.

Developed by business research and consulting firm Frost & Sullivan, this study surveyed 1,531 business and leisure travellers across the seven key markets of Australia, China, India, Indonesia, Japan, Korea, and Singapore. Beyond quantitative traveller research, Frost & Sullivan also conducted 13 in-depth executive interviews with industry thought leaders from the Asia-Pacific region. What this research and White Paper undeniably highlights is the opportunity that Asia-Pacific now has to regain a leading position on the global stage that reaches well beyond travel, but to which it is inextricably linked.

**The Rail Journey to 2020 Report**

Showcasing the facts, figures and trends that will define the future of European passenger rail – this report focuses on the period up to 2020, which will see the industry impacted by an unprecedented combination of factors. The Rail Journey to 2020 Report estimates that long-distance passenger traffic will increase by 21% (2.2% annually) to reach over 1.36 billion by 2020, 238 million up from the 2011 figures. This anticipated growth in passenger volume will be driven by four key markets in particular: the United Kingdom, France, Switzerland, and Germany.

The report concludes with comments on how passenger rail operators can take advantage of the trends transforming the industry landscape, and position themselves to benefit from opportunities that currently lie beyond their borders.
At the Big Data Crossroads: turning towards a smarter travel experience

This independent study, authored by Professor Thomas H. Davenport, highlights that the industry is at a big data crossroads: large-volume, complex and unstructured datasets are beginning to reshape the industry and so the development of big data initiatives is now a priority for many.

What is it that makes big data such a powerful idea? First, big data can provide insights that help deliver a more intelligent travel experience than has ever been possible. Whereas structured data has historically been divided between different silos, be they systems or companies, harnessing both unstructured and structured data promises a more integrated view of our industry. This offers travel companies the opportunity to enhance current industry processes, push innovation and build better relationships with their customers.

There is an equally important opportunity to ‘put the fun back into travel’, which at its very heart is about improving the passenger experience. Big data can help to make travel more responsive and focused around traveller needs and preferences.

As highlighted in the study, big data can be the foundation for greater industry-wide innovation. Big data demands big ideas and the courage to implement them. Managing and analysing data is no longer an issue for the IT departments alone – instead it is driving the travel industry’s business agenda.

A Digital Savannah: Africa’s e-commerce promise

This White Paper identifies five key trends shaping decision making and consumer behaviour as they relate to online shopping preferences and travel booking. The major trend identified is a healthy appetite for online shopping, although the way it is conducted tends to differ significantly from traditional e-commerce systems.

This is particularly so in the travel sector, where more than half of companies surveyed currently book online and another 20% are expected to do so in the near future.

These results are contained in the independent research paper ‘A Digital Savannah: Africa’s e-commerce promise’. The study was authored by Arthur Goldstuck, CEO of World Wide Worx, and is the first in-depth look at trends and opportunities in the e-commerce space in Africa.

Passengers first: Re-thinking irregular operations

‘Passengers first: Re-thinking irregular operations’, commissioned in partnership with PhoCus Wright, looks at this pressing issue and explores the true impact of irregular operations with a focus on understanding the traveller’s perspective and providing practical strategies for airlines to better manage customer expectations.

The report addresses five key questions for airlines that seek to improve irregular operations management including:

- Have you considered incorporating a standard service approach to deal with passenger journey disruptions?
- Would you be able to build a schedule that can accommodate unplanned events?
- Are you prepared to implement a passenger-centric solution that empowers passengers to choose alternatives most relevant to their needs?
- How transparent are your communication and compensation practices?
- Do you have the infrastructure to analyse relationships within social media platforms?
Did you know that we work in partnership with UNICEF to provide micro-donation tools and ICAO towards standardising aviation carbon emission calculations?
At Amadeus, we are excited about the future. By working together with travel, providers and sellers, we can support the development of a travel industry that is intrinsically focused on the traveller but to the benefit of everyone.

Eberhard Haag - Executive Vice President
Global Operations Amadeus IT Group
7. Environmental and social commitment

Our aim as a corporation goes beyond commercial growth, to ensuring we make a positive contribution to our industry and to society in general. Our commitment is to develop a socially responsible and sustainable business that will bring long-term rewards to all our stakeholders.

7.1. Environmental sustainability

“It is not because things are difficult that we don’t dare, it is because we don’t dare that they are difficult.”

Seneca

Since its inception in 2009, our environmental strategy has permitted significant progress, focusing particularly on those issues where we can have an important direct responsibility and/or influence.

Looking back, our main achievements over recent years have been the implementation of the Amadeus Environmental Management System (EMS)(1) in our top premises worldwide, covering approximately 90% of our operational impact, the analysis and quantification of environmental benefits of Amadeus solutions, and our work in cooperation with other industry stakeholders.

Our strategy and clear position on key environmental topics have also permitted Amadeus to join and remain for two consecutive years in the Dow Jones Sustainability Index (DJSI)(2) and to reach a positive score (79 B in 2013) in the Carbon Disclosure Project (CDP).(3)

Although we look back at our achievements in this area with pride, we are aware that there is much yet to be done and that the objective of environmental sustainability is a direction we are taking, rather than a destination. Therefore the job is never finished in this field and a critical component of our strategy is the search and implementation of continuous improvement.

Our Environmental Strategic Plan 2013–16 capitalises on the strengths of its 2009–12 predecessor as adapted to our current scenario and priorities. In this respect, our main focus for 2014 is on expanding a culture of environmental responsibility among our employees, on reaching an increased involvement from our product management organisation regarding the fostering of the environmental benefits of our solutions, and intensifying our involvement with industry stakeholders in common environmental projects.

In the following pages we will review our status and priorities on each of the three elements of our environmental strategy: environmental impact of Amadeus operations, environmental benefits of Amadeus solutions, our participation in joint industry initiatives.

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1Amadeus EMS is the tool we use in Amadeus to measure our resource consumption, identify areas for improvement, implement specific actions, and review results achieved. The items included are energy consumption (mainly electricity), CO2 emissions, paper consumption, water used, and waste produced. The scope is the top 11 Amadeus sites worldwide, covering approximately 80% of the employees and 90% of total consumption.

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

3CDP is an international, not-for-profit organisation providing the only global system for companies and cities to measure, disclose, manage and share environmental information.
Amadeus operations

The main drivers of Amadeus’ direct environmental impact are the electricity used in our data centre in Erding (Germany) and the regular office building use at our various sites across the world.

The infrastructure management team in our data centre looks after, among other things, the energy efficiency of the data centre, with the objective of continuous improvement. Our credentials in this area include the certification received in 2010 and renewed in 2012 from TÜV SÜD as an energy-efficient data centre. The certification process involved an in-depth review of the data centre operations, as well as recommendations for improvement. These recommendations are the first reference we take for our priorities and action plan.

As for our office premises across the world, we monitor our performance through the Amadeus Environmental Management System (EMS).

Amadeus EMS technical and geographical scopes

The EMS gathers information on five relevant items related to the environmental impact of our operations:

- **Energy consumption.** Our main item is electricity, but we also include natural gas, normally used for heating in some of our buildings, as well as diesel, used in our data centre for guaranteed uninterrupted power supply. Within electricity, we measure and evaluate separately the electricity used for the data processing centre from that used in our office buildings.

- **CO₂ emissions.** In order to measure CO₂ emissions, we follow the Greenhouse Gas Protocol standards:
  - In *scope 1* we include emissions from natural gas and diesel.
  - In *scope 2* we include emissions related to the use of electricity in our office buildings worldwide and the data centre in Erding. The conversion factors (grams of CO₂ per kWh) are taken from the latest updated averages for each country published by the International Energy Agency. For the data centre, we report the specific conversion factor reported by our electricity provider.
  - In *scope 3* we include emissions from paper consumption and from business travel. For air travel, we use the International Civil Aviation Organisation (ICAO) carbon calculator. Emissions are calculated per each individual trip.

- **Paper consumption.** We report paper consumption at our premises worldwide either by gathering the amount of paper bought during the year or, when available, through the specific printing systems that allow a more detailed tracking of paper sent to printers. These automated systems permit a more precise monitoring and facilitate the identification of actions for improvement.

- **Water use.** The use of water in Amadeus is divided into three categories:
  - Water used at office buildings in kitchens, toilets, etc.
  - Water used for irrigation, in those cases where we have gardens and the means of separately measuring irrigation related consumption.
  - Water used for cooling of servers, principally at the data processing centre in Erding.

- **Waste generation.** This last item refers to the waste generated at our premises from both kitchens and general office use. This is somewhat difficult to measure since in some cases we do not have the means or documentation to report part of the waste. Generally, waste generated by extraordinary activities like works done in buildings are measured, but for comparability purposes they are reported separately from regular waste.

In terms of geographical scope, Amadeus has 71 offices worldwide, some of which are very small. For this reason, it becomes impractical to report data on the five items laid out above from all Amadeus sites. We focus instead our efforts in our top sites worldwide either by number of employees or by environmental impact. Nonetheless, despite the fact that the official reporting is done on the top sites only, all sites are encouraged to implement measures to reduce consumption and best practices are shared among all sites when relevant.

Since 2009 we have included in the EMS reporting our top 10 sites worldwide. In 2013, we have added Amadeus Software Labs India (Bangalore), which has become the second largest Amadeus site worldwide by number of employees. Our coverage therefore has increased to 11 sites and more than 78% of all employees, and we estimate that this covers more than 90% of the total Amadeus impact worldwide.

The list of sites includes, Nice, Bangalore, Erding, Miami, Madrid (both the Amadeus Commercial Organisation and the headquarters), London, Bad Homburg, Bangkok, Sydney and Paris.

Environmental objectives and results achieved

When setting up environmental objectives at Amadeus, the following factors need to be addressed:

- Even if decreasing, there is a correlation between company growth and resource consumption, so it would be misleading to provide a view on environmental performance simply based on absolute figures for resource consumption; we need to weigh in evolution of company activity.

- Some environmental impacts are independent of others. For example waste generation in Nice has nothing to do with water consumption for server cooling in the data centre; yet it would be ideal to be able to summarise overall company performance in one single figure and also to easily identify specific areas for improvement.

- For some of the parameters contemplated, we have little capacity to manage them. For example, the electricity generation mix of one country determines our scope 2 emissions, and we have no influence on that, regardless of potential offsetting initiatives or purchase of electricity from renewable energy.

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*The Greenhouse Gas Protocol (GHG Protocol) is the most widely used international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions. Scope 1: direct GHG emissions from sources owned by the company. Scope 2: electricity indirect GHG emissions from the generation of purchased electricity that is consumed by the company in its owned or controlled equipment or operations. Scope 3: other indirect GHG emissions, Scope 3 reporting those activities that are relevant to their business and goals, and for which they have reliable information. The Greenhouse Gas Protocol (GHG Protocol) is the most widely used international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions. Scope 1: direct GHG emissions from sources owned by the company. Scope 2: electricity indirect GHG emissions from the generation of purchased electricity that is consumed by the company in its owned or controlled equipment or operations. Scope 3: other indirect GHG emissions, Scope 3 reporting those activities that are relevant to their business and goals, and for which they have reliable information.*
Taking into consideration the issues described above, our environmental targets are set according to the following process:

1. Distinction of specific impact related to the data centre. We first separate the electricity consumption of the data centre from any other impact, given this site’s unique nature and sole importance:
   1.1. Electricity consumption from the data centre: 40% of overall weight.
   1.2. Top 11 office sites worldwide: 60% of overall weight.

2. Assigning weights to each environmental parameter measured in office buildings. Amadeus materiality study helped identify the most relevant items regarding the environmental impact of its operations. The weight assigned to each item is allocated based on the importance of each item and also on our capacity to manage that specific parameter.

   Accordingly, the items included as targets and their respective weight in terms of the overall objective are: electricity consumption (40%), greenhouse gas emissions (CO₂ only for the time being) (20%), paper consumption (20%), water consumption (10%), waste generation (10%).

3. Distinction between absolute and efficiency targets. A distinction between absolute and efficiency targets is made in order to factor in the growth of the company. Absolute targets refer to the total consumption in each of the five parameters (energy, CO₂ emissions, paper, water, and waste). For efficiency targets, we need again to distinguish between the data centre and the office buildings as follows:

   • For the data centre: we consider electricity consumption per one million transactions \(^{5}\) processed at the data centre.
   • For the office buildings: we consider resource consumption per employee.

4. Setting the final objective depending on company growth. The general reasoning is that the more the company grows, the more weight is allocated to efficiency targets. In any case, the absolute target has always a minimum weight of 25%, so the total consumption is always considered.

Finally, in order to avoid arbitrary targets, we always use the year immediately prior as a reference to evaluate current performance, so we can measure improvement over time objectively.

The graph below shows our performance over time, according to the objective parameters described above:

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\(^{5}\) Transactions processed at the data centre are defined as basic operations linked directly to our business, such as bookings or processed Passengers Boarded. It is worth noting that, given the increasing amount of information processed per traveller and the increasing sophistication of passenger service systems, the complexity of each transaction is growing significantly.
The following graphs analyse our 2013 performance for each parameter in the EMS, as well as highlight our main initiatives in each area.

Amadeus top 10 sites environmental performance

CO₂ emissions

Energy Efficient Data Centre certification from TÜV SÜD

 Obtained in 2010 and renewed in 2012

Amadeus Data Centre energy efficiency

Improved efficiency 2013 vs. 2009: 35% PUE in 2013: 1.38

Even though our Environmental Management System covers our top 11 sites worldwide, we include in the graphs only the top 10 for comparability purposes, since our site in Bangalore (India) was incorporated in the EMS in 2013.

${}^6$ Improved energy efficiency in terms of kWh required per 1,000 transactions. PUE stands for Power Usage Effectiveness and is a common metric used to measure the energy efficiency of data centres. The closer to 1 the PUE, the more efficient the data centre is. Typically a PUE below 1.5 is considered significantly better than average. In terms of external evaluations, our TÜV SÜD certification involves an in-depth review of the data centre operations, as well as recommendations for improvement. Finally, we define business transactions processed as basic operations linked directly to our business, such as bookings or Passengers Boarded.

${}^7$ Even though our Environmental Management System covers our top 11 sites worldwide, we include in the graphs only the top 10 for comparability purposes, since our site in Bangalore (India) was incorporated in the EMS in 2013.
Since the Environmental Management System was implemented in 2009, we have achieved significant efficiency improvements, as shown in the table below:

<table>
<thead>
<tr>
<th>Efficiency improvements</th>
<th>2013 vs. 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity - data centre - kWh required per 1,000 transactions</td>
<td>34.8%</td>
</tr>
<tr>
<td>Electricity - top 10 sites worldwide - kWh per employee</td>
<td>23.4%</td>
</tr>
<tr>
<td>Paper - kg per employee and year</td>
<td>42.2%</td>
</tr>
<tr>
<td>CO₂ emissions - total emissions per million transactions</td>
<td>36.1%</td>
</tr>
</tbody>
</table>

All in all, our environmental performance has been positive in 2013. Despite our significant growth in employees, transactions and revenues, resource consumption associated to our operations has grown at a significantly slower pace.

In the following paragraphs, we include examples of specific initiatives and best practices implemented in our various sites across the world. Even though the geographical scope of the Environmental Management System reporting is limited to our top 11 sites worldwide, the implementation of environmental best practices and initiatives is basically carried out across our sites.

The programme suggests a range of 25 actions ranging from car-sharing for commuting to encouraging companies and households to install renewable energy with e.g. solar power heaters, or cutting heating and cooling system costs through setting room temperatures at 28 degrees Celsius in summer and 20 in winter. The various initiatives can be implemented both in commercial and domestic premises.

Amadeus Japan joins the Challenge 25 Campaign
The Challenge 25 Campaign is a programme promoted by the Japanese Ministry of the Environment to reduce greenhouse gases released in Japan by 25% from their 1990 levels by 2020.

The programme suggests a range of 25 actions ranging from car-sharing for commuting to encouraging companies and households to install renewable energy with e.g. solar power heaters, or cutting heating and cooling system costs through setting room temperatures at 28 degrees Celsius in summer and 20 in winter. The various initiatives can be implemented both in commercial and domestic premises.

Amadeus Japan is registered as a corporate challenger for The Challenge 25 Campaign and encourages employees to suggest initiatives to meet the campaign’s objectives. The activity considered best receives a cash prize from Amadeus Commercial Organisations.

Amadeus IT Pacific – Sydney – Project Kermit: it’s easy being green!
‘Project Kermit’ is an Amadeus IT Pacific staff initiative towards becoming a more environmentally friendly organisation and workplace. Project Kermit integrates Amadeus Environment Management System procedures into local strategy. Initiatives include the new recycling procedure and communication campaign ‘Follow me’, a printing solution by which printing jobs can only be executed with the employee identification card at the printer, reducing total printing jobs, improving privacy and avoiding the duplication of printing jobs.
Amadeus France – from biodiversity to reforestation

Amadeus France has engaged in a comprehensive and ambitious sustainable development programme that includes economic, environmental and social initiatives, and which addresses not only the EMS requirements for optimisation of resource consumption but also goes beyond the current formal objectives. Above is an example of the initiatives carried out under the programme.

At the beginning of 2013, Amadeus France engaged in a joint project in cooperation with partners Ekodev and PUR Project to launch the ‘From biodiversity to reforestation’ initiative, a project in which Amadeus France employees participated in the installation of a beekeeper and collected about 34 kg of honey, potted on site. Each employee then made a donation in exchange for their honey pot and the money collected was invested in a reforestation project in Peru. Each employee then planted one tree in the Peruvian Amazonia.

“Amadeus is an example that we put forward to demonstrate that environmental responsibility is concrete and unifying when projects are carried out by engaged employees.”

Timothée QUELLARD, Associate Director, Ekodev

Certificate for the planting of 211 trees in the Peruvian Amazonia on behalf of Amadeus France employees.

Environmental strategic focus

Regarding our overall strategy for our operations, the graph below shows the main strategic objectives and their past and expected level of focus included in our Environmental Strategic Plans 2009–12 and 2013–16.

Strategic focus evolution

- Improve reporting tools and data accuracy
- Improve geographical scope
- Improve overall environmental performance
- Foster a company of environmental engagement
Amadeus Global Report 2013

1. Nombre de Capítulo

7. Environmental and social commitment

The European Organisation for the Safety of Air Navigation (Eurocontrol) issued a study about the benefits of implementing Collaborative Decision Making (CDM) at airports. CDM is a Eurocontrol initiative whose objective is to integrate airport operations into the air traffic management network. Airport CDM is about enhancing cooperation and coordination by sharing existing information and resources at an operational level between air traffic management (ATM), airlines, ground handlers, airports, and other service providers, resulting in improvements in resource usage, schedule maintenance, environmental performance, and flexibility in reacting to events. According to the study, the return on investment period is only between one and two years and the risk of financial loss is practically non-existent.

Based on the conservative estimate that the implementation of CDM will reduce just one minute of taxi time per flight, the Eurocontrol study indicates a potential fuel cost benefit of over €120 million per annum and a CO₂ reduction of around 250,000 tonnes per year for ECAC major airports. Furthermore, there would be other benefits in noise and air quality impacts, which are known major causes of constraint on airports and hence the European Air Traffic Management System.

In 2013 Amadeus launched Airport Sequence Manager, a solution to help airports implement CDM. Amadeus Airport Sequence Manager uses a collaborative approach to optimise the flight departure process. The solution relies on sophisticated sequencing algorithms to calculate the Target Start-Up Approval Time (TSAT) for each departing flight. This allows the aircraft to leave the stand at the last possible moment, reducing fuel burn, economic costs and environmental impact, and it enables better allocation of resources. Runway capacity can therefore be optimised at times of congestion, or de-icing processes taken into account during winter season. As a collaborative tool, Amadeus Airport Sequence Manager creates a shared situational awareness among all airport partners.

Amadeus launched Airport Sequence Manager in collaboration with Munich Airport – one of the busiest European airports, with nearly 400,000 aircraft movements in 2012.

“Amadeus is very well positioned at the heart of the travel ecosystem to help airports with this evolution and we are glad to cooperate to establish the foundations of a future-proof technology platform.”

Michael Zaddach, Senior Vice President IT, Munich Airport

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Case study - Amadeus Sequence Manager

Savings estimations expected from CDM

Fuel costs: More that €120 million

CO₂ emissions: More than 250,000 t

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2 ECAC (European Civil Aviation Conference) is an intergovernmental organisation which was established by the International Civil Aviation Organization (ICAO) and the Council of Europe. ECAC counts today 44 country members. ECAC major airports include airports with more than 50,000 aircraft movements per year.
“Amadeus’ in-depth experience, vast reach and high level of development will help us to gain greater efficiencies through the full automation of our weight and balance system. Furthermore, Altéa Departure Control’s Flight Management enables us to provide our airline customers with significant fuel savings.”

Jon Conway, Divisional Senior Vice President, Airport Operations, dnata

The value proposition of Amadeus solutions is primarily based on increasing operational efficiencies for our customers. Often, the increased efficiencies mean more productivity, reduced costs, better use of infrastructure and environmental benefits. In fact from a quantitative point of view our most important contribution to the sustainability of the industry and improvements in environmental performance is our investment in innovation, and how such innovation is implemented in the solutions offered to our customers.

Amadeus Airport Sequence Manager, as explained in the case study above, is a clear example of how our technology expertise and network of partners can deliver solutions that improve operational and environmental efficiencies.

On the other hand, as demonstrated in a joint study carried out with Finnair that analysed more than 40,000 Finnair flights, the Amadeus Altéa Departure Control System Flight Management (Altéa DCS FM) module has proven effective in facilitating significant fuel savings. Altéa DCS FM automates aircraft load control and optimises every flight departure by analysing the passenger and cargo load more precisely and automatically defining the optimal aircraft load distribution. This helps optimise fuel for every flight departure.

The benefits of the system expand beyond airlines; for example in October 2013 Amadeus announced an agreement with dnata, one of the world’s largest combined air services providers, to implement Amadeus Altéa Departure Control’s Flight Management solution in their centralised load control offices (CLC) in Dubai. The airport ground handler, part of the Emirates group, is now present in 75 airports in 38 countries. The deal spans all Emirates and flydubai domestic and international flights and over 100 other dnata customer airlines using the system.

Under the agreement, Amadeus provides dnata with a fully automated solution for managing the weight and balance of all flights it handles from its CLC in Dubai. The system automatically defines optimal load distribution, thereby optimising fuel requirements for airlines and increasing uplift capacity for aircraft.
We are conscious that the environmental sustainability of our industry is a common objective for all industry stakeholders and that little can be achieved in isolation. In line with our business strategy, on the environmental front we take advantage of our technology, expertise and business network to make our contribution to industry sustainability. A good example of how we put this strategy into practice is our collaboration with the International Civil Aviation Organization (ICAO) regarding aviation carbon calculators.

In order to raise awareness of aviation carbon emissions and to foster prevention and mitigation actions, airlines, NGOs and other industry stakeholders launched aviation carbon calculators so that travellers can be aware of the CO₂ emissions released as a consequence of their trips. Two major issues to achieve this target are related to the subjectivity of estimating carbon emissions per passenger and the ways and means by which the traveller is informed.

In this respect, Amadeus and the ICAO reached an agreement whereby Amadeus uses ICAO’s carbon calculator in our corporate booking tool, so that corporations and travellers can be informed during the booking process about the greenhouse gas emissions released in their trips. Regarding the issue of the subjectivity of estimating and allocating aircraft emissions to passengers, ICAO’s carbon calculator brings the benefits of neutrality, a global approach and the legitimacy required, since ICAO is the United Nations agency in charge of civil aviation.

In other cases, like in our cooperation with the World Travel and Tourism Council (WTTC), we contribute and learn through participation in various work streams associated with issues related to sustainability and subjects as diverse as discussing a common framework for travel industry non-financial reporting to the specific interpretation and implications of the Intergovernmental Panel on Climate Change (IPCC) reports for the travel industry.

Climate change related challenges and opportunities for Amadeus

Greenhouse gas emissions and climate change in general are a principal concern in the travel industry, particularly due to the high energy intensity of means of transport. The risks associated with climate change for Amadeus are principally linked to the demand for travel. This is due in part to the fact that incremental environmental costs translate with some delay into increased economic costs; and, whether this increase in costs is passed on to the client or not, this increase in overall costs is significant, given the high price elasticity of travel demand. Besides, consumers, in order to avoid negative environmental impacts, may look for alternatives to travelling. On the other hand, regarding opportunities linked to climate change, we are in a privileged position to help raise environmental awareness in the industry. We need to bear in mind that Amadeus is involved in one way or the other in the travel of more than one million passengers every day. Environmental services included in our distribution platforms and/or IT solutions are a way in which Amadeus can improve customer loyalty, reputation in the travel industry, contract new customers and retain current ones, improve our network and relationship with industry stakeholders and, importantly, play our part in the contribution to industry sustainability.

The Amadeus Airport Sequence Manager case study explained on previous pages is a good example of how the increased efficiency delivered by Amadeus solutions contributes to the fight against climate change, providing our customers with the possibility of saving significant amounts of fuel and related greenhouse gas emissions.
Amadeus Global Report 2013
7. Environmental and social commitment

7. Social commitment
“Over recent decades the private sector has grown exponentially compared to traditional aid providers [...] Corporations have the means and the will to make a difference. We are cheating ourselves if we don’t recognise this reality – and work with it.”
Prof. Linda Scott, DP World, Chair for Entrepreneurship and Innovation, Saïd Business School, University of Oxford – on the importance of sustainable social development

As improved travel and communications make the world a smaller place, global challenges, such as development at grass roots level and the barriers that hold back growth such as poverty, become more visible. As a consequence, the corporate sector increasingly asks to be part of the process that analyses the role that society plays in tackling these challenges. A key player in the global travel industry, Amadeus is a part of that process.

We realise that true long-term business sustainability requires not only considering commercial needs, but also making a positive impact socially. We need to be actively involved in understanding and nurturing both commercial and social needs in order to meet the requirements of today’s world, while we lay a robust foundation for tomorrow.

Social responsibility built around our core business, people and culture
At Amadeus, ‘being actively involved’ has meant building a social responsibility strategy around our core business, our people, and our global culture.

In 2013, we set ourselves an ambitious, strategic business goal: to grow our contribution to society through creating value for shareholders and our wider stakeholders, with a positive impact on society. Our activities in social responsibility reflects this overarching goal. We draw on our strengths as a business to better empower disadvantaged communities through projects that can build their capacity to be self-sufficient. As a result, our projects in social responsibility are centred primarily on using technology, travel and tourism to improve quality of life for people with limited resources in the communities among which we operate. In essence, Amadeus Social Responsibility covers all the social projects and initiatives in which the Amadeus community is involved – projects that foster social development, skills capacitation, and community and humanitarian support within the local communities in which we have a commercial presence.

Through a combination of global programmes and local projects, carried out in partnership with private and public sector institutions, we are gradually achieving our goals. These partnerships are critical for Amadeus Social Responsibility, as they bring to the projects additional, valuable expertise and local market insight.

Did you know that Amadeus employees contribute with more than 3,500 volunteer hours per year?

Nice volunteers in forest clean-up activity
**Outcome of Amadeus social responsibility in 2013**

In line with our policy on social responsibility to develop projects within partnerships for a greater impact, in 2013 we worked with partners from the travel industry, education institutions, and local non-profit organisations. New initiatives such as the multi-market online donation programme with Iberia and the United Nations Children’s Fund (UNICEF) were launched successfully, even as established programmes such as the Volunteer Day in Latin America, the Amadeus Cares programme in Asia-Pacific or the training projects across our geographic regions, grew in strength.

Last year, this joint effort once again resulted in over 131 projects in 53 countries. This reflects a genuine and growing involvement in 63% of Amadeus commercial organisations (ACOs) worldwide and an increase in projects with a longer term impact. For a full view of our projects around the world, see www.amadeus.com/csrmap

**Amadeus Technology for Good programme**

Amadeus Technology for Good comprises projects in which selected components of our technology and related expertise are deployed on social projects.

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**Resadon: a software to process blood donations more effectively**

Amadeus volunteers based at our main product development site in Nice developed The Resadon software to enable large numbers of people to easily book a slot to donate blood. This started as an in-house solution to facilitate a project organising timetables for over 3,000 blood donors.

In 2013, 25,000 donors booked a slot using Resadon.

"The trigger was the lengthy queue that blood donors had to face to give blood in the morning or at lunchtime, causing frustration for the donors who sometime gave up, and stress in the blood donation medical staff. With Resadon, the donor makes an appointment, receives an invitation in her/his agenda. The process is fluid: no more stress, no more queuing – one donor arrives every five minutes. As an immediate consequence, the number of blood packets collected has increased by a factor of 2.5 compared to 2012.

Today, Resadon is deployed by the French blood establishment in its own transfusion centres throughout France, and by 300+ universities."

Philippe Le Bars, Risk & Compliance Managers, Amadeus SAS

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**Key performance indicators**

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of countries with projects</td>
<td>53</td>
</tr>
<tr>
<td>Number of projects</td>
<td>131</td>
</tr>
<tr>
<td>Number of employees involved</td>
<td>1,335</td>
</tr>
<tr>
<td>Registered volunteer hours</td>
<td>3,580</td>
</tr>
</tbody>
</table>

---

**Evolution of the three project pillars towards longer term programmes**

<table>
<thead>
<tr>
<th>Year</th>
<th>Knowledge and skills transfer</th>
<th>Technology for good</th>
<th>Community support</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>21</td>
<td>47</td>
<td>2</td>
<td>113</td>
</tr>
<tr>
<td>2013</td>
<td>80</td>
<td>136</td>
<td>131</td>
<td>131</td>
</tr>
</tbody>
</table>

---

**2012**

**2013**
Amadeus reached a major milestone in its social responsibility programme, stepping up its role as a global player in social development. Following our commitment in 2012 to building a global online donation programme in partnership with UNICEF and players in the travel industry, Spanish carrier Iberia became the first airline to go live with the programme on its website in 2013. Every time a traveller buys a ticket on www.iberia.com, they can make a donation of between €3 to €20 to UNICEF projects.

The technology platform that powers the online donation programme is provided, hosted and maintained by Amadeus as a professional contribution to social development. When combining Amadeus’ technology with the scale and reach of travel players such as major airlines and online travel agencies, there is real potential to raise millions of euros in a sustained manner to fund projects that empower the underprivileged. The alliance between Amadeus, Iberia and UNICEF is a powerful example of how corporations can make a significant contribution to counter global social challenges using their business strengths.

“The alliance between UNICEF, Amadeus and Iberia is a powerful illustration of the potential of combining the strengths of the private sector, that of not-for-profit organisations who are achieving life-saving changes in society, and the will to give of the general public, worldwide. The impact we can make goes far beyond what a single organisation can achieve.”

Luis Maroto, President & CEO, Amadeus IT Group

“It is very exciting to be able to contribute to a system that raises funds for vulnerable children. Besides its laudable major objective, the Donation Engine project has shown how Amadeus can bring to life a product in less than four months. Today the system is used on the Iberia e-booking system, and we are ready for activation on more websites. I hope that in the near future the Donation Engine will be integrated in many other booking systems to raise a substantial contribution for UNICEF.”

Valeria Rongione, Amadeus Technical Coordinator for the Donation Engine
Amadeus Philippines – Concordia Dual Training System (DTS) Programme

As defined by the Philippines Technical Education and Skills Development Authority (TESDA), DTS is a training modality that combines theoretical and practical training. It is termed ‘dual training’ because learning is composed of activities in two different venues: in a school or training centre, and in a company or workshop. Concordia College in The Philippines sought ways and means to respond to the current needs of society and out-of-school youth unable to access college education.

Amadeus is a major industry partner of Concordia College, who supported the objective of educating mostly underprivileged and indigent youth. We have been providing Global Distribution System (GDS) training since 2001 and have certified more than a thousand students.

The primary objectives of the programme are to provide free training on reservations and ticketing to the students of Concordia College, aimed towards gainful employment in the near future as responsible Filipino citizens: to elevate to world-class standards the skills and capabilities of youth; to provide globally certified training; and to sustain and support the growth of the Philippine travel and tourism industry by educating present and future travel professionals.

As co-educators, we paved the way for hundreds of marginalised young people to achieve their educational goals and access productive niches, in local and international business as well as in the travel industry.

Amadeus Uruguay – support to Plan Ceibal

Amadeus also collaborates in joint education projects in other areas related to travel and tourism, as in the case of Amadeus Uruguay’s support of Plan Ceibal. Plan Ceibal is an initiative to introduce Information and Communication Technology (ICT) in public schools. Following an agreement reached between Amadeus Uruguay and the Ministry of Tourism & Sports, the country’s education authority has rolled out an online learning game called Desafío Mundial to enhance the teaching of Geography in schools across Uruguay. The interactive geographical world championship game is installed on Plan Ceibal computer notebooks that are delivered to pupils. The game is currently included in the national education syllabus and, by the end of 2013, it had been installed on approximately one million laptops. The interactive game was adapted at local level in collaboration with Smart Branding, an IT company based in Uruguay.
Addressing the needs of other low-income members of our communities

The Amadeus Knowledge & Skills Transfer Programme goes beyond education for young people to also addressing the needs of other adult, low-income members of the community who are seeking literacy in new technologies to improve their chances of finding work. Amadeus Spain reached an agreement with Spanish non-profit organisation Fundación Cibervoluntarios to hold workshops in which volunteer Amadeus staff teach basic Information and Communication Technology skills to groups of low-income women.

Computer donations

The Amadeus PC Bank, established in 2010 to contribute towards access to computer equipment by disadvantaged communities, also continues to add to the Knowledge & Skills Transfer Programme. During 2013, over 600 computers were donated by Amadeus offices around the world for use in educational projects in partnerships with local authorities, public schools and non-profit organisations. Turkey, Romania, Ukraine, Slovenia, the United States, Spain, France, South Africa, and Cuba brought the total of computers donated to facilitate online learning to 1,771 since 2010.

One of the local sponsorship programmes is carried out by Amadeus Turkey in collaboration with non-profit organisation CYDD (Support for Modern Life Association). Amadeus Turkey provides education sponsorships for children from low-income families. For every ticket issued on travel agencies’ Amadeus e-Power (online booking) portals, we transfer 40 cents towards the sponsorships.

“Every year we offer free training on travel reservation processes for five young people who have not been able to go to university, are not able to finance training, and who are willing to learn. If they pass the certificate exam, we also find them a job with one of our travel agency partners.”

Emre Erdem, Sales Executive, Amadeus Turkey
In 2013 community support gained exciting momentum with activity in 43 countries.

The Amadeus Community Support Programme includes local projects and initiatives carried out for the benefit of and in partnership with local communities. As a leading player in the travel and tourism sectors, with country offices and local teams in economically diverse markets, Amadeus has the people and skills at its disposal to create resources that can make a difference in the lives of the most disadvantaged people. Through our local teams, we work with local NGOs as well as government institutions responding to key challenges identified with them. These range from uplifting living conditions for orphaned or abandoned children through to providing opportunities to further the education of youth in need, or financial contributions for health research.

To raise funds required to finance the projects we support, creativity wins the day. In 2013, sports events, charity bazaars and varied contests across the Amadeus community raised €221,000 to fund the work of non-profit organisations. The cash enabled initiatives such as education sponsorships for students in Thailand, and the upkeep of children at local hospices in the Ukraine, Estonia, Greece, China, Malaysia, South Africa, and the United States.

In other cases, the funds raised were used to support the development of projects run by local non-profit organisations such as Cancer Council Australia, Nos Pilifs in Belgium, Helping Hands in France, SOS Children’s Villages in Greece, Great Commission Alliance in Haiti, and Asociación Mexicana de Ayuda a Niños con Cáncer in Mexico.

These are some examples of the activity across geographic regions in the last year:

### Latin America

Together with 13 industry partners such as travel agencies and ALTA (the Latin American and Caribbean Air Transport Association), the regional **Volunteer Day** involved the contribution of staff from 12 country offices: Argentina, Bolivia, Brazil, Colombia, Costa Rica, Chile, Ecuador, Mexico, Paraguay, Peru, Uruguay, and Venezuela.

Volunteers spend a day in their communities working with children, the elderly and the gravely ill. The objective of the Latin America Volunteer Work Day is to organise and coordinate employees who want to volunteer and contribute to the development of social segments in need. It is also an additional element to internally motivate engagement among staff and improve teamwork. In 2013, the third edition of the Latin America Volunteer Work programme took place.

### North America

The Amadeus House of Hope Orphanage in Mirebalais, Haiti, has continued to thrive in the past year. Built and set up in partnership with non-profit organisation Great Commission Alliance (GCA) in 2011, the orphanage is currently home to 40 children, aged 4 to 7. Once the second floor is added, another 60 children will be cared for at the orphanage. The children also receive regular medical care and daily schooling.

In April 2013, Amadeus joined long-time partner GCA in a gala to raise funds for community projects in Haiti. More than US$50,000 was raised specifically for the House of Hope’s orphanage and school operations. Several travel companies also sponsored and attended the gala, including BCD Travel, the Global Business Travel Association, Marriott Hotels, Park ’N Fly, Royal Caribbean Cruise Lines, and United Airlines.

In addition, through a partnership with Tourism Cares (a travel industry non-profit organisation), Amadeus North America executives collaborate in the restoration and preservation of historical landmarks for future generations. In 2013, activity included restoring sites destroyed by Superstorm Sandy in New York and sponsorship of Go Peru, a global programme that aims to support and protect Peru’s unique heritage.
Asia-Pacific

Community support in the region was through in-kind donations and quality time with beneficiaries of local hospices; sports for charity such as the race held annually in Bangkok (Thailand) to fund university studies for disadvantaged youth; and hospitality events such as Amadeus Australia’s popular Morning Tea initiative with Cancer Council Australia to raise funds for cancer research. Other countries in the region where activity is ongoing are Malaysia, the Philippines, Singapore, New Zealand, Taiwan, and China (mainland).

Europe

Twenty-four Amadeus country offices in Europe developed projects ranging from collaborations with non-profit organisations dedicated to child welfare and education through to in-kind or financial contributions towards social causes.

These included blood and bone marrow donation from Spain and France in partnership with the Red Cross, the Laurette Fugain Association, and the French national blood agency; monthly provision of basic necessities through Caritas to families who have lost their sources of income as a result of the economic crisis in Spain (6,049 kg of food and 180 kg of clothing for 338 families in 2013); a fundraising soccer tournament towards rehabilitation of tourism areas in Italy, organised by Amadeus Italy and Uvet America Express’s Fondazione Atlante, involving 16 tourism companies; and a swimming marathon in Belgium, organised by local NGO Nos Pilifs to collect donations for renovating a community farm managed by disabled youth.

For the fifth consecutive year, Amadeus Hong Kong received the Caring Company Award, which is organised by the Hong Kong Council of Social Services. The award recognises efforts towards building a cohesive society through strategic partnerships between business and social service organisations for the benefit of the local community.

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Amadeus staff volunteering in Australia in support of the Variety Kids charity.

Amadeus Russia employees spend their money and free time to help orphans and sick children.

Amadeus Greece employees responded to a plea from non-profit organisations The Smile of the Child and Centres Supporting Children & Families, which had serious shortages in basic necessities.
Amadeus Egypt believes that building the skills of employees and university students aiming to work in this sector will bring both promising and positive experience in the industry.

Despite unrest in the country, four batches of scholarships have been completed in 2013 (48 candidates attended training; 12 per batch). All of them have passed all the exams with very good grades. Most of them have been hired by travel agencies. The last batch finished the programme on 23 of January 2014 and accordingly, we have just sent their resumes to companies.

Amadeus Fans, the non-profit organisation founded by Amadeus Egypt staff, actively participated in our corporate social responsibility endeavours by supporting society in the areas of travel and tourism. The main sponsors of Amadeus Fans are six travel agencies: Carlson Wagonlit, Thomas Cook, Excel Travel, Astra, Blue Sky, and East West. These agencies gain access to fresh graduates trained through Amadeus Fans scholarships. In 2013 Amadeus Fans granted training scholarships to 48 students and trained 115 trainees, of which most have been already hired by travel agencies. Furthermore, Amadeus Fans opened a new training class, thus increasing their training capability, and signed contracts with four new training centres.

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Our response to disasters

When natural disasters hit, our first response is to mobilise voluntary support across the Amadeus community. In the initial relief stages, Amadeus staff play a significant role, often raising cash donations voluntarily. Our offices that work in or with the affected countries often match the staff donations with a monetary contribution. Following Typhoon Haiyan in the Philippines last year, the combined staff–corporate effort raised €46,600, which was channelled through UNICEF and Red Cross organisations working on the ground. Following the relief stage, a corporate response through Social Responsibility can then take shape in the rebuilding phase, where our resources and professional skills can be of relevance.

Swapping corporate gifts for project resources

Increasingly, in place of the traditional seasonal gifts to Amadeus customers, some country offices and business units opt to dedicate this expense – on behalf of their clients – to supporting a social cause. This was particularly so for the Philippines crisis.

“When Super Typhoon Yolanda (Haiyan) struck the central Philippines last November 2013, it smashed 171 towns and cities, affecting a total of 14 million people, with 6 million workers losing their sources of income, and rendering more than 4 million people homeless. Amadeus quickly responded by marshalling cash donations from staff and partnering with travel industry associations to provide emergency relief goods. Amadeus staff volunteered to help during their break or rest days in the packing and distribution of goods in heavily affected areas.

Donations from different offices of Amadeus worldwide were channelled to the Philippine Red Cross organisation. The Amadeus Philippines office, in solidarity with its suffering countrymen, decided to channel its budget for traditional Christmas gifts for its customers and for its staff Christmas party to the GMA Kapuso Foundation (a national media network foundation) towards rehabilitation efforts for the heavily affected communities. We have done all these things, not because it feels good. We did it because we should.”

Albert Villadolid, General Manager Amadeus Philippines
Did you know that Amadeus launched the “Share Match Plan” in 2013 for employees simultaneously in 25 countries?
Amadeus people

We have the chance to make a difference for millions of journeys worldwide because we work at the heart of the global travel industry. That is why we are pleased to introduce the beginning of a new era in Amadeus recruitment efforts.

Sabine Hansen Peck – Senior Vice President
Human Resources, Communications and Branding
Amadeus IT Group
8. Amadeus people

“Our job is to awaken possibilities in other people”

Benjamin Zander

Our people – with their competencies, skills and attitudes – and our company culture are unique assets for Amadeus; a real competitive advantage that differentiates us in the way we interact with our customers and all industry players.

A robust, sustainable business model, coupled with continuity in leadership, managers and employees, have allowed the company to continuously grow and succeed, achieving the strategic priority of assuring best-in-class ‘people and culture’.

In 2013, there has been a high increase in the number of employees, partially due to a change on the employment status of a number of contractors who were hired as permanent staff in 2013.

Over the course of 2013, we have continued in our efforts to create a work environment governed by ethical values, equality, diversity, and people development in order to make Amadeus a great place to work for all current and future employees.

Key figures

An international company committed to its employees

- Workforce over 12,000 people*

- A diverse team in 195 countries

- 9.8% growth in average FTEs vs. 2012

- 85% permanent active contracts

* FTEs as of 31 December 2013.
Scope: All Amadeus Group Companies. Figures in full-time equivalents (FTEs), i.e. headcount converted to full-time basis – e.g. an employee working part-time covering 80% of a full-time schedule is considered 0.8 FTE.
Our people and culture

Our focus on people, communication and culture has enabled Amadeus 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.

As we continue to invest in comprehensive practices in terms of talent retention, we keep our turnover rate at 6.9% in comparison to the IT labour market rate, which according to the Corporate Leadership Council was 20.6% (*) in 2012. Due to the growth pattern of the company and prudent management through the economic downturn, there have been no large-scale employee redundancies.

Employee diversity

As our values state, ‘we respect and embrace the diversity of all people and cultures’. More than 12,000 people work at Amadeus worldwide. Multiculturalism, respect and openness are at the heart of our corporate identity. With employees in 195 countries speaking over 56 languages, our personnel enrich Amadeus with their different experiences and backgrounds. We have over 117 nationalities represented in our central sites in Spain, France, and Germany. We explicitly outline a multicultural approach as the first of the primary core competencies required of our employees.

This wide range of nationalities provides us with an important cultural background embedded in our company. Additionally, many of our employees work in different geographical and cultural environments than their own, often making personal sacrifices and contributing to keeping Amadeus as the culturally rich company it is today.

Gender diversity

In order to continue promoting gender diversity across the organisation, the Amadeus Women Network programme was launched in November 2012 in our largest site in Nice, and has been very active during 2013. It is sponsored by the SVP Human Resources, Communication and Branding. The Amadeus Women Network’s goal is to enhance the professional development and career evolution of women within Amadeus, and improve work-life balance. It is open to all women, and welcomes men who are interested in participating in this effort. Regular breakfast meetings are held on a monthly basis, as well as lunch debates and workshops attended by representatives of senior management. The network has grown to a significant size and found strong support among top management. It will continue to grow as the initiative is extended to other Amadeus sites.

In addition, Amadeus signed an agreement with the European Professional Women’s Network (EPWN). This partnership with a leading women’s network enables us to provide networking opportunities with professional women outside of the company.

Generally, recruitment is based solely on the skills and professional experience required for a position. Job offers are formatted in a neutral style to be attractive to both men and women, with standardised recruitment processes, regardless of gender. The same opportunities for professional development are offered to all employees. Fair remuneration is an essential component of professional equality among men and women, and Amadeus guarantees that salary systems are built in such a way as to prevent discrimination.

In particular, in regards to equal pay for women and men, we have a procedure in place across Amadeus. Before the start of the annual reviews, managers are reminded about their obligations towards equal remuneration between men and women. During salary reviews, various steps are in place to ensure equal treatment between employees.
People with disabilities

Our company collaborates closely with several associations that support disabled people within the company and in the community. Whenever possible, we contract services with companies whose mission is to employ people with disabilities.

As an example and in line with our commitment to upholding the principles of the Diversity Charter in France, we also encourage initiatives that include and involve people with disabilities.

Working with the Handi Project in Nice since 2004, we have set a number of priorities on different levels. One of the top priorities is to support staff affected by a disabling illness or disability, to help them keep their position or find a suitable alternative role.

We are also set on enlarging our pool of candidates by working with external organisations which help us source and recruit disabled staff. The Amadeus recruitment site includes a Handi Project page presenting Amadeus as an equal opportunities employer and encouraging candidates to send their CV to handiproject@amadeus.com. Searches for potential candidates are also carried out on specialised sites such as Hanploi and Monster.

In our Madrid offices, we have in place contract services with companies employing people with disabilities, and we also promote inclusion with our recruitment activities. We advise on vacancies when available and participate in specialised recruiting events. We have participated in seven editions of the Employment Fair for People with Disabilities organised by the Madrid Regional Government. We also cooperate with ONCE, a Spanish organisation developing social inclusion programmes to employ people with disabilities. In addition, we are working on a pilot project with Spain’s UNED (The National Distance Education University) to offer virtual part-time internships for disabled students.

External recognition

We place great significance on our employees, their wellbeing and their professional development. In this regard, our human resources practices continue to be recognised by independent external parties. Our office in Madrid has been certified, for a second consecutive year, as Top Employer in Spain, and for the first time our operations Centre in Erding has been certified as Top Employer in Germany. This certification is issued by the CRF Institute to companies that offer excellent employee conditions, following an in-depth analysis of company policies such as benefits, career development, training offered, and company culture, among other aspects.

Building engagement and a company culture

Employees are the most valuable asset for Amadeus. An important part of nurturing a great workforce is promoting a common set of values, a clear communication of our strategy and results, and having engaged employees.

During 2013, Amadeus launched the second wave of Transformation sessions, a company-wide series of workshops that communicate our strategy and values to all employees. These centrally organised and locally implemented workshops are our annual communication tool, where all employees can receive in-depth information on Amadeus results and strategy.

At the same time, the Amadeus values and culture are reinforced. All employees receive the same sessions with the same messages across the company, helping all to feel part of Amadeus. The 2013 workshops were the internal platform from which our ‘Shape the Future of Travel’ purpose was presented to all employees, providing a clear understanding and promoting our vision throughout Amadeus globally.

Engagement is a priority not only for human resources teams, but for all of Amadeus employees in all geographies and at all managerial levels. Since 2010, engagement has been progressively more engrained in both our human resources and business strategies, and forms an integral part of the company-wide KPIs. Engagement is clearly more than a percentage in a survey, and Amadeus recognises the need to work on engagement on a day-to-day basis on all levels. To ensure high-level support to both managers and employees, a network of 15 internal engagement coaches were certified by our external partner for engagement surveys. Later in the year, an internal training programme for engagement coaches was initiated.
was set up, and training on an additional wave of 20 coaches commenced. The constant up-skilling of our Human Resources Business Partners in Engagement, as well as the rollout of this knowledge across the company, allows us to continue to provide high-quality engagement support to managers on a more individualised basis. Further to the continued support to managers in regards to action planning, a specialised in-depth, three-hour engagement workshop for managers was delivered internally. Approximately 50% of managers at Amadeus have received this advanced training. The good results of this approach are reflected in both the number of managers that have created action plans based on the engagement results of their team, as well as the increased follow-up on the plans. On a more qualitative basis, the quality of these plans has also increased, providing further evidence of both the support as well as the embedding of engagement in day-to-day management activities.

Compensation and benefits

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 attracting and retaining the best talent, therefore Amadeus provides comprehensive benefit packages (aligned with 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 emergency medical and security cover.

Empowering Amadeus people

Talent management

We have various processes that are designed to motivate, support and encourage our staff to achieve their development goals.

We have an annual performance and development review process instrumental to cascade our company goals and central strategies. Objectives are reviewed twice a year, and during these revisions the line manager and employee meet up to examine the progress of objectives as well as exchange feedback and development opportunities available to support the effectiveness of the employee. We aim to provide all our staff with regular performance and career development reviews. Globally across Amadeus, around 92% of our employees had a performance and career development review in 2013.

Management encourages and supports ongoing initiatives to identify and retain talent within the organisation. Amongst other practices, Amadeus identifies successors for key positions and reviews these plans regularly.

Internal development centres are part of development programmes in some Amadeus sites. The staff participating in a development centre are observed by a pool of trained observers throughout a number of business-related exercises to identify the fit between the individual and the required profile by identifying strengths as well as areas for improvement. Following feedback received, managers and participants agree on personal development plans.

In some sites, employees can participate in a 360° feedback questionnaire, which takes into account the perception of peers, supervisors and staff, and the feedback is used to plan development actions.

Amadeus employees use a set of standard tools to update their development details and career aspirations, for example Personal Learning Plans.

Amadeus has been supporting employees in their development efforts through coaching and mentoring programme offered both locally and globally. The Amadeus Coaching and Mentoring Programme has been successful in accelerating development and delivering benefits for the organisation.

Share match plan

2013 we launched a ‘share match plan’ for employees to be able to invest in Amadeus shares. We launched the plan simultaneously in 25 countries across 4 continents, covering over 85% of our employees. The result was overwhelming: more than 40,000 employees — over 55% of the eligible population — signed up for the plan.

Our employee share match plan has been recognised by ifs ProShare, an organisation that provides a forum for the Employee Share Ownership (ESO) industry and professionals. Our share plan received the award for Best New Share Plan in 2013 and received a commendation in the Most Effective Communication of an Employee Share Plan category.

The ifs ProShare annual awards, which are now in their 21st year, aim to recognise excellence in the field of employee share ownership. Over 35 companies, including many multinationals, were in contention for one of the coveted prizes; in the end, Amadeus was able to impress the judges with an ‘impeccable new share plan that did everything right’ to achieve first place.

When reviewing the entries, the ifs ProShare judges focused on four criteria: (1) the link to corporate objectives, (2) the effectiveness of the communication strategy, (3) the ease of enrolment, and (4) the overall success of the plan as measured by the number of employees who enrol on it.
Training and development

Amadeus continuously invests in the development and growth of our workforce. In 2013, Amadeus invested €6.6 million in training activities for our employees.

In 2013 we ran the first edition of the Amadeus Leadership Development Programme for Amadeus executives in conjunction with the IESE Business School in Madrid. Twenty-six participants were invited from all over the world, between them representing each of our business units and functions.

The aim of the programme was to develop participants’ leadership skills, while at the same time assisting them to align and execute business goals. Sessions were delivered by a combination of IESE professors and Amadeus top executives, thus combining academic sessions with those specific to Amadeus’ business and strategy.

The overall feedback from the programme was excellent, and further editions will be run in 2014 and beyond.

Attracting top industry talent

In October 2013 we announced the appointment of John Dabkowski, as Vice President for Airline Commercial. He has held various management positions in companies such as Navitaire, a wholly owned subsidiary of Accenture, and positions in Sabre, including Senior Vice President of the airline solutions division. By attracting top industry talent to our Airline IT unit, we ensure continued leadership in providing technology and business solutions to the airline industry.

Based in Boston, Amadeus appointed Dr Murray Mazer as new Head of Innovation and Research. He has an extensive and outstanding background in the software industry stretching back over 20 years. His career spans numerous technologies, markets and companies, such as Software Engineering and Distributed Development at Endeca Technologies, Curl Corporation and Rich Internet Applications (a technology company spun out of MIT). He was also a Principal Investigator at the Open Software Foundation, which focused on collaboratively developed new technologies.

### Hours of training by employee category

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2013 average hours of training per employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>VPs and directors</td>
<td>913</td>
<td>1,092</td>
<td>2,975</td>
<td>17.6</td>
</tr>
<tr>
<td>Senior managers and managers</td>
<td>46,283</td>
<td>24,839</td>
<td>22,264</td>
<td>10.0</td>
</tr>
<tr>
<td>Staff</td>
<td>107,861</td>
<td>117,197</td>
<td>187,534</td>
<td>23.2</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>155,057</strong></td>
<td><strong>143,128</strong></td>
<td><strong>212,773</strong></td>
<td><strong>20.3</strong></td>
</tr>
</tbody>
</table>

### e-Learning hours

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2013 average hours of training per employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>17,733</td>
<td>23,139</td>
<td>22,608</td>
<td></td>
</tr>
</tbody>
</table>
Health and safety – employee wellbeing

Beyond legal requirements, we have proactively developed initiatives to improve employee health and wellbeing at work, and considered the company’s ‘duty of care’, which forms part of our focus on employee satisfaction. For example, in our Belgium, Bad Homburg and Nice offices, there are stress prevention and management programmes in place. Some of these programmes include short-term and long-term action plans to reinforce healthy behaviours. 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.

We also launched the Me Project, a health and wellbeing portal to support people in proactively managing their own health and wellbeing.

Amadeus has also sponsored employees to participate in sports activities such as the Corporate Olympic Games 2013 for Madrid office employees.

In relation to health and safety records, our company has a low injury and accident rate as a result of its activities taking place in an office environment. In 2013, there were 81 accidents, of which 45 took place whilst employees were travelling to or from work.

Communication: sharing information and knowledge

Communication, people and culture drive business success, and Amadeus thrives by sharing information and knowledge across borders and businesses, and by promoting a working environment that fosters open and fluid communication.

In 2013 we launched our new collaboration platform and revamped our corporate intranet, an initiative aimed at improving our collaboration functionalities and connectivity for employees to communicate, access and share information and knowledge more easily, wherever they are.

This new platform integrates and structures our most relevant information in what we call ‘knowledge centres’ in such a way that is relevant and meaningful to employees.

In addition, in 2013 our internal communication strategy focused on facilitating information exchange and interaction at all organisational levels. For instance, Amadeus executives are engaged in communications such as the ‘Leadership Blog’, a channel that gives the leaders of our business the opportunity to give us their views and experiences on key aspects of our industry – at a global, regional and business unit level.

Relationships with employee representatives

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

In all cases, we respect employees’ rights to freedom of association and trade union representation, and we are committed to informing and consulting, as needed, with labour partners. In this respect, 54% of our employees are covered by collective bargaining agreements.

We are committed to treating all our employees fairly. In the event of significant operational change, we pay particular attention to providing appropriate notice periods and following the legal information and consultation requirements within the countries where the changes are being implemented. Naturally, the length of the notice period depends upon the type of operational change being made. We always assess the impact of operational change on employees with great care, establishing a plan that includes communication with labour partners and employees. Even where legal obligations or labour partners are absent, our company ensures that 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 the employee representatives to undertake an in-depth assessment of the possible impact of a change. Dialogue is established to exchange views between employee representatives and the management of the company in a timely manner and with the information which allows the employee's 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.
Did you know that Amadeus has a 24 hour ‘Follow The Sun’ customer service?
Innovation is emphatically not just a technological issue, nor is it the exclusive realm of new applications. In fact, innovation is required, and often quietly delivered, at every level of running a business.

Wolfgang Krips - Executive Vice President
Global Operations Amadeus IT Group
9. Customers first

“We are what we repeatedly do. Excellence, then, is not an act, but a habit.”

Aristotle

Our company value ‘Customers first’ reflects the company’s committed approach towards the success of our clients. It is a key strategic byword for Amadeus to ensure that we deliver efficiency and operational excellence.

We focus on building and maintaining mutually beneficial relationships. This has helped us to develop an understanding of how we can maximise our customer achievements, through the provision of technological solutions and services. Our commitment to customers is based on:

- Understanding their business needs and technical requirements.
- Dedicating efforts and resources to continuously evolving products and solutions according to customer needs.
- Providing the broadest range of travel provider content.
- Servicing our customers through motivated and experienced staff with round-the-clock support available globally.

- Ensuring the highest levels of connectivity and operational service for our technical platforms.

Understanding the long-term needs of our customers is the foundation of our partnership with them. Amadeus provides a comprehensive offering to the travel and tourism industry. These services combine technology in distribution, IT point-of-sale solutions, and helping our customers to take advantage of technology and convert it to business success.

Customer groups include providers of travel services and products such as airlines, hotels, tour operators, road and sea transport companies, insurance providers, airports, and other industry players. On the travel distribution side, our customers are travel sellers and brokers (both offline and online travel agencies) and travel buyers (corporations).

Customer support: regionalisation

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

The closest support to travel agencies

Local support

First-level customer support services for travel agency customers are generally provided by the Amadeus Commercial Organisations (ACOs) locally in each market. This is the backbone of our service organisation: the closest possible to the customer, supporting local language and market-specific products.

In the case of the Americas, the Amadeus Customer Service organisation operates the Amadeus Customer Service Centres based in San José (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.

Global Help Desk

In 2012, we identified a need from a range of customers to receive 24/7 functional support, and since then we have implemented a global structure to deliver this service: the Global Help Desk.
In Asia-Pacific, our centre in Manila (the Philippines) operates as a virtual centre for several markets in the region and is connected with the service centres in Buenos Aires (Argentina) and San José (Costa Rica) to establish a Global Help Desk support for first-level services in English.

A ‘Follow The Sun’ service to travel providers

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

Follow The Sun

Second-level support is provided by Service Management Centres, a virtual support network distributed across Bangkok, Nice, Miami, Sydney, Bangalore, London and Waltham. This Follow The Sun organisation provides seamless 24-hour coverage, 7 days a week. The Follow The Sun 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 of our businesses.

Follow The Sun aims to guarantee that all our customers worldwide receive technical and functional support at any time. In line with our commitment to continuously improve our service to customers, there will be new Service Management Centres to reinforce the Follow The Sun support. In 2014, San José will be added as a satellite location to this organisation.

Training

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 organisation have been regionalised. Facilities for training are available in Bangkok (Thailand), Dallas (US) and Bad Homburg (Germany) to continue supporting our growth and to better respond to the needs of all Amadeus customers. Whenever possible, we also deliver some training in local languages such as French, German, Arabic, and Korean.

e-Support

Amadeus has also invested in innovative online self-service solutions for its customers. Amadeus e-Support Centre provides a knowledge base in 13 different languages, a powerful search, case and claims logging capabilities, etc. Today, more than 120,000 customers in 100 markets are serviced online via the Amadeus e-Support Centre.
**Customer satisfaction and Loyalty**

A good understanding of customer needs is required in order to fulfil our company value of ‘Customers first’. To this end, Amadeus has put in place a solid process for the evaluation of customer satisfaction and loyalty.

Amadeus’ Customer Loyalty Management process involves the following steps:

**Step 1: Customer Loyalty Strategy (CLS)**
The Customer Loyalty Strategy is agreed at the senior management level and is closely linked to the company’s business strategy. It outlines the areas of focus and of greatest importance in the Amadeus–customer relationship.

**Step 2: Targets**
Targets are based on a benchmark developed externally by consultants for a customer loyalty score. They are based on seven areas believed to be critical for a long-term win–win relationship with customers:

- Overall performance of Amadeus solutions.
- Likelihood to recommend Amadeus products and services.
- Whether customers feel valued by Amadeus.
- Whether customers feel their relationship with Amadeus is trustworthy.
- Likelihood to continue to use Amadeus as a provider.
- Whether Amadeus is their partner of choice.
- Whether Amadeus provides them with a competitive advantage.

Targets are set also for touchpoint areas (where Amadeus interacts with customers). They vary according to business unit or segment (those common to all are: reputation, solutions, customer service, and communication).

**Amadeus’ customer satisfaction strategy process (CSS) – local, regional and global implementation**

**Key business differentiator**

**Customer loyalty drivers**

1. Customer satisfaction strategy
2. Targets
3. Measurement
4. Action planning
5. Execution & follow-up

**Actions**

- Definition of the strategy at global, regional and market level
- Setting targets at global and local level
- Annual or two-yearly customer satisfaction survey
- In-depth analysis of results at global, regional and local level and action planning
- Implementation of action plans and follow-up
Step 3. Measurement
Measurement takes place annually or every two years depending on the business unit or segment. It is a programme managed by the Amadeus Corporate Strategy team and delivered by an external consultancy.

Through its Customer Satisfaction Survey in years 2011–2013, Amadeus gathered feedback from approximately 9,000 customers across 43 markets (over 80% of its customer representation), obtaining a solid picture of its relationship with customers all over the globe.

Step 4. Action planning
The action planning process starts with workshops moderated by the research provider, where all Amadeus stakeholders are present. The action planning is aligned with the business planning process for the following year and takes place at the end of the third quarter and throughout the fourth quarter.

Customer satisfaction surveys completed in 43 markets worldwide

Step 5. Execution and follow-up
Depending on the business unit or segment, process owners have either 6 or 18 months to put the plans into action. To ensure consistent execution of the action plans, a quarterly review takes place towards the end of every quarter. Customer satisfaction is also on the agenda for more frequent marketing and commercial team meetings.

As a result of the customer satisfaction measurement in last three years, a number of actions have been put in place at a market, regional and global level addressing areas for improvement identified by customers. The implementation of the action plans is sponsored by General Managers or Marketing Directors in the markets, and Senior Management at the Vice President level in the regional and central organisations.

Governance

The Customer Loyalty Programme is sponsored by senior management, and at the operational level managed by the Corporate Strategy team. This team is responsible for the execution of the Customer Loyalty Programme and provides support to all business units, segments and senior management in delivering all the phases described above. It is also responsible for promoting the initiative internally as well as for providing additional analysis of the measurement results to meet the needs of various internal stakeholders (Product Development, Industry Affairs, Investor Relations, etc.).

In 2013, Amadeus continued measuring customer satisfaction with its products and services as well as customer loyalty. It also worked on a wider consolidated feedback management system to ensure that the voice of the customers is heard and always acted upon. All this is a part of a larger initiative concerned with improving customer intimacy and always putting Amadeus customers first.
Customer loyalty Programme

In 2013, Amadeus executed six customer satisfaction studies under the umbrella of the Customer Loyalty Programme. Additionally, it ran two pilot projects to complete the ‘big picture’ of initiatives relating to evaluation of its relationship with its customers.

Summary of the 2013 Customer Loyalty Programme

Customer Satisfaction Surveys were run in the following segments in 2013: airlines, travel agencies, hotels, and car rental companies.

In total, in the last wave of Customer Satisfaction Surveys, feedback from over 4,300 customers globally was obtained and used to run a series of internal action planning workshops to develop improvement action plans. The process involved key functional areas such as customer services, brand and communication, product development, and account management. The process involved Amadeus employees from central, regional and local sites – over 125 people in total.

Survey results have been used as input for the 2014 business planning process by respective businesses.

The ‘big picture’

The ‘big picture’ concept incorporates the key themes at work in the customer relationship area, namely customer experience, customer satisfaction, and customer loyalty. While Customer Satisfaction Measurement is a well-established element of the Customer Loyalty Programme, focus is currently placed on the link between customer loyalty and financial results, as well as on the core element of customer satisfaction: customer experience.

Outcomes of the 2013 Customer Loyalty Programme

As a result of the 2013 programme, Amadeus is undertaking a series of actions aimed at better utilisation of customer feedback in key internal processes in the following areas:

- Product and development
- Communication
- Customer Support

The key strategic direction is to ensure an optimal level of customer loyalty through investment in areas indicated as being of highest priority by customers. Amadeus also strives to develop a reliable benchmark of technology companies to ensure that its performance can be compared with best-in-class. It also seeks opportunities to source industry-wide best practices to be incorporated into its Customer Loyalty Strategy.
The Amadeus Customer Loyalty Programme is one of the elements assessed by independent auditors in the accreditation process for the Dow Jones Sustainability Index. In 2013 the auditors recognised the Amadeus Customer Loyalty Programme as a valid and reliable way of gathering customer feedback to better understand their needs and ensure their retention. Amadeus was evaluated on the following criteria:

- Level of customer satisfaction and its long-term evolution.
- Percentage of customers covered by measurement.

As part of the process, Amadeus was required to present full documentation of the measurement process, as well as the follow-up actions taken as a result: dissemination of the results, action planning, implementation of the action plans, governance, etc.

In the broader category of Customer Relationship Management, which apart from Customer Satisfaction Measurement includes also five other dimensions, Amadeus was ranked number one among all assessed companies within its sector, up from the 89th percentile in 2012.
Did you know that in 2013 the Amadeus Investor Relations team was ranked 6th in excellence in The Global Top 50 IR Awards?
Our commitment to shareholders

We have a clear strategy, a robust business model and we consistently deliver value to our stakeholders. This explains our strong results in 2013 and it is the platform for future success. The aim of our Investor Relations (IR) activity is to contribute to this value generation through two-way communication with actual shareholders and potential investors.

Ana de Pro - Chief Financial Officer, Amadeus IT Group
Amadeus’ strategy framework has been designed to ensure the viability and sustainable growth of our company, providing stakeholders with long-term value. It is of vital importance for Amadeus to maintain an effective and straightforward communication with all stakeholders in the capital markets, ensuring transparency with regards to company performance.

The mission of our Investor Relations function is to create an open dialogue with the financial community, including current and potential investors (whether institutional or retail), research analysts, debt holders, credit rating agencies, and other participants, such as the Comisión Nacional de Valores (CNMV), and to build long-term relationships based on credibility and trust. We aim to communicate effectively and proactively, delivering relevant information in a consistent and timely manner.

Through the Investor Relations department, which is part of the Finance department, we strive to increase awareness of our company in the capital markets, ensuring that the various parties are properly informed about the most relevant company or industry news, the competitive landscape, and our operating and financial performance. This task is achieved with an effective and simple communication strategy, with the ultimate goal of building lasting relationships based on trustworthiness and confidence. This can only be done by setting relevant and feasible expectations as well as by releasing relevant information in a transparent and timely manner, avoiding volatility in our share price.

We view our relationship with the financial community as a two-sided model, through which we do not only provide but also receive very valuable information and feedback from the above-mentioned stakeholders, which is taken into account to support decision-making by the company’s top management.

In October 2013, we again conducted an investor perception study in order to gather investors’ thoughts on relevant company aspects, such as strategy, operational and financial performance, capital structure and deployment, and disclosure and transparency practices. We will incorporate the feedback into the company’s decision-making process where appropriate.

2013 was an intense year in terms of Investor Relations activity, with the team fully committed to achieving the above-mentioned objectives:

- The Investor Relations team spent 36 days on roadshows which were organised after the announcement of our quarterly financial results, as well as other dates. In total the team had meetings with more than 800 investors from almost 400 firms. We visited 25 cities across 15 countries in Europe, the US and Asia.
- Amadeus participated in 17 conferences throughout Europe and the United States, where meetings were held with over 320 investors, either through one-on-ones or group meetings.
- In Amadeus’ offices in Madrid, the Investor Relations team conducted more than 219 conference calls and face-to-face meetings with investors from around the globe.
- The most notable event in the year was our Investor Day in Nice, France, which took place in June and proved extremely successful. Almost one hundred delegates attended this two-day event, where they were presented, first-hand, with our new business initiatives by Amadeus’ top management. It was also complemented by a cocktail dinner, which fostered further interaction and very constructive dialogue with the heads of these businesses.
- The Investor Relations department also held more than 65 meetings with analysts from different broker houses, some of which were initiating coverage of the company. As a result, the number of analysts following the stock increased to 30 at year-end.

All this interaction with investors and analysts proved particularly successful in 2013, as the Investor Relations team was awarded some of the most highly regarded prizes in the Investor Relations community:

- In June, the Investor Relations team was awarded Best IR in the Technology Software & Services at the IR Magazine Pan-European Awards in London. At that ceremony, Amadeus was also awarded Best IR team in Spain. Furthermore, Amadeus ranked number three in the Grand Prix for Best Overall Investor Relations.
- In November, Amadeus was ranked sixth best company in excellence in investor relations around the world at The Global Top 50 IR Awards, conducted by IR Magazine in partnership with BNY Mellon.

10. Our commitment to shareholders
In 2013 (and for the second consecutive year), Amadeus made it into the Dow Jones Sustainability Index. This achievement was particularly remarkable since we were included in the IT Services sector, where only seven companies entered the index. Amadeus ranked second among the 65 companies of the World Index and first among the 7 of the European index.

The stock market in 2013

2013 marked an important milestone with respect to previous years, as markets worldwide ended the year at record highs. This was driven by a better economic and political context as the concerns surrounding European sovereign debt and US solvency started to fade away throughout the year, resulting in a healthy recovery for most major indices across the globe.

In Europe, the IBEX 35 saw the end of 2013 with a 21.4% increase, only outperformed by the German DAX (+25.5%) and followed closely by the French CAC 40 (+18.0%). The EURO STOXX 50 (benchmark index for the European equity market) climbed 17.9%. As in 2012, the FTSE 100 posted the weakest growth again in 2013, but still on very positive terms (+14.4%).

US indices showed remarkable performance in 2013, not without concerns at given moments such as the fiscal cliff or the so-called tapering – the reduction of the Federal Reserve’s quantitative easing programme. At 31 December, NASDAQ had climbed 35.0%, followed by the S&P 500 (+29.6%) and the Dow Jones (+26.5%).

Our performance in 2013

Our share price grew substantially during the first half of the year, having climbed around 26% by June. After a relatively flat third quarter in which our stock generally moved in line with the market, the rest of the growth was concentrated towards the end of the year. In the last quarter our share climbed over 30%, with an impressive increase in December after the acquisition of Newmarket International was announced. 2012 saw our share price climbing by 52.0% and standing at €19.05 at year-end. With this high base for comparison, it was a challenge and a remarkable achievement to end 2013 at €31.11, a significant increase of 63.3% in our share price.

Our market capitalisation as of 31 December 2013 was €13,922 million. Amadeus shares hit their maximum daily closing price on 31 December 2013. The average daily trading volume was over 3.0 million shares or €28.8 million, for a total traded volume of €17.6 billion for the year. The proportion of our stock in free float increased during the year to 90.24%, as Iberia placed its 0.84% remaining stake in the market.

Since its inclusion in the IBEX 35 on 3 January 2011, Amadeus has progressively increased its weight in the index. By 31 December 2013 it was the seventh largest company by weight in the index, with a weight of 3.23% (compared to the 12th position, with a weight of 2.63% the previous year).

In 2013 adjusted earnings per share stood at €1.39, and at 31 December 2013 the price to earnings ratio was 22.3x.
Dividend policy

The Board of Amadeus IT Holding SA in the meeting held on 12 December 2013 resolved to extend the 2012 dividend policy, which consists of a pay-out ratio of between 40% and 50% of the consolidated profit (excluding extraordinary items). This dividend policy, applicable to the period 2013 onwards, includes the payment of interim dividend related to the results of each financial period.

At the Shareholders’ General Meeting held on 20 June 2013, our shareholders approved the annual gross dividend from the profit of the year 2012. The total value of the dividend was €223.8 million, representing a pay-out of 44.6% of 2012 reported profit (excluding extraordinary items related to the IPO), or €0.50 per share (gross). Regarding the payment, an interim amount of €0.25 per share (gross) was paid on 30 January 2013 and the complementary dividend of €0.25 per share (gross) was paid in 30 July 2013.

In 2014, the Board of Directors will submit to the General Shareholders’ Meeting for approval a gross dividend of €0.625 per share, including an interim dividend of €0.30 per share (gross), which was paid on 31 January 2014. Based on this, the proposed appropriation of the 2013 results included in our 2013 audited consolidated financial statements of Amadeus IT Holding SA and subsidiaries includes a total amount of €279.7 million corresponding to dividends pertaining to the financial year 2013.

Around 30 financial analysts follow the Amadeus equity story and regularly publish research reports about Amadeus. At the end of 2013, 43% of those analysts had a ‘buy’ recommendation for our stock, followed by 40% with ‘neutral’ ratings. Only 17% had an underweight recommendation. As of 31 December 2013, the average target price was €27.2.

At the Shareholders’ General Meeting held on 20 June 2013, our shareholders approved the annual gross dividend from the profit of the year 2012. The total value of the dividend was €223.8 million, representing a pay-out of 44.6% of 2012 reported profit (excluding extraordinary items related to the IPO), or €0.50 per share (gross). Regarding the payment, an interim amount of €0.25 per share (gross) was paid on 30 January 2013 and the complementary dividend of €0.25 per share (gross) was paid in 30 July 2013.

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Investor relations website

Investors and other market participants can find extensive information on the company and Amadeus shares and bonds on our web page. The Amadeus Investor Relations website was developed in accordance with the ‘Circular 1/2004 17 Marzo de la CNMV’ and IR Best Practice Web guidelines. The website, which is regularly updated with the latest significant corporate and financial events surrounding our performance, is available in both Spanish and English, and contains relevant information, including specific sections on (among others):

- Company description and introductory presentation; investor kit.
- Stock market performance: current share price and historical performance.
- Information on Amadeus’ financial strategy, debt facilities and Eurobonds (including credit ratings).
- Financial results (quarterly reports, presentations and annual reports).
- Financial calendar: upcoming dates for quarterly results announcements, dividend payment or any other relevant corporate issue.
- Amadeus press releases.
- Analyst coverage: list of financial analysts following the Amadeus equity story.
- Information on corporate governance and corporate responsibility.
- Communications with CNMV and other regulatory bodies.
- Shareholder communication channels (IR email group and telephone number).
- Thought leadership and industry reports.

During 2013 we had over 166,000 page views by almost 57,000 unique visitors (representing an increase of 14% over 2012).
Did you know that if Amadeus’ total tax contribution worldwide was invested in carbon reduction, global aviation emissions would be offset for a total of two months?
Corporate Governance: transparency and integrity

Operating at the core of the travel industry, we connect the complex ecosystem of travel sellers and buyers. Amadeus can contribute to sustainability by leveraging the underlying technology capabilities, expertise and stakeholder relationships.

Tomás López Fernebrand - Senior Vice President General Counsel & Corporate Secretary Amadeus IT Group
The corporate governance policies and procedures we use are designed to help Amadeus achieve its general objectives and to protect the interests of shareholders. The legal norms specific to the Group regarding corporate governance were drawn up on the occasion of the company’s flotation on the Spanish stock market in April 2010, and some of them were adapted to the new mercantile framework within the year 2012. They are the following:

- Company bylaws (updated in 2012).
- Regulations of the Board of Directors (updated in 2012).
- Regulations of the General Shareholders’ Meeting (updated in 2012).
- Internal rules of conduct relating to the securities market.

The independent Directors Dame Clara Furse and Mr Guillermo de la Dehesa were re-elected for an additional period of three years by decision of the General Assembly of Shareholders of 20 June 2013, upon proposal by the Board of Directors with the prior favourable endorsement from the Nomination and Remuneration Committee about their classification as ‘independent’.

The financial expertise and dedication of the independent Directors as well as the industry knowledge of the proprietary Directors have contributed significantly towards the quality and efficiency of the operations of the Board and its Committees. As a result, our company benefits from a well-balanced and efficient Board.

On the basis of a comparative analysis on the remuneration of the Directors (including a specific one on the remuneration of the Chairman of the Board) of specific Stock Exchange indexes (IBEX 35 among others), it was agreed to continue with the remuneration policy based on a fixed amount for membership of the Board and of the various Board Committees, as well as not to implement any other complementary remuneration formula. The policy on remuneration to the Board does not contemplate variable remuneration based on profits nor attendance fees. Nor does it contemplate contributions to pension plans or severance agreed upon in case of termination of functions. No provision is made for remunerating external Directors through stock awards, stock options, or instruments linked to share value.

11. Corporate governance: transparency and integrity

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, mergers, etc.
Composition of the Board

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 carries out the company’s strategy (steering and implementing company policies), supervision activities (controlling management), and communication functions (serving as a link to shareholders):

<table>
<thead>
<tr>
<th>Name or corporate name of Director</th>
<th>Position on the Board</th>
<th>Date of first appointment</th>
<th>Nature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr José Antonio Tazón</td>
<td>Chairman</td>
<td>02/12/2008</td>
<td>Independent</td>
</tr>
<tr>
<td>Mr Guillermo De La Dehesa</td>
<td>Vice Chairman</td>
<td>29/04/2010</td>
<td>Independent</td>
</tr>
<tr>
<td>Mr Bernard Bourigeaud</td>
<td>Director</td>
<td>06/05/2010</td>
<td>Independent</td>
</tr>
<tr>
<td>Mr Christian Boireau</td>
<td>Director</td>
<td>29/12/2005</td>
<td>Proprietary</td>
</tr>
<tr>
<td>Dame Clara Furse</td>
<td>Director</td>
<td>29/04/2010</td>
<td>Proprietary</td>
</tr>
<tr>
<td>Mr David Webster</td>
<td>Director</td>
<td>06/05/2010</td>
<td>Independent</td>
</tr>
<tr>
<td>Mr Francesco Loredan</td>
<td>Director</td>
<td>21/02/2005</td>
<td>Independent</td>
</tr>
<tr>
<td>Mr Pierre-Henri Gourgeon</td>
<td>Director</td>
<td>29/12/2005</td>
<td>Others</td>
</tr>
<tr>
<td>Dr Roland Busch*</td>
<td>Director</td>
<td>01/07/2013</td>
<td>Proprietary</td>
</tr>
<tr>
<td>Mr Stuart McAlpine</td>
<td>Director</td>
<td>21/02/2005</td>
<td>Independent</td>
</tr>
<tr>
<td>Mr Enrique Dupuy De Lôme</td>
<td>Director</td>
<td>08/04/2005</td>
<td>Proprietary</td>
</tr>
</tbody>
</table>

* Dr Roland Busch replaced Mr Stephan Gemkow on the Board of Directors upon proposal from the proprietary shareholder represented by the latter.

The independent Directors Dame Clara Furse and Mr Guillermo de la Dehesa were re-elected for an additional period of three years by decision of the General Assembly of Shareholders of 20 June 2013, upon proposal by the Board of Directors with the prior favourable endorsement from the Nomination and Remuneration Committee about their classification as ‘independent’.

The financial expertise and dedication of the independent Directors as well as the industry knowledge of the proprietary Directors have contributed significantly towards the quality and efficiency of the operations of the Board and its committees. As a result, our company benefits from a well-balanced and efficient Board.

On the basis of a comparative analysis on the remuneration of the Directors (including a specific one on the remuneration of the Chairman of the Board) of specific Stock Exchange indexes (IBEX 35 among others), it was agreed to continue with the remuneration policy based on a fixed amount for membership of the Board and of the various Board committees, as well as not to implement any other complementary remuneration formula.

The policy on remuneration to the Board does not contemplate variable remuneration based on profits nor attendance fees. Nor does it contemplate contributions to pension plans or severance agreed upon in case of termination of functions. No provision is made for remunerating external Directors through stock awards, stock options, or instruments linked to share value.

During fiscal year 2013, six Board meetings were held, all of them with an attendance in person, although attendance through telematic means was permitted. All Board meetings were attended by the Chairman of the Board of Directors, Mr José Antonio Tazón, and the Amadeus Group CEO, Mr Luis Maroto Camino.

All the decisions of the Board in the various meetings held within the course of the year were adopted unanimously. Additionally, none of the different agenda items discussed by the Board represented a conflict of interest for any of the Directors.
Audit Committee

The Audit Committee is currently made up of five external Board Members. The Audit Committee advises the Board especially in the evaluation and analysis of the annual balance sheet and the regular reports developed for the financial markets, which are disseminated through the Comisión Nacional del Mercado de Valores (CNMV), the regulator of the Spanish stock exchanges. In accordance with the current legislation in force, the Audit Committee is the body in charge of the supervision of the Internal Controls over the Financial Reporting (ICFR), carrying out its function through the company's internal audit.

The Audit Committee meets periodically, as called by its Chairman. For this purpose, the Board Secretariat prepares an agenda for approval by the Committee Chairman, which is sent to all participants with the necessary advance notice prior to holding the meeting, together with the relevant documentation for each of the agenda items. Apart from the Committee members, some members of the Amadeus management team attend the meetings. The external auditors, Deloitte, represented by the partners in charge of the company's audit, attend the meetings twice a year, unless their ad-hoc attendance is required by the Committee Chairman. Minutes are drawn up by the Secretary of the Committee on the conclusions reached at each meeting, which are included as an agenda item in the next Board of Directors meeting, at which the Committee Chairman reports to the full Board on the most relevant points addressed and recommendations, as the case may be. Three recurrent sections form part of the agenda throughout the year, irrespective of others which, depending on the matter at hand, are also included for discussion, analysis and recommendation, as the case may be. The three recurrent sections are: External Audit (for the annual and half-year financial statements), Internal Audit, and Risk Management – apart from other generic matters pooled together under the heading of Other Issues.

In 2013, the Audit Committee prepared the mandatory annual report for fiscal year 2012 on its operation, covering the following areas:

- Competencies and functions of the Audit Committee.
- Composition of the Audit Committee.
- Operation.
- Matters dealt with by the Audit Committee in fiscal year 2012 (external audit, internal audit, risk management, and others).
- Incidents and proposals to improve the company's governance rules.

### Members of the Audit Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
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<tbody>
<tr>
<td>Mr David Webster</td>
<td>Chairman</td>
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<tr>
<td>Mr Christian Boireau</td>
<td>Member</td>
</tr>
<tr>
<td>Dame Clara Furse</td>
<td>Member</td>
</tr>
<tr>
<td>Mr Guillermo de la Dehesa</td>
<td>Member</td>
</tr>
<tr>
<td>Mr Enrique Dupuy de Lôme</td>
<td>Member</td>
</tr>
</tbody>
</table>
Nomination and Remuneration Committee

This Committee is made up of five external Board members, and evaluates the competence, knowledge and experience necessary in the members of the Board of Directors. It also proposes for appointment 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.

The Nomination and Remuneration Committee meets periodically, as convoked by its Chairman. For this purpose, the Board Secretariat prepares an agenda for approval by the Committee Chairman, which is sent to all participants in advance prior to the meeting, together with the relevant documentation for each one of the agenda items. Apart from the Committee members, some members of the Amadeus management team regularly attend the meetings. The Nomination and Remuneration Committee has prepared the mandatory annual report for fiscal year 2012 on its operations, covering the following areas:

- Competencies and functions.
- Composition.
- Operation.
- Matters dealt with in fiscal year 2012.
- Nature of the Directors (independent, proprietary, and others).
- Composition of the Board of Directors.
- Directors’ remuneration (remuneration policy, remunerations 2012, proposal for fiscal year 2013, future policy).

Minutes are drawn up by the Secretary of the Committee on the conclusions obtained at each meeting and included as an agenda item for the next Board of Directors meeting, at which the Committee Chairman reports to the full Board on the most relevant points addressed and recommendations, if applicable, for approval.

<table>
<thead>
<tr>
<th>Members of the Nomination and Remuneration Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Guillermo de la Dehesa Chairman</td>
</tr>
<tr>
<td>Mr Francesco Loredan Member</td>
</tr>
<tr>
<td>Dame Clara Furse Member</td>
</tr>
<tr>
<td>Mr Bernard Bourigeaud Member</td>
</tr>
<tr>
<td>Dr Roland Busch* Member</td>
</tr>
</tbody>
</table>

* Dr Roland Busch replaced Mr Stephan Gemkow on 1 August 2013.
Amadeus ExCom

Within Amadeus’ governance structure the Board of Directors has the highest authority. The principal role of the Board of Directors is to oversee the functioning of the organisation and to ensure that it continues to operate in the best interests of all stakeholders.

On the other hand, the Amadeus Executive Committee (ExCom) is led by the company’s President and CEO, and made up of the top management leaders within the organisation in different areas, with broad company experience and an extensive mix of different backgrounds and expertise.

This governance structure assures direct communication between the business and the governance bodies, and therefore effective decision-making processes.
Transparency and integrity

Amadeus’ commitment to integrity and transparency begins with our own staff. Amadeus employees adhere to ethical standards, as set forth in the Amadeus 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 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.

Amadeus strives to ensure that staff behave ethically, and in 2013 we reinforced training and awareness of several policies to prevent and control specific unethical practices such as fraud, bribery, and corruption. We also issued a policy on entertainment and gifts.

Professional Behaviour throughout the Group. We attach great importance to promoting integrity, transparency, and ethical conduct in all our operations, and we are publicly committed to applying a zero tolerance approach regarding prohibited practices, both in our internal affairs and external operations.

Amadeus firmly believes that this approach creates a level playing field and helps foster good corporate governance.

In line with the above, we also 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. These policies are supported by processes that, as any other process at Amadeus, undergo regular internal and external quality reviews to ensure regulatory compliance and application of best practices.

Risk management

In connection with all of the above, transparency and integrity is also achieved through our assessment of both risks and opportunities at Amadeus. 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:

- Achieve its long-term objectives as per its established strategic plan.
- Contribute the maximum level of guarantees to shareholders and defend their interests.
- Protect the Group’s earnings.
- Protect the Group’s image and reputation.
- Contribute the maximum level of guarantees to customers and defend their interests.
- Guarantee corporate stability and financial strength sustained over time.

The Corporate Risk Map, which permit Amadeus to achieve the following objectives:

- Identify the most significant risks that affect our strategy, operations, information, and compliance, following the COSO (Committee of Sponsoring Organizations of the Treadway Commission) methodology, a widely-used framework in not only the United States but around the world. 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/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 action plans and mitigation measures following 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.

The ultimate goal is to have a report 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 Corporate Risk Map is the main exercise performed to identify the most critical risks in terms of probability and impact, in two aspects: financial and reputational. Individual interviews are conducted as well as workshops in such a way that all functions are included in the exercise, and with a top-down and bottom-up approach, as these interviews and workshops are made from the senior management level to the next management level, as well as to the level of the experts in the field. Also, central, regional, and some local people, as well our auditors, participate in this risk assessment. This provides us with a unique global view of the organisation’s risks, and this helps us to verify the alignment of the organisation at all levels with the achievement of strategic objectives.

<table>
<thead>
<tr>
<th>Code of Professional Behaviour training</th>
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<tbody>
<tr>
<td>Number of employees trained in 2013</td>
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<tr>
<td>Percentage of employees trained in 2013</td>
</tr>
<tr>
<td>Number of training hours</td>
</tr>
</tbody>
</table>

Additionally, the Risk & Compliance Office has defined a Compliance Framework that makes it possible to establish the main behavioural principles and which provides training and awareness in the organisation in coordination with Human Resources.

The Compliance Committee is the body in charge of the oversight of behaviour and compliance matters. This committee also addresses any concerns that our employees may have and simultaneously assists in the implementation of the Code of Professional Behaviour throughout the Group. We attach great importance to promoting integrity, transparency, and ethical conduct in all our operations, and we are publicly committed to applying a zero tolerance approach regarding prohibited practices, both in our internal affairs and external operations.
The Corporate Risk Map at Group level defines the 20 most critical risks related to the Group’s operations and to the achievement of its objectives, among which the following are highlighted: global risks such as the macro-economic environment and country risks, trends in our industry, 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.

These top risks are assigned to Risk Owners at the highest level of the organisation who have the duty to decide the risk response for each of those risks or sub-risks (avoid, share, mitigate, or accept). They put in place actions towards the consecution of the risk response and provide regular updates that are closely followed up by the Risk Management function.

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

In the current business environment, which is characterised by increasing stakeholder demand for transparency, ethics and social responsibility, reputational risk management has become one of the greatest opportunities for value creation and protection within businesses. At Amadeus we value our reputation, and have thus carried out our first Reputational Risk Map exercise in 2013, which has been fully integrated with the overall Corporate Risk Map of the company.

This allows us to have a comprehensive overview of the most relevant reputational risks that the company is facing, in order to facilitate the achievement of our strategic priorities as well as our key stakeholders’ needs and expectations. Moreover, the exercise improves our capacity to provide corporate governance bodies and stakeholders with the optimal comfort level regarding risk management.

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.

**Risk Steering Committee**
During 2013, the Risk Steering Committee was formed as a decision-making body empowered by the Executive Committee to provide oversight and guidance on risk management activities and issues across the Amadeus Group, including risk assessment and prioritisation, risk mitigation strategies, and crisis responses.

**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 the owner responsible for each designated risk, and monitors them. The risks resulting from analysis as well as controls are reported periodically to the Executive Committee and the Audit Committee.

**Internal Audit Unit**
The Group Internal Audit provides independent, objective assurance and consulting services designed to add value and improve the organisation’s operations. It helps the organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.
Compliance with regulations and internal processes

In order to ensure compliance with 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 relating to Amadeus. The Committee monitors compliance with the applicable rules at the national and 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.

In addition, our Group internal audit and purchasing teams carry out their own review exercises internally and externally, as explained below:

Amadeus Group Internal Audit has under its scope all the Amadeus Group companies. Activities in three main sites (Madrid, Nice, and Erding) are, each year, included in internal audit reviews. For the rest of the Group companies, internal audit engagements are performed on a discretionary basis, according to the materiality, business cycle and priorities agreed with top management and the Audit Committee.

The reviews performed by the Group Internal Audit are intended to evaluate the efficiency of the whole internal control environment and, by doing so, the efficiency of internal controls against fraud and corruption. The legal entities included in Group Internal Audit reviews during 2013 represent more than 50% of the total of Amadeus IT Group’s employees.

Moreover, internal audits are continuously coordinated with other assurance functions (e.g. Risk & Compliance) in order to ensure an optimum complementarity of assurance activities.

On the other hand, our Corporate Purchasing Policy also requires that potential vendors have a proven commitment to environmental and social responsibility. To enforce this clause, the Amadeus Corporate RFX (1) document for any vendor bidding process requires all potential vendors to provide evidence of their social and environmental initiatives.

And last but not least, Amadeus performs an annual social responsibility survey to ensure that key suppliers are in line with our requirements. In 2013, 82% of our key suppliers have participated in this survey.

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1 Generally, Request for Proposal, Information of Quotation.
Did you know that Amadeus achieved Top Employer certification by the CRF Institute for our central sites in Spain and Germany?
Facing the future

Sustainable travel is a direction, not a destination.

Tomás López Fernebrand - Senior Vice President
General Counsel & Corporate Secretary Amadeus IT Group
In its short history, Amadeus has enjoyed great success. During that period we have built a leadership position in our industry of which our people are justifiably proud. Our leadership was hard-earned and nobody at the company is complacent: we know it can be easily lost if we do not continue to do those things that have earned us our success. That is why, during 2013, Amadeus committed itself to the purpose of shaping the future of travel and leading the industry through a combination of technological innovation and service excellence.

That future, while full of challenges, looks promising. In a recent report commissioned by Amadeus, Oxford Economics estimated that global, overnight visitor flows will increase by 5.4% annually over the next decade, significantly higher than GDP growth estimated at 3.4%, and in line with global trade flows at 5.8%.

Amadeus aims to fuel that growth and meet those challenges by continuing to provide the products, solutions and services that our customers require to serve the needs of travellers. With this in mind, we continue to re-invest a large portion of our revenues in Research & Development, almost 16% in 2013, making us an industry leader in terms of R&D investment. That investment is critical to responding to the needs of our existing customers while also addressing new customer groups, like airports and hotels. In 2014 we will increase our R&D investments in growth areas like hotel IT, mobile technology, airport IT, and technologies to enable seamless, multimodal travel.

As a customer-driven company, it is essential that Amadeus improves its customer intimacy, understanding their needs and ambitions, and growing with them. This means expanding our presence around the globe. By the end of 2013 we had commercial presence in around 200 countries, and had established new, specialised teams in Boston, Bangalore, Copenhagen, Dallas, Madrid, Portsmouth (New Hampshire) and Singapore.

While industry leadership has its privileges, it comes with obligations. We are therefore fully committed to taking concrete actions to support the sustainable growth of global travel and tourism, which will not improve without constructive cooperation among all stakeholders. Amadeus is actively involved in facilitating and supporting this collaborative environment to address issues and challenges that can only be solved together.

Environmental sustainability remains a global challenge, and technology can play an important role, e.g. by improving access to and efficiency of multi-modal journeys, shifting traffic from private cars to public transport and rail. This is one of many areas where Amadeus is actively involved in industry and EU-supported initiatives, and where we are uniquely positioned to deliver the right technology.

As a truly global corporate citizen, we engage actively with partners to make a positive impact on the societies in which we operate. In 2013 we initiated our global partnership with the United Nations Children’s Fund (UNICEF), in which Amadeus technology enables micro-donations on our travel partners’ websites to UNICEF’s programmes for children around the world. Our launch travel partner was Iberia and we are finalising a partnership with FINNAIR as this is written. We are hopeful and
confident that many more travel partners join this initiative in the coming months and years to make a real difference.

This report is our first, integrated Global Report, made possible by contributions from Amadeus employees around the world. They all deserve special thanks. As with everything else we do, none of it would be possible without the dedication, skills, and effort of Amadeus staff. With over 12,000 individuals from 117 different nationalities employed in this remarkably multicultural company, we face the future confidently, with aspirations of making a difference. This report sheds some light on why we believe we can shape the future of travel.

I hope you have enjoyed the read.
Did you know that close to 100 employees participated in the elaboration of this report?
Annex 1

About this report

Members of the Industry Affairs and Investor Relations teams
Annex 1
About this report

Methodology and materiality

Overall scope, objectives and methodology

The Amadeus Global Report reviews Amadeus business and its performance in 2013 in terms of overall business, financial and sustainability aspects. The document reflects the impact of Amadeus’ activities, as well as its contribution to sustainability objectives.

Sustainability reporting guidelines from the Global Reporting Initiative (GRI)\(^1\) have served as a principal reference in identifying relevant topics and metrics to be included in this report. In this edition, we include our financial results, as well as our reflections when facing the challenge of industry sustainability in the long term.

In the drafting process of the Amadeus Global Report 2013, the International Integrated Reporting Council (IIRC)\(^2\) guidelines towards an integrated reporting have been taken into account throughout the document. Therefore, the report aims at becoming a concise communication about how an organisation’s strategy, governance, performance and prospects, in the context of its external environment, lead to the creation of value in the short, medium and long term.

The table on the right shows our main tools to communicate with our stakeholders. The frequency of engagement varies, but for all cases it takes place at least once a year, and the specific frequency depends on the nature and need of engagement in each instance.

\(^1\) The Global Reporting Initiative (GRI) is a non-profit organisation that promotes economic, environmental and social sustainability. GRI provides all companies and organisations with a comprehensive sustainability reporting framework that is widely used around the world.

\(^2\) The International Integrated Reporting Council (IIRC) is a global coalition of regulators, investors, companies, standard setters, the accounting profession, and NGOs. Together, this coalition shares the view that communication about value creation should be the next step in the evolution of corporate reporting.

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Communication channel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>Direct engagement through local, regional and global Human Resources teams</td>
</tr>
<tr>
<td></td>
<td>Engagement surveys across all sites</td>
</tr>
<tr>
<td></td>
<td>Employee Box mail</td>
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<td></td>
<td>Intranet (Opera)</td>
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<tr>
<td>Shareholders</td>
<td>Direct engagement through our Investor Relations team and various regular reports</td>
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<tr>
<td></td>
<td>Roadshows</td>
</tr>
<tr>
<td></td>
<td>amadeus.com (specific area for investors)</td>
</tr>
<tr>
<td></td>
<td>Shareholders Box mail</td>
</tr>
<tr>
<td>Customers</td>
<td>Direct engagement through our local, regional and global sales, as well as Customer</td>
</tr>
<tr>
<td></td>
<td>Management Teams around the world</td>
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<tr>
<td></td>
<td>Customer Loyalty Programme</td>
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<td></td>
<td>Local customers’ support</td>
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<tr>
<td></td>
<td>Global Help Desk and service management centres</td>
</tr>
<tr>
<td>Suppliers</td>
<td>Direct contact through the Amadeus Corporate Purchasing department, other internal</td>
</tr>
<tr>
<td></td>
<td>units and local teams across our offices worldwide</td>
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<td></td>
<td>Social responsibility and environmental surveys</td>
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<tr>
<td>Industry partners</td>
<td>Direct engagement through participation in different industry associations</td>
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<td></td>
<td>Amadeus blog</td>
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<tr>
<td>Governments, authorities and</td>
<td>Direct contact through our Industry Affairs team and local Amadeus General Managers</td>
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<tr>
<td>regulatory bodies</td>
<td>Participation in various related meetings and events</td>
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<tr>
<td></td>
<td>amadeus.com (specific area for industry affairs)</td>
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<tr>
<td>Society and the environment</td>
<td>Direct engagement through our Industry Affairs team and various multi-stakeholder</td>
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<td></td>
<td>panels</td>
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<td></td>
<td>Press releases</td>
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<td></td>
<td>Industry Affairs Box mail</td>
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<td></td>
<td>Collaboration in joint social responsibility and environmental initiatives</td>
</tr>
</tbody>
</table>
Materiality analysis

We review below those aspects of business that are most relevant, particularly in relation to our stakeholders.

Regarding our environmental impact, as a technology company dedicated to the global travel industry, Amadeus has a relatively low direct environmental impact. We are not involved in any physical manufacturing process and our main source of energy and natural resource consumption is our data centre in Erding, Germany. Moreover, one principal objective of the solutions we provide to our customers is to improve operational efficiencies, and these often imply reduced energy and natural resources consumption. We are focusing increasingly on evaluating and maximising the positive environmental benefits of our solutions, particularly given the high energy intensity of the travel industry.

Regarding our workforce, the vast majority holds advanced levels of education; consequently we have relatively low exposure to risks related to human rights affecting our employees. Regarding our supply chain, most of our external providers can be included under any of the following categories:

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

Approximately 60% of our total spend with external providers is concentrated within 50 companies, and this facilitates our control and access to information in our supply chain. Compared to 2012 and in order to provide more accurate information, Corporate Purchasing has increased the scope of the vendors receiving the 2013 Social Responsibility and Environmental Questionnaire. All vendors in scope comply with the Corporate Social Responsibility (CSR) standards with regards to discrimination, child labour, healthy (and safe) work environments, corruption, etc. Moreover, 81% of Amadeus vendors prioritise goods when those are produced in an eco-friendly way (and also are disposable) and our policy favours suppliers that are committed to environmental issues.

The materiality matrix on this page maps those subjects that we consider most important to our stakeholders, as well as those that pose the highest impact on Amadeus operations from a broad perspective, and particularly from a sustainability point of view.

When reviewing the matrix, it is important to note the following:

- The colours indicate those stakeholders most affected by the specific item, but all elements impact more than just one stakeholder.
- This materiality matrix depicts an evaluation for the short to medium term.
- All subjects included in the matrix form part of the regular running of the business and our relationships with stakeholders, and therefore should not be viewed in isolation.
- Finally, the chart is not meant to be a precise representation but rather an indication of the principal factors of concern.
Amadeus Global Report 2013
Annex 1. About this report

Amadeus business activity:
- Corporate Governance Annual Report
- Consolidated Annual Accounts and Directors’ Report
- Quarterly results announcements
- Extensive information about Amadeus can be found at www.investors.amadeus.com. Through the Investor Relations department, the company maintains dialogue with the financial community, including analysts, current and potential investors (both large institutional and minority shareholders), debt holders, credit rating agencies, and other market constituencies such as the Spanish stock market regulator (the CNMV).1 Investors Relations’ key role is to increase Amadeus visibility in capital markets whilst at the same time keeping the various parties informed of the most relevant news for the company and the industry, competitive dynamics, and the operating and financial performance of the company.
- Updates to our blogs and social media on www.amadeus.com offer additional information on Amadeus news.

Producing the Amadeus Global Report

More than 90 people worldwide representing some 30 areas and departments have been directly involved in defining and shaping the content of the Amadeus Global Report 2013. Photos of some of them appear in the ‘Did you know’ sections throughout the document, with the purpose of acknowledging their critical contribution in drafting this report.

The chart above illustrates the process followed in the production of this report:

In terms of the data-gathering process and scope of the report, we have balanced the materiality of the information on one hand and the effort of collecting the data on the other. As a result, in some cases we have not covered 100% of the business scope. For example, for environmental reporting of our operations, we have gathered data from the top 11 Amadeus sites worldwide and we estimate that these include more than 85% of the total energy and natural resource consumption of the Amadeus Group companies worldwide. In any case, the scope of the data is explained for each case either in the body of the document or through references or footnotes.

Amadeus external reporting

Amadeus external reporting aims to ensure clear communication as well as transparency in relation to the company’s performance. The Amadeus Corporate Sustainability Report and the Amadeus Annual Report have been merged into this present Amadeus Global Report 2013, providing a full picture of Amadeus’ performance in 2013. In addition to this publication, other documents provide further insight into Amadeus business activity:
- Corporate Governance Annual Report
- Consolidated Annual Accounts and Directors’ Report
- Quarterly results announcements
- Extensive information about Amadeus can be found at www.investors.amadeus.com. Through the Investor Relations department, the company maintains dialogue with the financial community, including analysts, current and potential investors (both large institutional and minority shareholders), debt holders, credit rating agencies, and other market constituencies such as the Spanish stock market regulator (the CNMV).1 Investors Relations’ key role is to increase Amadeus visibility in capital markets whilst at the same time keeping the various parties informed of the most relevant news for the company and the industry, competitive dynamics, and the operating and financial performance of the company.
- Updates to our blogs and social media on www.amadeus.com offer additional information on Amadeus news.

1 The Comisión Nacional del Mercado de Valores (CNMV) is the agency in charge of supervising and inspecting the Spanish stock markets and the activities of all the participants in those markets.
Annex 1. About this report
INDEPENDENT ASSURANCE REPORT ON THE CORPORATE RESPONSIBILITY INDICATORS CONTAINED IN THE AMADEUS GLOBAL REPORT 2013

To the Management of Amadeus IT Holding, S.A.

Scope of our work

We have been engaged by Amadeus IT Holding S.A. (hereafter Amadeus) to review whether the corporate responsibility contents included in the Amadeus Global Report 2013, for the year ended 31 December 2013, are in line with the Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) version 3.1 (G3.1), and to provide a limited assurance review of the performance indicators corresponding to the year 2013 proposed in the Guidelines, reported at the Annex 3 “GRI Tables”.

The Management of Amadeus is responsible for the preparation and content of the Amadeus Global Report 2013 and the information included therein, and the design, implementation and maintenance of the management and internal control systems from which the information has been obtained. Our responsibility is to issue an independent report based on the procedures applied in our review. This report has been issued in accordance with the terms and conditions of our engagement letter dated 9 October 2013.

We have undertaken our work in accordance with Standards ISAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information (Limited Assurance Engagements) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and the Guidelines on reviews for Corporate Sustainability Reports issued by the Spanish Institute of Chartered Accountants (Instituto de Censores Jurados de Cuentas de España).

Our review has consisted of posing questions to Management and various units of Amadeus that participated in the preparation of the Amadeus Global Report 2013, as well as the application of certain analytical procedures and sample-based testing, which, in general, are described below:

- Interviews with the personnel of Amadeus in order to ascertain the management approaches applied to obtain the necessary information for the external review.
- Analysis of the processes used in compiling and validating the corporate responsibility indicators included in the Annex 3 “GRI Tables” of the Amadeus Global Report 2013.
Revision of activities related to identifying and considering stakeholders during the year, as well as the coverage, relevance and integrity of the corporate responsibility information included in the Amadeus Global Report 2013, based on Amadeus’ understanding of its stakeholder requirements.

Analysis of whether the corporate responsibility content reported at the Amadeus Global Report 2013 is in line with the GRI-G3.1.

Review of the information related to the management approaches applied to each group of corporate responsibility indicators.

Verification, through sample-based testing reviews, of the quantitative and qualitative information regarding the corporate responsibility indicators set down in the Annex 3 “GRI Tables” of the Amadeus Global Report 2013 and whether they have been properly compiled on the basis of the data provided by Amadeus’ information sources.

The scope of the review is substantially lower than for a reasonable assurance engagement, and, accordingly, provides less assurance. Under no circumstances can this report be construed as an audit report.

Independence

We have performed our work in accordance with the independence rules set down by the Code of Ethics of the International Federation of Accountants (IFAC). The work was carried out by a team of sustainability specialists with broad experience in the review of this type of reports.

Conclusion

On the basis of the results of our review, nothing has come to our attention that causes us to believe that the corporate responsibility indicators included in the Annex 3 “GRI Tables” of the Amadeus Global Report 2013 contain significant mistakes or have not been prepared, in all material respects, in accordance with the Sustainability Reporting Guidelines, version 3.1 (G3.1) of the Global Reporting Initiative.

PricewaterhouseCoopers Auditores, S.L.

M.ª Luisa Castilla Porquet
Partner
9th April 2014
**Annex 2**

**Glossary**

- **AACO**: refers to ‘Arab Air Carrier Organisation’.
- **ACO**: refers to ‘Amadeus Commercial Organisation’.
- **ACH**: refers to ‘Airlines Clearing House’.
- **Adjusted Profit**: refers to the profit for the year adjusted to exclude after-tax impact of:
  1. amortisation of PPA and impairment losses,
  2. changes in fair value of derivative instruments and non-operating exchange gains (losses), and
  3. extraordinary items, related to the sale of assets and equity investments, the debt refinancing and the United Airlines IT contract resolution.
- **Adjusted EPS**: EPS corresponding to the adjusted profit for the year attributable to the parent company. Calculated based on weighted average outstanding shares less weighted average treasury shares of the year.
- **Air TA bookings**: air bookings processed by travel agencies using our distribution platform.
- **Airline ancillary services**: can be defined as additional services provided to customers beyond the airline ticket. Typical examples include baggage fees, priority seating, catering on board, etc.
- **APAC**: refers to ‘Asia and Pacific’.
- **Application Programming Interface**: is a language that enables communication between computer programs.
- **BI**: refers to ‘Business Intelligence’.
- **Bank Settlement Plan (BSP)**: is an electronic billing system designed to facilitate the flow of data and funds between travel agencies and airlines, centralizing the information, as opposed to establishing multiple relationships between travel agencies and airlines.
- **CDP**: refers to ‘Carbon Disclosure Project’.
- **CESE**: refers to ‘Central, Eastern and Southern Europe’.
- **CMMI**: is a process improvement training and appraisal programme used to guide process improvement across a project, division or an entire organisation.
- **CNMV**: refers to ‘Comisión Nacional del Mercado de Valores’.
- **Code-sharing**: is an aviation business arrangement where two or more airlines share the same flight, improving airlines’ network capacity and efficiency.
- **Covenant**: based on the definition included in our Senior Credit Agreement.
- **Covenant EBITDA**: EBITDA based on the covenants definition included in our Senior Credit Agreement.
- **Covenant Net debt**: net debt based on the covenants definition included in our Senior Credit Agreement.
- **CRM**: refers to ‘Customer Relationship Management’.
- **CRS**: refers to ‘Central Reservation System’.
- **CR**: refers to ‘Corporate Responsibility’.
- **CSS**: refers to ‘Customer Satisfaction Strategy process’.
- **CSL**: refers to ‘Customer Loyalty Strategy’.
- **DCS**: refers to ‘Departure Control Systems’.
- **Distribution industry**: includes the total volume of air bookings processed by GDSs, excluding:
  1. air bookings processed by the single country operators (primarily in China, Japan, South Korea and Russia), and
  2. bookings of other types of travel products, such as hotel rooms, car rentals and train tickets.
- **DMO**: refers to ‘Destination Management Organisation’.
- **D&A**: refers to ‘Depreciation and Amortisation’.
DJSI: refers to ‘Dow Jones Sustainability Index’.
EBITDA: refers to ‘Earnings before Interest, Taxes, Depreciation and Amortisation’.
ECAC: refers to ‘European Civil Aviation Conference’.
ECB: refers to ‘European Central Bank’.
EIB: refers to ‘European Investment Bank’.
EMD: refers to ‘Electronic Miscellaneous Document’.
EMDS: refers to ‘Electronic Miscellaneous Document server’.
EMS: refers to ‘Environmental Management System’.
EPS: refers to ‘Earnings Per Share’. EPS corresponding to the profit for the year attributable to the parent company. Calculated based on weighted average outstanding shares less weighted average treasury shares of the year.
Adjusted EPS: EPS corresponding to the adjusted profit for the year attributable to the parent company. Calculated based on weighted average outstanding shares less weighted average treasury shares of the year.
FSC: refers to ‘Full Service Carrier’ (also known as Network carriers).
FTE: refers to ‘Full-Time Equivalent’ employee.
FX: refers to ‘Foreign Exchange’.
GDS: refers to ‘Global Distribution System’, i.e. a worldwide computerised reservation system (CRS) used as a single point of access for reserving airline seats, hotel rooms and other travel-related items by travel agencies and large travel management corporations.
The Greenhouse Gas Protocol (GHG Protocol): is the most widely used international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions.
GRI: refers to ‘Global Reporting Initiative’.
HTML: refers to ‘HyperText Markup Language’.
HX Segment: refers to segments that have been cancelled by the passenger directly with the airline or by a travel agency.
IATA: refers to ‘International Air Transportation Association’.
IATA AIRIMP: refers to ‘AIRIMP’, meaning universally agreed-upon communications standards for the handling of Passenger Reservations Interline Messages.
ICH: refers to ‘International Clearing House’.
Interlining: refers to commercial agreements between airlines to handle passengers traveling on itineraries that require more than one airline.
IFRIC: refers to ‘International Financial Reporting Interpretation Committee’.
IPO: refers to ‘Initial Public Offering’.
IR: refers to ‘Investor Relations’ department.
IT: refers to ‘Information Technologies’.
JV: refers to ‘Joint Venture’.
KPI: refers to ‘Key Performance Indicators’.
LATAM: refers to ‘Latin America’.
LBO: refers to ‘Leveraged Buy-Out’.
LCC: refers to ‘low-cost carriers’.
LTM: refers to ‘Last Twelve Months’.
Market share: share of air travel agency bookings processed by GDS providers operating on a global scale, naming Sabre, Travelport, Abacus and Amadeus.
MEA: refers to ‘Middle East and Africa’.
MENA: refers to ‘Middle East and North Africa’.
n.m.: refers to ‘not meaningful’.
MIDT: refers to ‘Marketing Information Data Tape’.
MIT: refers to ‘Massachusetts Institute of Technology’.
NECSE: refers to ‘Northeastern, Eastern, Central and Southern Europe’.
O&D: refers to ‘Origin & Destination’.
Open systems in computing and informatics: refer to a class of systems built using open source software (OSS) standards and that offer a good level of portability and independence from the hardware platforms on which they operate, especially in contrast to the more entrenched mainframes that were common in the travel industry.
PB: refers to ‘Passengers Boarded’, i.e. actual passengers boarded onto flights operated by airlines using at least our Amadeus Altéa Reservation and Inventory modules.
PMS: refers to ‘Property Management Systems’.
PNR: refers to ‘Passenger Name Record’.
p.p.: refers to ‘percentage point’.
PPA: refers to ‘Purchase Price Allocation’.
Pre-Tax Free Cash Flow: calculated as EBITDA (including Opodo and revenue from the United Airlines IT contract resolution) less capital expenditure plus changes in our operating working capital.
PSS: refers to ‘Passenger Service System’. A Passenger Service System (PSS) is a series of mission-critical systems used by airlines. The PSS usually comprises a Reservation System, an Inventory System and a Departure Control System (DCS).
PUE: refers to ‘Power User Effectiveness’.
R&D: refers to ‘Research and Development’.
Transactions processed at the data centre: are defined as basic operations linked directly to our business, such as bookings or processed Passengers Boarded. It is worth noting that, given the increasing amount of information processed per traveller and the increasing sophistication of passenger services systems, the complexity of each transaction is growing significantly.
WTTC: refers to ‘World Travel and Tourism Council’.

Annex 3

GRI tables
### Annex 3. GRI tables

#### STANDARD DISCLOSURES PART I: Profile disclosures

<table>
<thead>
<tr>
<th>Profile Disclosure</th>
<th>Description</th>
<th>Reported</th>
<th>Location of disclosure</th>
<th>If applicable, indicate the part not reported</th>
<th>Reason for omission</th>
<th>Explanation</th>
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</thead>
<tbody>
<tr>
<td><strong>1. Strategy and analysis</strong></td>
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<td></td>
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</tr>
<tr>
<td>1.1</td>
<td>Statement from the most senior decision-maker of the organisation.</td>
<td>Fully</td>
<td>Pg. 4-5</td>
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<tr>
<td>1.2</td>
<td>Description of key impacts, risks, and opportunities.</td>
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<td>Pg. 4-5, 19-20, 66-67, 74, 113-114</td>
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<tr>
<td><strong>2. Organisational profile</strong></td>
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</tr>
<tr>
<td>2.1</td>
<td>Name of the organisation.</td>
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<td>Cover</td>
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<tr>
<td>2.2</td>
<td>Primary brands, products, and/or services.</td>
<td>Fully</td>
<td>Pg. 166-179</td>
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</tr>
<tr>
<td>2.3</td>
<td>Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.</td>
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<td>Pg. 10, 26-27, 32</td>
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<td>2.4</td>
<td>Location of organisation's headquarters.</td>
<td>Fully</td>
<td>Pg. 10</td>
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<td>2.5</td>
<td>Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.</td>
<td>Fully</td>
<td>Pg. 10</td>
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<tr>
<td>2.6</td>
<td>Nature of ownership and legal form.</td>
<td>Fully</td>
<td>Pg. 10</td>
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<td>2.7</td>
<td>Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).</td>
<td>Fully</td>
<td>Pg. 10, 26-29, 32-34, 94-95</td>
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<td>2.8</td>
<td>Scale of the reporting organisation.</td>
<td>Fully</td>
<td>Pg. 10, 12-13</td>
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<td>2.9</td>
<td>Significant changes during the reporting period regarding size, structure, or ownership.</td>
<td>Fully</td>
<td>Pg. 10-13</td>
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<td>Profile Disclosure</td>
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<td>2.10</td>
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<td>Fully</td>
<td>Pg. 88-89</td>
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</tbody>
</table>

### 3. Report parameters

<p>| 3.1 | Reporting period (e.g., fiscal/calendar year) for information provided. | Fully | Cover | | | |
| 3.2 | Date of most recent previous report (if any). | Fully | Amadeus previous report was published in 2012. | | | |
| 3.3 | Reporting cycle (annual, biennial, etc.) | Fully | Annual | | | |
| 3.4 | Contact point for questions regarding the report or its contents. | Fully | Back cover | | | |
| 3.5 | Process for defining report content. | Fully | Pg. 122-124 | | | |
| 3.6 | Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance. | Fully | The scope of the reporting includes the entire Amadeus Group unless otherwise indicated below graphs and tables. | | | |
| 3.7 | State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope). | Fully | The scope of the reporting includes the entire Amadeus Group unless otherwise indicated 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 organisations. | Fully | The scope of the reporting includes the entire Amadeus Group unless otherwise indicated 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 | Pg. 122-124 | | | |
| 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 | Pg. 67, 122-124 | | | |</p>
<table>
<thead>
<tr>
<th>Profile Disclosure</th>
<th>Description</th>
<th>Reported</th>
<th>Location of disclosure</th>
<th>If applicable, indicate the part not reported</th>
<th>Reason for omission</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.12</td>
<td>Table identifying the location of the Standard Disclosures in the report.</td>
<td>Fully</td>
<td>Pg. 134-157</td>
<td></td>
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</tr>
<tr>
<td>3.13</td>
<td>Policy and current practice with regard to seeking external assurance for the report.</td>
<td>Fully</td>
<td>Pg. 126, 127</td>
<td></td>
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</tr>
</tbody>
</table>

**4. Governance, commitments, and engagement**

<p>| 4.1                | Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight. | Fully    | Pg. 108-112. Corporate Annual Governance Report 2013, pg 9-10. |                     |             |
| 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 organisations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members. | Fully    | Corporate Annual Governance Report 2013, pg.14. |                     |             |
| 4.4                | Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body. | Fully    | Pg. 122-123            |                                                |                     |             |
| 4.5                | Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation’s performance (including social and environmental performance). | Fully    | Corporate Annual Governance Report 2013, pg. 22-23. |                     |             |
| 4.6                | Processes in place for the highest governance body to ensure conflicts of interest are avoided. | Fully    | Pg. 110-112            |                                                |                     |             |
| 4.7                | Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity. | Fully    | Pg. 109, 160           |                                                |                     |             |
| 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    | Pg. 11, 113-114        |                                                |                     |             |
| 4.9                | Procedures of the highest governance body for overseeing the organisation’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    | Amadeus reviews sustainability performance once a year. |                     |             |</p>
<table>
<thead>
<tr>
<th>Profile Disclosure</th>
<th>Description</th>
<th>Reported</th>
<th>Location of disclosure</th>
<th>If applicable, indicate the part not reported</th>
<th>Reason for omission</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.10</td>
<td>Processes for evaluating the highest governance body’s own performance, particularly with respect to economic, environmental, and social performance.</td>
<td>Fully</td>
<td>Pg. 113-115</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.11</td>
<td>Explanation of whether and how the precautionary approach or principle is addressed by the organisation.</td>
<td>Fully</td>
<td>Pg. 113-115</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.12</td>
<td>Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.</td>
<td>Fully</td>
<td>Pg. 21-23, 66, 74, 76-77, 122</td>
<td></td>
<td></td>
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<tr>
<td>4.13</td>
<td>Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.</td>
<td>Fully</td>
<td>Pg. 21-23</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4.14</td>
<td>List of stakeholder groups engaged by the organisation.</td>
<td>Fully</td>
<td>Pg. 122-123</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.15</td>
<td>Basis for identification and selection of stakeholders with whom to engage.</td>
<td>Fully</td>
<td>Pg. 122-123</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profile Disclosure</td>
<td>Description</td>
<td>Reported</td>
<td>Location of disclosure</td>
<td>If applicable, indicate the part not reported</td>
<td>Reason for omission</td>
<td>Explanation</td>
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</tbody>
</table>
| 4.16               | Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group. | Fully    | Amadeus works with key stakeholders regularly (see pg. 122). The frequency of engagement varies, but for all cases it happens at least once a year, and the specific frequency depends on the nature and need of engagement in each instance. We include below a list of principal stakeholders and the way in which we normally engage with them:  
- Employees: direct engagement through HR team and surveys across various sites (pg. 88, 91).  
- Shareholders: direct engagement through our investor relations team and various regular reports (pg. 124).  
- Customers: direct engagement through our sales and customer management teams across the world (pg. 10, 94-98).  
- Suppliers: direct engagement through our purchasing department and local teams across our offices worldwide (pg. 115).  
- Industry partners. Direct engagement through participation in different industry associations (pg. 21-23, 74-75, 99).  
- Governments, authorities and regulatory bodies. Direct contact through our Industry Affairs Group and participation in various related meetings and events. (pg. 21-23).  
- Society and environment: direct engagement through our industry affairs team and various multi-stakeholder panels (pg. 66-67, 75). |            |        |             |
| 4.17               | Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. | Fully    |            |            |        |             |
## STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

<table>
<thead>
<tr>
<th>G3.1 DMAs</th>
<th>Description</th>
<th>Reported</th>
<th>Location of disclosure</th>
<th>If applicable, indicate the part not reported</th>
<th>Reason for omission</th>
<th>Explanation</th>
<th>To be reported in</th>
</tr>
</thead>
<tbody>
<tr>
<td>DMA EC</td>
<td>Disclosure on Management Approach EC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aspects</td>
<td>Economic performance</td>
<td>Fully</td>
<td>Pg. 12, 13, 66, 74, 89</td>
<td>Quantitative estimation of the financial implications of climate change. Risks due to physical and regulatory changes associated with climate change. Level of participation in retirement plans and conditions of the plans.</td>
<td>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.</td>
<td>2014</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Market presence</td>
<td>Partially</td>
<td>Amadeus employee recruitment is based principally on talent and performance. All other things being equal, we prefer local recruitment.</td>
<td>Proportion of senior management hired and definition of senior management used.</td>
<td>Not available</td>
<td>Currently Amadeus does not have in place a procedure to evaluate the proportion of senior management hired from the local community. Amadeus aims to start monitoring this in the coming years.</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>Indirect economic impacts</td>
<td>Fully</td>
<td>Pg. 75-83</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>DMA EN</td>
<td>Disclosure on Management Approach EN</td>
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<tr>
<td>Aspects</td>
<td>Materials</td>
<td>Fully</td>
<td>Pg. 67, 69</td>
<td></td>
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<tr>
<td></td>
<td>Energy</td>
<td>Fully</td>
<td>Pg. 66-68</td>
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<tr>
<td></td>
<td>Water</td>
<td>Fully</td>
<td>Pg. 67</td>
<td></td>
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<tr>
<td></td>
<td>Biodiversity</td>
<td>Not</td>
<td></td>
<td>Not material</td>
<td>All of Amadeus sites are situated in areas where the impact over biodiversity is very limited.</td>
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<tr>
<td></td>
<td>Emissions, effluents and waste</td>
<td>Fully</td>
<td>Pg. 66, 67, 69</td>
<td></td>
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<tr>
<td></td>
<td>Products and services</td>
<td>Fully</td>
<td>Pg. 68-69</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Compliance</td>
<td>Fully</td>
<td>Amadeus has not received any significant fines or sanctions for non-compliance with environmental laws and regulations.</td>
<td></td>
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</tr>
<tr>
<td>G3.1 DMAs</td>
<td>Description</td>
<td>Reported</td>
<td>Location of disclosure</td>
<td>If applicable, indicate the part not reported</td>
<td>Reason for omission</td>
<td>Explanation</td>
<td>To be reported in</td>
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<tr>
<td>Transport</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td>Not available</td>
<td>As a leading provider of advanced technology solutions for the global travel industry, Amadeus does have any transport of goods. However, regarding workforce use of transport Amadeus aims to report on this in the coming years.</td>
<td>2015</td>
</tr>
<tr>
<td>Overall</td>
<td>Partially</td>
<td>Pg. 66</td>
<td>Information on expenditure and investments.</td>
<td>Not available</td>
<td>Amadeus does not currently calculate overall expenditure and investment figures relating to the environment. However, part of the investments in equipment and facilities produce environmental benefits. Amadeus aims to report on this in the coming years.</td>
<td>2015</td>
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</tbody>
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<table>
<thead>
<tr>
<th>DMA LA</th>
<th>Disclosure on Management Approach LA</th>
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</thead>
<tbody>
<tr>
<td>Employment</td>
<td>Partially</td>
</tr>
<tr>
<td>Labour/management relations</td>
<td>Fully</td>
</tr>
<tr>
<td>Occupational health and safety</td>
<td>Partially</td>
</tr>
<tr>
<td>Training and education</td>
<td>Partially</td>
</tr>
<tr>
<td>Diversity and equal opportunity</td>
<td>Partially</td>
</tr>
<tr>
<td>Equal remuneration for women and men</td>
<td>Partially</td>
</tr>
<tr>
<td>G3.1 DMAs</td>
<td>Description</td>
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<tr>
<td>-----------------</td>
<td>-------------------------------------------------------</td>
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<tr>
<td>DMA HR</td>
<td>Disclosure on Management Approach HR</td>
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<tr>
<td></td>
<td>Investment and procurement practices</td>
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<td></td>
<td>Non-discrimination</td>
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<td></td>
<td>Freedom of association and collective bargaining</td>
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<td>Child labour</td>
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<td></td>
<td>Prevention of forced and compulsory labour</td>
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<tr>
<td></td>
<td>Security practices</td>
</tr>
<tr>
<td></td>
<td>Indigenous rights</td>
</tr>
<tr>
<td>DMA 3.1 DMAs</td>
<td>Description</td>
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<td>------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Aspects</td>
<td>Assessment</td>
</tr>
<tr>
<td>Remediation</td>
<td></td>
</tr>
</tbody>
</table>

<p>| DMA 50 | Disclosure on Management Approach 50 | |
|------------------|------------------|--------|------------------|----------------------------------|-----------------|----------------|------------------|
| Local communities | Partially | Pg. 76 | Quantitative data on impact assessment and monitoring process. | Not available | Being one of Amadeus CRS Strategy goals the impact assessment for each of the CSR projects, Amadeus is working on this and aims to report the data in the coming years. | 2015 |
| Corruption | Fully | Pg. 113, 115 | | | | |
| Public policy | Fully | Pg. 21-22 | | | | |
| Anti-competitive behaviour | Fully | In 2013, there were no legal actions for anti-competitive behavior, anti-trust and monopoly practices. | | | | |
| Compliance | Fully | In 2013, Amadeus did not receive any significant fines or sanctions for non-compliance with laws and regulations. | | | | |</p>
<table>
<thead>
<tr>
<th>G3.1 DMAs</th>
<th>Description</th>
<th>Reported</th>
<th>Location of disclosure</th>
<th>If applicable, indicate the part not reported</th>
<th>Reason for omission</th>
<th>Explanation</th>
<th>To be reported in</th>
</tr>
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<tbody>
<tr>
<td>DMA PR</td>
<td>Disclosure on Management Approach PR</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Customer health and safety</td>
<td>Partially</td>
<td>Amadeus carries out user experience research studies taking into consideration feedback from end-users globally. The studies follow a reiterative four step approach consisting on: 1 Building tests, 2 Collecting data, 3 Analysing data and 4 Producing user interface guidelines.</td>
<td>Percentage of significant products and services categories subject.</td>
<td>Not available</td>
<td>Currently Amadeus has no systematic procedure to obtain this data. Amadeus is currently working to start gathering this kind of information for the coming years.</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>Product and service labelling</td>
<td>Partially</td>
<td>Pg. 96-98</td>
<td>Results of surveys measuring customer satisfaction.</td>
<td>Not available</td>
<td>Currently Amadeus has no systematic procedure to obtain this data. Amadeus is currently working to start gathering this kind of information for the coming years.</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>Marketing communications</td>
<td>Not</td>
<td></td>
<td></td>
<td>Not applicable</td>
<td>Amadeus does not own the information it provides to travel agencies on flights and other travel related information. This information is owned by each travel provider and we provide technology solutions to distribute this information. While we help distributing that information to travel agencies, we do it in a neutral manner not favouring any airline, as 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.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Customer privacy</td>
<td>Fully</td>
<td>In 2013 there were no complaints regarding breaches of customer privacy and losses of customer data.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Compliance</td>
<td>Fully</td>
<td>Amadeus did not receive any fines related to non-compliance with laws and regulations concerning the provision and use of products and services.</td>
<td></td>
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</tbody>
</table>
### STANDARD DISCLOSURES PART III: Performance indicators

#### Economic performance

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>Description</th>
<th>Reported</th>
<th>Location of disclosure</th>
<th>If applicable, indicate the part not reported</th>
<th>Reason for omission</th>
<th>Explanation</th>
<th>To be reported in</th>
<th>PwC</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EC1</strong></td>
<td>Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.</td>
<td>Fully</td>
<td>Pg. 13. Retained earnings, pg. 4 Amadeus annual accounts 2013</td>
<td>Inapplicable</td>
<td></td>
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<td>✔</td>
</tr>
<tr>
<td><strong>EC2</strong></td>
<td>Financial implications and other risks and opportunities for the organisation’s activities due to climate change.</td>
<td>Partially</td>
<td>Pg. 74</td>
<td>Quantitative estimation of the financial implications of climate change. Risks due to physical and regulatory changes associated with climate change.</td>
<td>Not available</td>
<td>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.</td>
<td>2015</td>
<td>✔</td>
</tr>
<tr>
<td><strong>EC3</strong></td>
<td>Coverage of the organisation’s defined benefit plan obligations.</td>
<td>Partially</td>
<td>Pg. 89</td>
<td>Level of participation in retirement plans and conditions of the plans.</td>
<td></td>
<td>Proprietary information</td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td><strong>EC4</strong></td>
<td>Significant financial assistance received from government.</td>
<td>Fully</td>
<td>The total amount of government grants received from the French Tax Authorities is KEUR 18,704 and KEUR 19,484 for the years ended December 31, 2013 and 2012, respectively.</td>
<td></td>
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<td>✔</td>
</tr>
</tbody>
</table>

#### Market presence

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>Description</th>
<th>Reported</th>
<th>Location of disclosure</th>
<th>If applicable, indicate the part not reported</th>
<th>Reason for omission</th>
<th>Explanation</th>
<th>To be reported in</th>
<th>PwC</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EC5</strong></td>
<td>Range of ratios of standard entry-level wage by gender compared to local minimum wage at significant locations of operation.</td>
<td>Not</td>
<td></td>
<td>Not applicable</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance indicator</td>
<td>Description</td>
<td>Reported</td>
<td>Location of disclosure</td>
<td>If applicable, indicate the part not reported</td>
<td>Reason for omission</td>
<td>Explanation</td>
<td>To be reported in</td>
<td>PwC</td>
</tr>
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</tr>
<tr>
<td>EC6</td>
<td>Policy, practices, and proportion of spending on locally based suppliers at significant locations of operation.</td>
<td>Not</td>
<td>Amadeus employee recruitment is based principally on talent and performance. All other things being equal, we prefer local recruitment.</td>
<td>Proportion of senior management hired and definition of senior management used.</td>
<td>Not available</td>
<td>Currently Amadeus does not have in place a procedure to evaluate the proportion of senior management hired from the local community. Amadeus aims to start monitoring this in the coming years.</td>
<td>2015</td>
<td>✓</td>
</tr>
<tr>
<td>EC7</td>
<td>Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.</td>
<td>Partially</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td><strong>Indirect economic impacts</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>EC8</td>
<td>Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.</td>
<td>Fully</td>
<td>Pg. 76-83</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>EC9</td>
<td>Understanding and describing significant indirect economic impacts, including the extent of impacts.</td>
<td>Not</td>
<td></td>
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<tr>
<td><strong>Environmental</strong></td>
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<tr>
<td><strong>Materials</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>EN1</td>
<td>Materials used by weight or volume.</td>
<td>Fully</td>
<td>Pg. 69, 161</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
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<tr>
<td>EN2</td>
<td>Percentage of materials used that are recycled input materials.</td>
<td>Not</td>
<td></td>
<td>Not available</td>
<td>Amadeus uses recycled paper but does not currently have a formal procedure for monitoring the percentage of paper used that is recycled.</td>
<td>2015</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td><strong>Energy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>EN3</td>
<td>Direct energy consumption by primary energy source.</td>
<td>Fully</td>
<td>Pg. 161</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>EN4</td>
<td>Indirect energy consumption by primary source.</td>
<td>Fully</td>
<td>Pg. 162</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>EN5</td>
<td>Energy saved due to conservation and efficiency improvements.</td>
<td>Fully</td>
<td>Pg. 69, 70</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>EN6</td>
<td>Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.</td>
<td>Fully</td>
<td>Pg. 72, 73</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>EN7</td>
<td>Initiatives to reduce indirect energy consumption and reductions achieved.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Performance indicator</td>
<td>Description</td>
<td>Reported</td>
<td>Location of disclosure</td>
<td>If applicable, indicate the part not reported</td>
<td>Reason for omission</td>
<td>Explanation</td>
<td>To be reported in</td>
<td>PwC</td>
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<tr>
<td><strong>Water</strong></td>
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</tr>
<tr>
<td>EN8</td>
<td>Total water withdrawal by source.</td>
<td>Fully</td>
<td>Pg. 162. All the water consumed by Amadeus is either fresh water or water consumed from wells owned by the company.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>EN9</td>
<td>Water sources significantly affected by withdrawal of water.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>EN10</td>
<td>Percentage and total volume of water recycled and reused.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Biodiversity</strong></td>
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</tr>
<tr>
<td>EN11</td>
<td>Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.</td>
<td>Not</td>
<td></td>
<td>Not applicable</td>
<td></td>
<td>Amadeus sites are not situated in areas with high-biodiversity value.</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>EN12</td>
<td>Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.</td>
<td>Not</td>
<td></td>
<td>Not applicable</td>
<td></td>
<td>Amadeus sites are not situated in areas with high-biodiversity value.</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>EN13</td>
<td>Habitats protected or restored.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>EN14</td>
<td>Strategies, current actions, and future plans for managing impacts on biodiversity.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>EN15</td>
<td>Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Emissions, effluents and waste</strong></td>
<td></td>
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<tr>
<td>EN16</td>
<td>Total direct and indirect greenhouse gas emissions by weight.</td>
<td>Fully</td>
<td>Pg. 67, 69, 162</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>EN17</td>
<td>Other relevant indirect greenhouse gas emissions by weight.</td>
<td>Fully</td>
<td>Pg. 67, 69, 162</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>EN18</td>
<td>Initiatives to reduce greenhouse gas emissions and reductions achieved.</td>
<td>Fully</td>
<td>Pg. 69-72</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Performance indicator</td>
<td>Description</td>
<td>Reported</td>
<td>Location of disclosure</td>
<td>if applicable, indicate the part not reported</td>
<td>Reason for omission</td>
<td>Explanation</td>
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<tr>
<td>EN19</td>
<td>Emissions of ozone-depleting substances by weight.</td>
<td>Not</td>
<td></td>
<td>Not applicable</td>
<td></td>
<td>The cooling of the Amadeus Data Centre in Erding is the only significant source of potential emissions of ozone-depleting substances and nonetheless the renovation of the cooling systems has been done introducing machines that do not use ozone-depleting substances. The same applies for our air conditioning systems in Sophia Antipolis.</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>EN20</td>
<td>NOx, SOx, and other significant air emissions by type and weight.</td>
<td>Not</td>
<td></td>
<td>Not applicable</td>
<td></td>
<td>Amadeus is a leading provider of advanced technology solutions for the global travel industry, and thus emits insignificant amounts of other air emissions.</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>EN21</td>
<td>Total water discharge by quality and destination.</td>
<td>Not</td>
<td></td>
<td>Not applicable</td>
<td></td>
<td>All the water consumed (EN8) is discharged to the sewage system or used for irrigation purposes</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>EN22</td>
<td>Total weight of waste by type and disposal method.</td>
<td>Partially</td>
<td>Pg.161</td>
<td>Disposal Method used to manage the waste</td>
<td>Not available</td>
<td>Currently there is no formal procedure for reporting waste disposal method among all Amadeus sites and therefore the data obtained is very heterogeneous.</td>
<td>2015</td>
<td>✓</td>
</tr>
<tr>
<td>EN23</td>
<td>Total number and volume of significant spills.</td>
<td>Not</td>
<td></td>
<td>Not applicable</td>
<td></td>
<td>Amadeus is a leading provider of advanced technology solutions for the global travel industry and thus its operations do not generate spills.</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>EN24</td>
<td>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.</td>
<td>Not</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>EN25</td>
<td>Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation’s discharges of water and runoff.</td>
<td>Not</td>
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<tr>
<td>Performance indicator</td>
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<td>Reported</td>
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<td>If applicable, indicate the part not reported</td>
<td>Reason for omission</td>
<td>Explanation</td>
<td>To be reported in</td>
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<tr>
<td><strong>Products and services</strong></td>
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<tr>
<td>EN26</td>
<td>Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.</td>
<td>Fully</td>
<td>Pg. 72-73</td>
<td></td>
<td></td>
<td>Amadeus is a leading provider of advanced technology solutions for the global travel industry. We do not sell products with packaging.</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>EN27</td>
<td>Percentage of products sold and their packaging materials that are reclaimed by category.</td>
<td>Not</td>
<td></td>
<td></td>
<td>Not applicable</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td><strong>Compliance</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>EN28</td>
<td>Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.</td>
<td>Fully</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td><strong>Transport</strong></td>
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<tr>
<td>EN29</td>
<td>Significant environmental impacts of transporting products and other goods and materials used for the organisation’s operations, and transporting members of the workforce.</td>
<td>Not</td>
<td></td>
<td></td>
<td>Not available</td>
<td>As a leading provider of advanced technology solutions for the global travel industry, Amadeus does have any transport of goods. However, regarding workforce use of transport Amadeus aims to report on this in the coming years.</td>
<td>2015</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>EN30</td>
<td>Total environmental protection expenditures and investments by type.</td>
<td>Not</td>
<td>Information on expenditure and investments</td>
<td>Not available</td>
<td></td>
<td>Amadeus does not currently calculate overall expenditure and investment figures relating to the environment. But part of the investments in equipment and facilities produce environmental benefits. Amadeus aims to report on this in the coming years.</td>
<td>2015</td>
<td>✓</td>
</tr>
<tr>
<td>Performance indicator</td>
<td>Description</td>
<td>Reported</td>
<td>Location of disclosure</td>
<td>If applicable, indicate the part not reported</td>
<td>Reason for omission</td>
<td>Explanation</td>
<td>To be reported in</td>
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<tr>
<td><strong>Social: Labour practices and decent work</strong></td>
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<tr>
<td><strong>Employment</strong></td>
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<td></td>
</tr>
<tr>
<td>LA1</td>
<td>Total workforce by employment type, employment contract and region, broken down by gender.</td>
<td>Partially</td>
<td>Pg. 87, 158, 160</td>
<td>Break down by gender. Data on employment type</td>
<td>Not available</td>
<td>The current data collection process does not cover breakdown by gender or employment type. Amadeus is working on this and aims to report the data in the coming years.</td>
<td>2015</td>
<td>✓</td>
</tr>
<tr>
<td>LA2</td>
<td>Total number and rate of new employee hires and employee turnover by age group, gender, and region.</td>
<td>Partially</td>
<td>Pg. 158</td>
<td>Total new hires are not break down by gender, age group or region and no rate of new hires is reported. Turnover rate is not reported by age group</td>
<td>Not available</td>
<td>The current data collection process does not cover breakdown by age group. Amadeus is working on this and aims to report the data in the coming years.</td>
<td>2015</td>
<td>✓</td>
</tr>
<tr>
<td>LA3</td>
<td>Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.</td>
<td>Not</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>LA15</td>
<td>Return to work and retention rates after parental leave, by gender.</td>
<td>Not</td>
<td></td>
<td>Not available</td>
<td>The current data collection process does not cover parental leave data. Amadeus is working on this and aims to report the data in the coming years.</td>
<td>2015</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td><strong>Labor/management relations</strong></td>
<td></td>
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<tr>
<td>LA4</td>
<td>Percentage of employees covered by collective bargaining agreements.</td>
<td>Fully</td>
<td>Pg. 159</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>LA5</td>
<td>Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.</td>
<td>Partially</td>
<td>Pg. 91</td>
<td>The minimum number of weeks notice typically provided to employees and their elected representatives prior to the implementation of significant operational changes that could substantially affect them.</td>
<td>Proprietary information</td>
<td>This information regarding Amadeus Human Resources policies is considered confidential.</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Performance indicator</td>
<td>Description</td>
<td>Reported</td>
<td>Location of disclosure</td>
<td>If applicable, indicate the part not reported</td>
<td>Reason for omission</td>
<td>Explanation</td>
<td>To be reported in</td>
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<tr>
<td><strong>Occupational health and safety</strong></td>
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</tr>
<tr>
<td>LA6</td>
<td>Percentage of total workforce represented in formal joint management—worker health and safety committees that help monitor and advise on occupational health and safety programmes.</td>
<td>Not</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>LA7</td>
<td>Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.</td>
<td>Partially</td>
<td>Pg. 159</td>
<td>No breakdown by gender. Occupational disease rates are not reported.</td>
<td>Not available</td>
<td>The current data collection process does not cover breakdown by gender. Amadeus is working on this and aims to report the data in the coming years. 2015</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>LA8</td>
<td>Education, training, counselling, prevention, and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases.</td>
<td>Fully</td>
<td>Pg. 91</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>LA9</td>
<td>Health and safety topics covered in formal agreements with trade unions.</td>
<td>Not</td>
<td></td>
<td></td>
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<tr>
<td><strong>Training and education</strong></td>
<td></td>
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<tr>
<td>LA10</td>
<td>Average hours of training per year per employee by gender, and by employee category.</td>
<td>Partially</td>
<td>Pg. 90</td>
<td>No breakdown by gender.</td>
<td>Not available</td>
<td>The current data collection process does not cover breakdown by gender. Amadeus is working on this and aims to report the data in the coming years. 2015</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>LA11</td>
<td>Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.</td>
<td>Not</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>LA12</td>
<td>Percentage of employees receiving regular performance and career development reviews, by gender.</td>
<td>Partially</td>
<td>Pg. 89</td>
<td>Breakdown by gender.</td>
<td>Not available</td>
<td>The current data collection process does not cover breakdown by gender. Amadeus is working on this and aims to report the data in the coming years. 2014</td>
<td></td>
<td>✓</td>
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<tr>
<td><strong>Diversity and equal opportunities</strong></td>
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<tr>
<td>LA13</td>
<td>Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.</td>
<td>Partially</td>
<td>Pg. 88 (In 2013 the number of employees with disabilities represented the 1% of total employees), 158, 160.</td>
<td>Breakdown of minority group by gender.</td>
<td>Not available</td>
<td>The current data collection process does not cover breakdown by gender. Amadeus is working on this and aims to report the data in the coming years. 2014</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Performance indicator</td>
<td>Description</td>
<td>Reported</td>
<td>Location of disclosure</td>
<td>If applicable, indicate the part not reported</td>
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</tr>
<tr>
<td>Equal remuneration for women and men</td>
<td>Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.</td>
<td>Not</td>
<td></td>
<td></td>
<td>Proprietary information</td>
<td>This indicator regarding Amadeus Human Resources policies is considered confidential. However, a statement on equal remuneration for men and woman is disclosed.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social: Human rights</td>
<td>Investment and procurement practices</td>
<td></td>
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</tr>
<tr>
<td>HR1</td>
<td>Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.</td>
<td>Partially</td>
<td>Pg. 115</td>
<td>Percentage and total number of significant investments that include clauses on HR.</td>
<td>Not available</td>
<td>Amadeus corporate purchasing policy includes clauses related to HR in all cases but currently there is not a monitoring system in place to report the number of RFPs that has undergone this type of screening.</td>
<td>2015</td>
<td></td>
</tr>
<tr>
<td>HR2</td>
<td>Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.</td>
<td>Fully</td>
<td>Pg. 115</td>
<td></td>
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</tr>
<tr>
<td>HR3</td>
<td>Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.</td>
<td>Fully</td>
<td>Pg. 113</td>
<td></td>
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<tr>
<td>Non-discrimination</td>
<td></td>
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<tr>
<td>HR4</td>
<td>Total number of incidents of discrimination and corrective actions taken.</td>
<td>Fully</td>
<td></td>
<td>No discrimination incidents were reported at Amadeus in 2013.</td>
<td></td>
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</tr>
<tr>
<td>Freedom of association and collective bargaining</td>
<td></td>
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<tr>
<td>HR5</td>
<td>Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.</td>
<td>Fully</td>
<td></td>
<td></td>
<td>During 2013 Amadeus has not identified any operations in which the right to exercise freedom may be at significant risk.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance indicator</td>
<td>Description</td>
<td>Reported</td>
<td>Location of disclosure</td>
<td>If applicable, indicate the part not reported</td>
<td>Reason for omission</td>
<td>Explanation</td>
<td>To be reported in</td>
<td>PwC</td>
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</tr>
<tr>
<td><strong>Child labour</strong></td>
<td></td>
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</tr>
<tr>
<td>HR6</td>
<td>Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour.</td>
<td>Fully</td>
<td>Amadeus is a leading provider of advanced technology solutions for the global travel industry, and thus has not identified any operations as having significant risk for incidents of child labor.</td>
<td></td>
<td></td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td><strong>Prevention of forced and compulsory labour</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>HR7</td>
<td>Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour.</td>
<td>Fully</td>
<td>Amadeus is a leading provider of advanced technology solutions for the global travel industry, and thus has not identified any operations as having significant risk for incidents of forced or compulsory labor.</td>
<td></td>
<td></td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td><strong>Security practices</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>HR8</td>
<td>Percentage of security personnel trained in the organisation’s policies or procedures concerning aspects of human rights that are relevant to operations.</td>
<td>Not</td>
<td>Not applicable</td>
<td>As a leading provider of advanced technology solutions for the global travel industry, Amadeus is not exposed to significant security risk.</td>
<td></td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td><strong>Indigenous rights</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>HR9</td>
<td>Total number of incidents of violations involving rights of indigenous people and actions taken.</td>
<td>Not</td>
<td>Not applicable</td>
<td>As a leading provider of advanced technology solutions for the global travel industry, Amadeus operations are not located in sites which may impact indigenous communities.</td>
<td></td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>HR10</td>
<td>Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.</td>
<td>Not</td>
<td>Not available</td>
<td>Internal audits review compliance with the Amadeus Code of Professional Behaviour. Amadeus has no procedure in place to undertake more specific human rights reviews or assessments. Amadeus is currently working and aims to report this information in the coming years.</td>
<td>2015</td>
<td></td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Performance indicator</td>
<td>Description</td>
<td>Reported</td>
<td>Location of disclosure</td>
<td>If applicable, indicate the part not reported</td>
<td>Reason for omission</td>
<td>Explanation</td>
<td>To be reported in</td>
<td>PwC</td>
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<tr>
<td><strong>Remediation</strong></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>HR11</td>
<td>Number of grievances related to human rights filed, addressed and resolved through formal.</td>
<td>Not</td>
<td>During 2013 Amadeus has not identified any grievances related to human rights filed, addressed and resolved.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Social: Society</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Local communities</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>SO1</td>
<td>Percentage of operations with implemented local community engagement, impact assessments, and development programmes.</td>
<td>Partially</td>
<td>Pg. 76</td>
<td>Quantification of impact assessments and ongoing monitoring.</td>
<td>Not available</td>
<td>Being one of Amadeus CRS Strategy goals the impact assessment for each of the CSR projects, Amadeus is working on this and aims to report the data in the coming years.</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>SO9</td>
<td>Operations with significant potential or actual negative impacts on local communities.</td>
<td>Not</td>
<td></td>
<td></td>
<td>Not applicable</td>
<td>Due to Amadeus operations, mainly software development and commercial organisations, there are no negative impacts that could affect local communities. In addition to this, Amadeus does not operate in any rural/ small community. All its offices are located in main cities and if a location were closed, it would not affect either the local community in terms of employment as Amadeus does not have a significant number of employees in a site compared to the cities where they are located.</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Performance indicator</td>
<td>Description</td>
<td>Reported</td>
<td>Location of disclosure</td>
<td>If applicable, indicate the part not reported</td>
<td>Reason for omission</td>
<td>Explanation</td>
<td>To be reported in</td>
<td>PwC</td>
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</tr>
<tr>
<td>SO10</td>
<td>Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.</td>
<td>Not</td>
<td></td>
<td>Not applicable</td>
<td></td>
<td>Due to Amadeus operations, mainly software development and commercial organisations, there are no negative impacts that could affect local communities. In addition to this, Amadeus does not operate in any rural/small community. All its offices are located in main cities and if a location were closed, it would not affect either the local community in terms of employment as Amadeus does not have a significant number of employees in a site compared to the cities where they are located.</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td><strong>Corruption</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>SO2</td>
<td>Percentage and total number of business units analysed for risks related to corruption.</td>
<td>Fully</td>
<td>Pg. 115: In 2013, we have completed the following activities: - Testing of Internal Control over Financial Reporting (ICFR): Madrid, Nice and Erding; - 8 audit engagements of Amadeus Commercial Organizations (ACOs’): LatAm continuous audit, Japan, Benelux, Germany, Gulf, Latvia, Malaysia, Korea; - 2 consulting engagements at Amadeus IT (Madrid): Data Protection Law, and Running Costs evolution; - Anti-fraud inquiries. The percentage of analyzed units in 2013 over all Amadeus Group was 15%.</td>
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<td></td>
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<td>✓</td>
</tr>
<tr>
<td>S03</td>
<td>Percentage of employees trained in organisation’s anti-corruption policies and procedures.</td>
<td>Fully</td>
<td>Pg. 160</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>S04</td>
<td>Actions taken in response to incidents of corruption.</td>
<td>Fully</td>
<td>In 2013 Amadeus did not identify any incidents of corruption.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td><strong>Public policy</strong></td>
<td></td>
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</tr>
<tr>
<td>S05</td>
<td>Public policy positions and participation in public policy development and lobbying.</td>
<td>Fully</td>
<td>Pg. 21-22</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Performance indicator</td>
<td>Description</td>
<td>Reported</td>
<td>Location of disclosure</td>
<td>If applicable, indicate the part not reported</td>
<td>Reason for omission</td>
<td>Explanation</td>
<td>To be reported in</td>
<td>PwC</td>
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</tr>
<tr>
<td>SO6</td>
<td>Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Anti-competitive behaviour</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>SO7</td>
<td>Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.</td>
<td>Fully</td>
<td>In 2013, there were no legal actions for anti-competitive behavior, anti-trust and monopoly practices</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Compliance</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>SO8</td>
<td>Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.</td>
<td>Fully</td>
<td>In 2013, Amadeus did not receive any significant fines or sanctions for non-compliance with laws and regulations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Social: Product responsibility</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Customer health and safety</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>PR1</td>
<td>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.</td>
<td>Partially</td>
<td>Amadeus carries out user experience research studies taking into consideration feedback from end-users globally. The studies follow a reiterative four step approach consisting on: 1 Building tests, 2 Collecting data, 3 Analysing data and 4 Producing user interface guidelines</td>
<td>Percentage of significant products and services categories subject Not available</td>
<td>Currently Amadeus has no systematic procedure to obtain this data. Amadeus is currently working to start gathering this kind of information for the coming years.</td>
<td>2015</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>PR2</td>
<td>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.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Performance indicator</td>
<td>Description</td>
<td>Reported</td>
<td>Location of disclosure</td>
<td>If applicable, indicate the part not reported</td>
<td>Reason for omission</td>
<td>Explanation</td>
<td>To be reported in</td>
<td>PwC</td>
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</tr>
<tr>
<td><strong>Product and service labelling</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>PR3</td>
<td>Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.</td>
<td>Not</td>
<td></td>
<td></td>
<td>Not applicable</td>
<td>Amadeus does not own the information it provides to travel agencies on flights and other travel related information. This information is owned by each travel provider and we provide technology solutions to distribute this information. While we help distributing that information to travel agencies, we do it in a neutral manner not favouring any airline, as 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.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PR4</td>
<td>Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.</td>
<td>Not</td>
<td></td>
<td></td>
<td></td>
<td>Amadeus does not own the information it provides to travel agencies on flights and other travel related information. This information is owned by each travel provider and we provide technology solutions to distribute this information. While we help distributing that information to travel agencies, we do it in a neutral manner not favouring any airline, as 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.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance indicator</td>
<td>Description</td>
<td>Reported</td>
<td>Location of disclosure</td>
<td>If applicable, indicate the part not reported</td>
<td>Reason for omission</td>
<td>Explanation</td>
<td>To be reported in</td>
<td>PwC</td>
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</tr>
<tr>
<td>PR5</td>
<td>Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.</td>
<td>Partially</td>
<td>Pg. 96-98</td>
<td>Results of surveys measuring customer satisfaction</td>
<td>Proprietary information</td>
<td>Amadeus considers this information very confidential and sensitive.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Marketing communications**

| PR6                   | Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship. | Not applicable | | Not applicable | Amadeus does not own the information it provides to travel agencies on flights and other travel related information. This information is owned by each travel provider and we provide technology solutions to distribute this information. While we help distributing that information to travel agencies, we do it in a neutral manner not favouring any airline, as 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. | | |

| 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. | Not applicable | | Amadeus marketing policies do not include adherence to voluntary codes related to marketing communications. | | |

**Customer privacy**

| PR8                   | Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. | Fully | In 2013 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 | Amadeus did not receive any fines related to non-compliance with laws and regulations concerning the provision and use of products and services. | | | | |

✓ - Indicator reviewed by PwC through the independent assurance for the corporate responsibility indicators of the Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) version 3.1 (G3.1).
**Tables related to HR information:**

### Breakdown by professional category

<table>
<thead>
<tr>
<th>Category</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>VPs and directors</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Senior managers and managers</td>
<td>25%</td>
<td>23%</td>
<td>21%</td>
</tr>
<tr>
<td>Staff</td>
<td>74%</td>
<td>75%</td>
<td>77%</td>
</tr>
</tbody>
</table>

Scope: All Amadeus Group companies. Based on permanent heads.

### Employee turnover rate

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover rate</td>
<td>5.8%</td>
<td>6.9%</td>
<td>6.9%</td>
</tr>
</tbody>
</table>

### Turnover by region

<table>
<thead>
<tr>
<th>Region</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe*</td>
<td>5.2%</td>
</tr>
<tr>
<td>North America</td>
<td>7.9%</td>
</tr>
<tr>
<td>South America</td>
<td>12.1%</td>
</tr>
<tr>
<td>Asia</td>
<td>12.4%</td>
</tr>
<tr>
<td>Middle East and Africa</td>
<td>N/A</td>
</tr>
</tbody>
</table>

*Europe does not include Central and Southern Europe Region because of lack of comparable data with the rest of countries included.

### Number of new employees hires

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of new employees hires</td>
<td>807</td>
<td>1,164</td>
<td>1,775</td>
</tr>
</tbody>
</table>

### Employee turnover by gender

<table>
<thead>
<tr>
<th>Category</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of men who left Amadeus</td>
<td>288</td>
<td>313</td>
<td>414</td>
</tr>
<tr>
<td>Number of women who left Amadeus</td>
<td>182</td>
<td>273</td>
<td>255</td>
</tr>
</tbody>
</table>

Note: only permanent employees included. In 2013, these figures represent 90% of Amadeus staff, some subsidiaries are not included.

### Number of employees with disabilities

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>71</td>
<td>74</td>
<td>78</td>
</tr>
</tbody>
</table>
### Injury rate

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>1.65</td>
<td>0.73</td>
<td>0.70</td>
</tr>
<tr>
<td>North America</td>
<td>0.03</td>
<td>0.01</td>
<td>0.01</td>
</tr>
<tr>
<td>South America</td>
<td>2.13</td>
<td>2.04</td>
<td>2.09</td>
</tr>
<tr>
<td>Asia</td>
<td>2.38</td>
<td>2.3</td>
<td>1.62</td>
</tr>
</tbody>
</table>

### Lost day rate

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>0.03</td>
<td>0.01</td>
<td>0.01</td>
</tr>
<tr>
<td>North America</td>
<td>0.04</td>
<td>0.04</td>
<td>0.04</td>
</tr>
<tr>
<td>South America</td>
<td>2.13</td>
<td>2.04</td>
<td>2.09</td>
</tr>
<tr>
<td>Asia</td>
<td>2.38</td>
<td>2.3</td>
<td>1.62</td>
</tr>
</tbody>
</table>

### Common illness rate %

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>0.80</td>
<td>0.01</td>
<td>2.22</td>
</tr>
<tr>
<td>North America</td>
<td>0.77</td>
<td>0.04</td>
<td>1.51</td>
</tr>
<tr>
<td>South America</td>
<td>-</td>
<td>-</td>
<td>1.05</td>
</tr>
<tr>
<td>Asia</td>
<td>0.53</td>
<td>0.03</td>
<td>0.62</td>
</tr>
<tr>
<td>Middle East and Africa</td>
<td>2.72</td>
<td>0.03</td>
<td>0.34</td>
</tr>
</tbody>
</table>

### Absentee rate %

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>0.03</td>
<td>0.01</td>
<td>0.01</td>
</tr>
<tr>
<td>North America</td>
<td>0.04</td>
<td>0.04</td>
<td>0.04</td>
</tr>
<tr>
<td>South America</td>
<td>2.13</td>
<td>2.04</td>
<td>2.09</td>
</tr>
<tr>
<td>Asia</td>
<td>2.38</td>
<td>2.3</td>
<td>1.62</td>
</tr>
<tr>
<td>Middle East and Africa</td>
<td>0.53</td>
<td>0.03</td>
<td>0.62</td>
</tr>
</tbody>
</table>

### 2013 rate by region

<table>
<thead>
<tr>
<th>Region</th>
<th>Injury rate</th>
<th>Lost day rate</th>
<th>Common illness rate</th>
<th>Absentee rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>0.80</td>
<td>0.01</td>
<td>2.22</td>
<td>1.49</td>
</tr>
<tr>
<td>North America</td>
<td>0.77</td>
<td>0.04</td>
<td>1.51</td>
<td>1.52</td>
</tr>
<tr>
<td>South America</td>
<td>-</td>
<td>-</td>
<td>1.05</td>
<td>0.29</td>
</tr>
<tr>
<td>Asia</td>
<td>0.53</td>
<td>-</td>
<td>1.31</td>
<td>1.40</td>
</tr>
<tr>
<td>Middle East and Africa</td>
<td>2.72</td>
<td>0.03</td>
<td>0.62</td>
<td>0.34</td>
</tr>
</tbody>
</table>

### Accidents

<table>
<thead>
<tr>
<th>Accidents</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of accidents resulting in lost days</td>
<td>21</td>
<td>22</td>
<td>10</td>
</tr>
<tr>
<td>Number of accidents not resulting in lost days</td>
<td>22</td>
<td>14</td>
<td>23</td>
</tr>
<tr>
<td>Number of fatal accidents</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

### Percentage of employees covered by collective bargaining agreements

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>55%</td>
<td>53%</td>
<td>54%</td>
</tr>
</tbody>
</table>
### Number of employees by professional category and gender

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>VPs and directors</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Men</td>
<td>121</td>
<td>124</td>
<td>128</td>
</tr>
<tr>
<td>Women</td>
<td>15</td>
<td>17</td>
<td>19</td>
</tr>
<tr>
<td><strong>Senior managers/managers</strong></td>
<td>2,022</td>
<td>2,091</td>
<td>2,256</td>
</tr>
<tr>
<td>Men</td>
<td>1,379*</td>
<td>1,429</td>
<td>1,564</td>
</tr>
<tr>
<td>Women</td>
<td>643</td>
<td>662</td>
<td>692</td>
</tr>
<tr>
<td><strong>Staff</strong></td>
<td>6,003</td>
<td>6,931</td>
<td>8,099</td>
</tr>
<tr>
<td>Men</td>
<td>3,328</td>
<td>4,024</td>
<td>4,860</td>
</tr>
<tr>
<td>Women</td>
<td>2,675</td>
<td>2,907</td>
<td>3,239</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>8,161</td>
<td>9,163</td>
<td>10,502</td>
</tr>
</tbody>
</table>

Scope: All Amadeus Group companies. Based on permanent heads.

*Correction from previous report 1,388 employees.

### Board composition

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woman</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Other than Spanish</td>
<td>82%</td>
<td>73%</td>
<td>73%</td>
</tr>
<tr>
<td>&lt;30 years</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Between 30 and 50 years</td>
<td>9%</td>
<td>9%</td>
<td>18%</td>
</tr>
<tr>
<td>&gt;50 years</td>
<td>91%</td>
<td>91%</td>
<td>82%</td>
</tr>
</tbody>
</table>

### Anti-Fraud Policy training

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management trained</td>
<td>100</td>
<td>125</td>
</tr>
<tr>
<td>% over top management</td>
<td>61%</td>
<td>74%</td>
</tr>
</tbody>
</table>
Tables related to environmental information:

### Paper consumption

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Bangalore 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper consumption top 10 Amadeus sites (kg)</td>
<td>82,090*</td>
<td>77,830*</td>
<td>64,819*</td>
<td>62,254</td>
<td>1,561</td>
</tr>
<tr>
<td>Number of employees top 10 Amadeus sites</td>
<td>7,265</td>
<td>7,728</td>
<td>8,130</td>
<td>8,577</td>
<td>719</td>
</tr>
<tr>
<td>Paper consumption per employee (A4 sheets / working day)</td>
<td>10.27*</td>
<td>9.16*</td>
<td>7.25*</td>
<td>6.60</td>
<td>2.0</td>
</tr>
</tbody>
</table>

### Fossil fuels top ten sites

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Bangalore 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural gas (GJ)</td>
<td>23,517</td>
<td>19,959</td>
<td>22,287</td>
<td>24,189</td>
<td>-</td>
</tr>
<tr>
<td>Trend natural gas</td>
<td>-</td>
<td>-15%</td>
<td>12%</td>
<td>9%</td>
<td>-</td>
</tr>
<tr>
<td>Diesel (GJ)</td>
<td>1,802</td>
<td>1,743</td>
<td>1,239</td>
<td>1,203</td>
<td>513</td>
</tr>
<tr>
<td>Trend diesel</td>
<td>-</td>
<td>-3%</td>
<td>-29%</td>
<td>-3%</td>
<td>-</td>
</tr>
</tbody>
</table>

### Electricity consumption

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Bangalore 2013</th>
</tr>
</thead>
<tbody>
<tr>
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<td>7,265</td>
<td>7,728</td>
<td>8,130</td>
<td>8,577</td>
<td>719</td>
</tr>
<tr>
<td>Electricity consumption offices top 10 sites (GJ)</td>
<td>113,275</td>
<td>110,276</td>
<td>105,086</td>
<td>113,159</td>
<td>8,076</td>
</tr>
<tr>
<td>Electricity consumption per employee and year (GJ)</td>
<td>16</td>
<td>14</td>
<td>13</td>
<td>13</td>
<td>11</td>
</tr>
<tr>
<td>Electricity consumption data centre (GJ)</td>
<td>131,057</td>
<td>135,044</td>
<td>140,113</td>
<td>141,825</td>
<td>-</td>
</tr>
<tr>
<td>Number of transactions processed by data centre (millions)</td>
<td>850</td>
<td>948</td>
<td>1,091</td>
<td>1,174</td>
<td>-</td>
</tr>
<tr>
<td>Energy required per 1 million transactions (GJ)</td>
<td>154</td>
<td>143</td>
<td>128</td>
<td>121</td>
<td>-</td>
</tr>
<tr>
<td>Total electricity consumption top 10 sites, including data centre (GJ)</td>
<td>244,332</td>
<td>245,320</td>
<td>245,199</td>
<td>254,984</td>
<td>-</td>
</tr>
</tbody>
</table>

### Waste

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Bangalore 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total estimated waste top 10 Amadeus sites (kg)</td>
<td>189,500</td>
<td>181,996</td>
<td>177,357</td>
<td>204,141</td>
<td>31,680</td>
</tr>
</tbody>
</table>
### Water consumption

<table>
<thead>
<tr>
<th>Water consumption top 10 Amadeus sites (m³)</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Bangalore 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water consumption</td>
<td>180,818</td>
<td>168,869</td>
<td>191,799</td>
<td>176,772</td>
<td>13,215</td>
</tr>
</tbody>
</table>

### Electricity generation

<table>
<thead>
<tr>
<th>Energy content per type of fuel used (GJ)*</th>
<th>Coal</th>
<th>Fuel oil</th>
<th>Natural gas</th>
<th>Biomass</th>
<th>Waste</th>
<th>Other**</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 10 Amadeus sites</td>
<td>59,623</td>
<td>5,841</td>
<td>50,171</td>
<td>4,374</td>
<td>2,564</td>
<td>72,588</td>
<td>195,160</td>
</tr>
<tr>
<td>Data centre (Erding)</td>
<td>173,391</td>
<td>7,691</td>
<td>62,945</td>
<td>16,551</td>
<td>6,150</td>
<td>50,567</td>
<td>317,295</td>
</tr>
<tr>
<td>Bangalore</td>
<td>15,596</td>
<td>781</td>
<td>3,328</td>
<td>48</td>
<td>0</td>
<td>1,289</td>
<td>21,041</td>
</tr>
</tbody>
</table>

* Source: International Energy Agency and Amadeus’ EMS. Data calculated per country.

** Includes: nuclear, hydropower, geothermal, photovoltaic, solar thermal, wind power and tidal power.

### All figures in tonnes of CO₂ emissions unless otherwise indicated (top ten sites)

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Bangalore 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 1. Direct emissions (fossil fuels)</td>
<td>1,367</td>
<td>1,175</td>
<td>1,263</td>
<td>1,361</td>
<td>35</td>
</tr>
<tr>
<td>Scope 2. Indirect emissions from purchased electricity</td>
<td>19,470</td>
<td>18,924</td>
<td>18,291</td>
<td>18,298</td>
<td>2,028</td>
</tr>
<tr>
<td>Scope 3. Indirect emissions from other sources</td>
<td>3,955*</td>
<td>5,093*</td>
<td>5,393*</td>
<td>6,218</td>
<td>831</td>
</tr>
</tbody>
</table>

*Correction from previous report
Annex 4

Summary of Amadeus services and solutions
## Annex 4.
### Summary of Amadeus services and solutions

<table>
<thead>
<tr>
<th>Portfolio overview</th>
<th>Airline Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availity &amp; schedules</td>
<td>Our Availability portfolio helps customers ensure that their product is available and accurately reflected on the agency desktop.</td>
</tr>
<tr>
<td>Fares</td>
<td>The Fares portfolio is designed to enable customers to get the right fares to the right agents.</td>
</tr>
<tr>
<td>Customer</td>
<td>The Customer portfolio helps airlines make sure that their top-tier customers receive a differentiated service, and also prevent errors and data misuse.</td>
</tr>
<tr>
<td>Booking</td>
<td>Our Booking portfolio is used to inform agents about airlines’ booking policies. It lets them book airline inventory and request related services with ease and efficiency. It also enables them to service agency bookings and perform quality checks.</td>
</tr>
<tr>
<td>Fulfilment</td>
<td>The Fulfilment portfolio facilitates automated ticketing and fulfilment by agents, including fee collection.</td>
</tr>
<tr>
<td>Revenue maximisation</td>
<td>Our Revenue maximisation portfolio is designed to boost sales and develop the target marketing capabilities of airlines.</td>
</tr>
<tr>
<td>Booking integrity</td>
<td>The Booking integrity portfolio enhances control over travel agency sales.</td>
</tr>
<tr>
<td>Merchandising</td>
<td>The Merchandising portfolio assists airlines in making a real brand impact and up-selling their product offer.</td>
</tr>
<tr>
<td>Business intelligence</td>
<td>The Business intelligence portfolio facilitates informed decision making in the areas of sales, marketing, network planning, scheduling, pricing and yield management to optimise revenues and identify the potential for cost-cutting.</td>
</tr>
</tbody>
</table>
Customer portfolio

Provides superior levels of customer service.
Supports Client Relationship Management (CRM) initiatives and facilitates management of high-yield customers by travel agents.

Frequent flyer
Enables agents to use customer data when making reservations, giving an airline the ability to track frequent flyer Passenger Name Records (PNRs) and/or identify frequent flyer requests in real time.

Business benefits
Superior customer service
Enhances service for frequent flyers by easily identifying their requests and acting accordingly, and improves service to travel agents by enabling them to handle frequent flyer reservations in a much faster, professional and secure manner.

Optimised distribution costs
Prevents errors and misuse of customer data through real-time validation and the automatic transmission of frequent flyer information to all the partners of the airline.

Booking portfolio
Easy and efficient sales through over 91,000 travel agents. Facilitates information provision and enables sales execution and customer servicing by travel agents, as well as Passenger Name Record (PNR) servicing and quality checks.

Standard access
Provides standard booking facilities in accordance with IATA AIRIMP (universally agreed upon communications standards for the handling of passenger reservations interline messages).

Interactive Sell (previously access sell)
Enables real-time sales by travel agents using an interactive process that sends a request to your system when a sell request is made by an agent.
Interactive seat map and advance seat reservation
Provides travel agents with real-time seat map information on flights and the ability to request specific seats in real time and receive an instant acknowledgment from an airline’s system.

Automatic special service request (SSR) handling
Helps to automatically handle special service requests in the Amadeus system based on a powerful set of defined business rules.

Auxiliary services
Facilitates the ordering of value-added non-air services provided by the airline. e.g. taxi pick-up, limousine services, etc.

Negotiated space
Allows an airline to define blocked space and assign it to preferred travel agents whilst retaining full synchronisation with the inventory of the airline.

PNR claim
Lets travel agents retrieve Passenger Name Records (PNRs) initially created in the system and take control of them for the purpose of ticket fulfilment or further PNR servicing.

PNR Synchronisation
The Amadeus PNR Synchronisation product provides non-Altéa airlines with the ability to synchronise PNRs created in Amadeus and subsequently updated in the airline system. Thanks to this feature, PNR items are kept in sync between Amadeus and the airline system.

Operational flight information
Provides travel agents with access to full flight details before and after departure, including departure gate and take-off times, estimated time of arrival, real landing and final arrival times.

System servicing
Allows servicing of agency bookings and quality checks via the connection of terminals to the Amadeus system.

Amadeus Group Passenger Name Record
Allows agents to handle groups of up to 99 passengers in one single booking record with flexibility. Group bookings are managed efficiently thanks to features like advanced group seating and individual name management.

<table>
<thead>
<tr>
<th>Business benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superior customer service</td>
</tr>
<tr>
<td>Increased productivity</td>
</tr>
<tr>
<td>Optimised distribution costs</td>
</tr>
</tbody>
</table>

Fulfilment portfolio
Facilitates automated ticketing and fulfilment.

Ticketing
Facilitates ticketing and issuance of relevant documentation by travel agents as well as collection of fees.

Card acceptance
Allows the airline to establish credit card acceptance and process authorisation for major international credit and payment cards.

Airline service fees
Facilitates the processing, collection and reporting of the airline’s credit card fees by travel agents. These fees are seamlessly integrated into the agency booking flow being applied automatically at the time of fare pricing and ticket issuance.

Revenue maximisation portfolio
Allows airlines to make smarter sales and increase revenue. Facilitates distribution decisions in line with revenue management policies and customer and market segmentation.

Carrier preferred display management
Gives the opportunity to influence the selling behaviour of Amadeus travel agents by creating and managing an airline’s own biased displays to support its business requirements and customer and market segmentation objectives.

Availability management
Enables airlines to differentiate their offer in line with their customer and market segmentation. By applying revenue management controls at the channel level, an airline can tailor availability information to individual points of sale.

Dynamic availability
Works in conjunction with the airline’s own system to reflect its recommendations through Amadeus powered channels. This allows an airline to reply to availability requests by agents in real time, customising its offer based on the value of the booking and taking into account origin and destination (O&D) information as well as its customer and market segmentation.
Availability calculator
Provides the airline with the ability to get automatic computed availability information directly in the Amadeus system using a calculation algorithm provided by the airline, therefore reducing the volume of polling transactions.

Journey data
Allows an airline to receive real-time information about the rest of a passenger’s journey and make more accurate decisions about what offer to propose and/or how to react to a booking request.

Married segment control
Links connecting flight segments together to be treated as a single unit during the booking process and beyond, for the entire existence of the booking record.

Business benefits

| **Increased revenue** | Improves the profitability of sales across the network and ensures that forecast yield translates into revenue collected, plus gets agents to book preferred flight connections |
| **Optimised distribution costs** | Controls travel agency sales more effectively through the prevention of agency abuse, and ensures travel agents sell in the way that the airline wants them to sell |
| **Enhanced brand awareness** | Targets the airline’s offer based on customer and market segmentation, and customises the offer based on customer value and who is selling |

Airline ancillary services
Enables airlines to sell à la carte ancillary services (seats, bags, meals, etc.) in all distribution channels including travel agencies.

Personalisation
Airlines are looking to provide services and offers which are customised according to who is looking for a flight. There are current functionalities which enable airlines to do this in the Amadeus platform today. Airlines can, for example, charge a different price for ancillary services depending on the traveller’s frequent flyer tier.

Business benefits

| **Superior customer service** | Provides additional information about products and services and facilitates real-time promotion on a worldwide basis or selectively to the agent(s) or on the displays of the airline’s choice |
| **Enhanced brand awareness** | Communicates promotional news at the right time to the right, targeted audience in a cost-effective way |
| **Increased revenue** | Generates new revenues as well as higher revenues per sale by offering a wide range of chargeable services |

Business intelligence portfolio
Provides a firm foundation for informed decisions. Provides powerful sales and market data as a basis for informed decision making and channel performance analysis.

Market Information Data Tapes (MIDT)
Facilitates identification of business opportunities and traffic patterns, demand and market size through detailed reservation data.

Amadeus Total Demand by airconomy
Provides airlines with a comprehensive and accurate view of passenger volume on any given route. Total Demand includes market intelligence data on bookings made with low-cost carriers and on airlines’ websites and call centres.

Ticket data
Provides fast and automated access to comprehensive information on ticket sales.

Merchandising portfolio
Allows airlines to make a real brand impact and upsell. Facilitates the communication of airlines and their products and the ability to promote special offers to travel agents in the most relevant and visually impactful manner.

Flight features
Enables airlines to differentiate their product on the travel agent’s booking screen with a pop-up box which displays text and pictures supplied by the airline.

Banners
Provides the means to deploy real-time and extremely visual promotional campaigns to selected travel agents, communicating the product offering, positioning, special promotions, new services and others.

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Provides fast and automated access to comprehensive information on ticket sales.
City pair data
Provides airlines with relevant information to monitor booking activity for specific city pairs.

Billing information
Provides the foundation for analysis of an airline's distribution through the travel agency channel, giving detailed billing data covering every booking made on an airline's flights by travel agents as well as any distribution service for which it has been billed and/or received an invoice or credit report.

<table>
<thead>
<tr>
<th>Business benefits</th>
<th>Amadeus Altéa Suite</th>
<th>Amadeus e-Commerce solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduced time to market</td>
<td>Amadeus Altéa Reservation</td>
<td>Amadeus e-Retail</td>
</tr>
<tr>
<td>Identifies the most productive agents and monitors how they are booking an airline’s services and those of its competitors</td>
<td>Amadeus Altéa Inventory</td>
<td>Amadeus Flex Pricer</td>
</tr>
<tr>
<td>Optimised distribution costs</td>
<td>Altéa Reservatio</td>
<td>Amadeus Ticket Changer Shopper</td>
</tr>
<tr>
<td>with data on cancellation rates as well as waitlisted and passive segments and abusive travel agents or sources of unproductive bookings</td>
<td>Altéa Call Centre</td>
<td>Amadeus Affinity Shopper</td>
</tr>
<tr>
<td>Increased productivity</td>
<td>Altéa e-Ticket Synchroniser</td>
<td>Amadeus Award Shopper</td>
</tr>
<tr>
<td>Determines how and where to focus market spend</td>
<td>Altéa Airline Service Fees</td>
<td>Amadeus Mobile Solutions</td>
</tr>
<tr>
<td>Identifies different areas of distribution expenditure</td>
<td>Altéa Revenue Management</td>
<td>Amadeus Dynamic Website Manager</td>
</tr>
<tr>
<td>and abusive travel agents or sources of unproductive bookings</td>
<td>Altéa Revenue Availability and Active Valuation</td>
<td>Amadeus Mobile Solutions</td>
</tr>
<tr>
<td>Optimised sales channels</td>
<td>Altéa Printing and Reading</td>
<td>Amadeus Dynamic Website Manager</td>
</tr>
<tr>
<td>Altéa Second Site Disaster Recovery</td>
<td>Amadeus Altéa Departure Control Customer Management</td>
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<tr>
<td>Optimised schedules, inventory and revenue</td>
<td>Altéa Departure Control – Flight Management</td>
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<tr>
<td>Altéa Codeshare Management</td>
<td>Altéa Self Service Check-in</td>
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<td>Altéa Revenue Management</td>
<td>Altéa Airport Link</td>
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<tr>
<td>Altéa Revenue Availability and Active Valuation</td>
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<td>Altéa Departure Control – Flight Management</td>
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<td>Altéa Airport Link</td>
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<tr>
<td>Amadeus Altéa Departure Control – Customer Management</td>
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</table>

Travel agencies

Business impact
At Amadeus, we have developed a complete range of products and services designed to benefit every area of the travel agent’s business. Because not all our customers are the same, Amadeus has developed specific products for specific travel agency segments, based on their priorities and business needs.
Amadeus Altéa Reservation

A new generation reservation solution, offering seamless service across channels and partners.

Main features

Booking management

- Amadeus SSR Static Notification

Fares and pricing

- Default carrier preferred display
- Unique automation features to create bookings
- Automated PNR update with customer profile
- Easy cross-selling with Amadeus Hotel, Car, Insurance and Rail content as well as PNR integration
- Real-time access to archive PNR to facilitate servicing
- Management of airline specific bookings and processes (frequent flyers, staff, groups and non-commercial)

Ticketing

- Most up-to-date fare databases
- Best-in-class algorithms to calculate pricing

Sales via direct channels

- Best-in-class e-ticketing capability, including rapid deployment of Interlining

Distribution via indirect channels

- Unique distribution via Amadeus travel agencies and airlines on the Amadeus platform, sharing the same PNR and best access to availability
- Distribution via any other GDS as well as other airlines channels

Feed

- Daily batch PNR data feed

Altéa Reservation can be adapted to meet every airline’s needs and a number of optional features are available to meet specific business requirements.

Main options

Amadeus Altéa Reservation Desktop
Amadeus Altéa Airline Service Fees
Amadeus Altéa Inventory can be adapted to meet every airline’s needs and a number of optional features are available to meet specific business requirements.

Main options
- Amadeus Altéa Automated Schedule and Re-accommodation
- Amadeus Altéa Point of Sale Inventory Control
- Amadeus Altéa Revenue Inventory Control
- Amadeus Altéa Customer Value
- Real-Time Interface

Amadeus Altéa Inventory
A new generation inventory management solution, which maximises yield and automates schedules, seating and re-accommodation.

Main features
- **Schedule management**
  - Automated schedule reception
  - Automated massive schedule change
  - Flight dressing using market pair logic
  - Automated and customised schedule publication

- **Inventory control**
  - Revenue Availability (O&D), control airline inventory and calculate availability by revenue bid price and market-based yields
  - Support for all revenue management techniques
  - Point of sale control down to IATA agency ID
  - Real-time interaction with RMS and Departure Control Systems
  - Automated availability publication rules
  - Prioritisation of users’ daily workload

- **Seating management**
  - Single seat map used across reservation and departure control.
  - Automated seating rules using customer value
  - Graphical seat map

- **Waitlist management**
  - Customised customer access to waitlist
  - Automated waitlist clearance based on customer value

- **Re-accommodation**
  - Guided re-accommodation mode
  - Automated flight selection, including partners
  - Fully automated re-accommodation mode based on full itinerary and customer value

**Amadeus Altéa Credit Card Acceptance**
- Amadeus Altéa Real-Time Data Feeds Amadeus
- Amadeus Altéa Customer Value
- Altéa Data Nexus
- Notification

**Business benefits**
- **Altéa Reservation** is an airline reservation system that offers multiple business benefits. In particular, it enables you to provide enhanced, faster customer service as well as better control of the various channels.

  - **Increased productivity**
    - Reduces the time it takes for reservation agents to complete bookings by using automated processes
    - Save up to 30% of reservation time

  - **Increased revenue**
    - Increases sales from and to alliance partners using the carrier-preferred display. Increases revenue by optimising the distribution of selling classes at points of sale

  - **Customer satisfaction**
    - Applies customer preferences consistently across all channels and partners during reservation. Speeds up servicing

  - **Increase revenue from CRM action**
    - Captures full journey information into enriched PNRs and uses them dynamically to launch more efficient CRM activities

  - **Efficient IT model**
    - Variable IT cost and benefit from shared infrastructure and community development. Reduces total cost of ownership

**Airline IT**
- Amadeus Altéa Suite
  - Amadeus e-Commerce solutions
  - Amadeus Stand Alone IT solutions

**Amadeus Altéa Credit Card Acceptance**
- Amadeus Altéa Real-Time Data Feeds Amadeus
- Amadeus Altéa Customer Value
- Altéa Data Nexus
- Notification

**Main options**
- Amadeus Altéa Automated Schedule and Re-accommodation
- Amadeus Altéa Point of Sale Inventory Control
- Amadeus Altéa Revenue Inventory Control
- Amadeus Altéa Customer Value
- Real-Time Interface
Amadeus Altéa Departure Control
– Customer Management

A complete, new generation departure control solution, enhancing customer experience at the airport through differentiated customer service.

Main features

Customer Value
- Used throughout all airport processes
- Adaptable to each airline using business rules
- Enabling offer of differentiated customer service

Check-in
- Simplified customer-centric identification
- Smart workflow
- Automated validation of tickets, regulatory checks and through checkin etc.
- Flow forward search for earlier flight possibility

Self-service support
- 100% self-service enabled
- Easy integration with Altéa multichannel self-service application
- Advanced self-service logic

Customer management
- Full automation of activities
- Proactive onload and re-grade
- Automated, optimised seating
- Same seat map used for pre-seating and departure

Baggage management
- Automated enforcement of airline baggage policies
- Easy collection of baggage fees
- Integrated with automated baggage systems

Disruption management
- Powerful decision support tool
- Process starts as soon as flight information is updated
- Automated or guided transfer of passengers
- Priority given according to customer value

Boarding management
- Customer tracking
- Centralised control of flight departures
- Integrated dynamic agent alert system

Ground Handling Management
- Manage all handled airlines customers and proceed to customer records update with the same fully graphical application

A number of additional functional options are also available to allow an airline to customise the solution to meet their specific business needs.

Main options
Amadeus Altéa Check-in Desktop
Amadeus Altéa Self-Service Check-in
Amadeus Altéa Automated Passenger Transfer
Amadeus Altéa Passenger Watchlist and Altéa Ticket Blacklist

Business impact

Increased productivity
- Saves time for airport customer service agents at check-in, boarding and to manage disrupted passengers
- Manages all handled airline customers and proceeds to customer records update with the same fully graphical application
- Achieves automation of back-office tasks and performs them for multiple carriers without switching systems
- Some implemented airlines have seen typical productivity increases of up to 30%

Increased revenue
- Ensures collection of excess baggage charges
- Make any seats released at the airport immediately available for re-sale thanks to real-time integration with inventory and reservation systems
- Some implemented airlines have seen their revenues increased by up to 0.1%
- Increases revenue from repeat customers

Customer satisfaction
- Offers faster and simpler check-in
- Applies customer preferences for seating consistently
- Enables effective service recovery actions
- Provides consistent given priority to high-value customers (seating, alternative flights proposal upgrade, disruption management)

Cost reduction
- Reduces cost of penalties due to reach of regulatory requirements
- Reduces costs related to flight delays due to early detection of passengers’ issues that could impact flight departure

Efficient IT model
- Variable IT cost and benefit from shared infrastructure and community development to reduce total cost of ownership
- Tight integration of Altéa Departure Control – Customer Management with Altéa Reservation, Altéa Inventory and Altéa Departure Control – Flight Management
Amadeus Altéa Departure Control  
– Flight Management

A new generation load control platform to ensure efficient flight departures and optimise the weight and balance process.

Main features

Flight activity plan
- Very flexible flight activity plan, customisable down to flight level, aircraft type etc.
- Scheduled activities initiated automatically

Flight departure monitoring
- Graphical user interface enables supervision of multiple flights on the same screen
- Automated alerts if any activity needs attention

Load distribution and balance
- Detailed allocation of passenger weight, improving capacity and trim management
- Automated and optimised aircraft load distribution
- Graphical user interface for easy handling
- Graphical LIR (Load Instruction Report) sent to ramp
- All activities can be fully automated
- Apply operating carriers preferences and processes into the Ground Handling environment

Staff Management
- Powerful tools to support shift management, load controller licensing and recency, dangerous goods certification etc.

Ground Handling Management
- Airlines or ground handlers can handle any carrier (Altéa or Non-Altéa)
- A unique User Interface to manage all flights from all handled airlines

A number of additional functional options are also available to allow an airline to customise the solutions to meet their specific business needs.

Main options
Automated feed of archived departure plans and related data to an airline’s data warehouse

Business impact
With Altéa Departure Control – Flight Management, you can implement the most efficient aircraft load control process, while optimising fuel usage and cargo uplift.

- **Increased productivity**
  - Significantly increases productivity for load controllers with automated flight departure monitoring and business rules
  - Manages all handled airline flights with the same fully graphical application and easy switch between flights of multiple carriers in one single view

- **Reduced costs**
  - Centralises load control sites and reduces fuel costs through improved capacity management and optimises aircraft trim

- **Increased revenue**
  - Gain load capacity for freight thanks to optimised weight and balance

- **Increased reliability**
  - Reduces the cost of delays caused by unexpected or late changes and achieves flight departure excellence and fast turnaround

Airline IT

Amadeus e-Retail

The world’s most widely used integrated airline internet booking engine. Offering the widest range of travel services to customers.

Main features

Flight search
- Powerful search by city pair

Fares and prices
- Best-in-class faring and pricing capabilities, including advanced low-fare search and an improved framework for special offers

Ticketing and payment
- e-ticketing fully integrated with online credit card validation

Booking notification
- Automatically sends an email confirmation for each booking, including total fares and rate information

Cross-selling
- Ability to distribute a growing amount of additional content including car, hotel, insurance, etc.

Fully customisable interface
- Hundreds of customisable settings to choose from in order to fully adapt the layout and structure of the interface

Global solution
- Available in over 28 languages
- Fare calculations in all major currencies

Amadeus Global Report 2013
Annex 4. Summary of Amadeus services and solutions
Advanced calendar search capability
- Ability to propose up to 200 availability or fare options per request at once for up to 15 days around the preferred date of departure
- Clearly provides all the information required to facilitate customer choice
- Best-in-class fare accuracy for both domestic and international flights, including code share and interline partners’ flights

Fully customisable graphical interface
- Hundreds of customisable settings to choose from in order to fully adapt the layout and structure of the interface

Global solution
- Available in over 28 languages
- Fares calculation in all major currencies

Business impact
Amadeus Flex Pricer, strengthens customer loyalty and increases yield and revenue at the same time.

Business benefits
- Increased yield
  > Maximises the yield per online booking by offering not only the lowest fare, but also a choice of dates and various fares with clear fare conditions
- Increased revenue
  > Increases online sales and market share
- Customer satisfaction
  > Boosts customer loyalty by providing very efficient service and multiple choices
- Efficient IT model
  > Variable IT cost and benefit from shared infrastructure and community development
  > Manages the shopping solution in various markets cost-efficiently
  > Reduces total cost of ownership

Airline IT

Amadeus Affinity Shopper
Enables airlines to accelerate the mobile shift.

Main features

Search options
- Ability to define a wide range of search criteria such as specific interests and maximum budget, in addition to more traditional criteria like dates and destinations
- Weekend search

Usability
- Map based interface provides an easily understood display of flights that match the shopper’s motivation for travel
- Choice of map provider
- Ability to link destinations with activities
- Ability to restrict cities to origins and/or destinations
- Customisation of look and feel
- Customisation of displayed search criteria

Business benefits
- Increased revenue
  > Increases share of leisure travel market by giving customers the ability to quickly find perfect travel alternatives
  > Increases load factors by enhancing your ability to steer price sensitive demand towards flights with excess capacity
- Customer satisfaction
  > Gives your customers all of the tools they need to be able to manage their own travel and find the travel solutions that best meet their needs
- Cost reduction
  > Improves look-to-book ratio by providing extremely relevant search results for every shopper
- Efficient IT model
  > Shared infrastructure and product evolution costs
Amadeus Airline Ancillary Services

A unique integrated solution that enables airlines to implement their ancillary services strategy, adding more profitability to their business.

Main features

Completeness
- A single comprehensive ancillary system
- Unique integrated solution encompassing sales, service delivery and revenue tracking and reporting
- Enabling sales via all channels (direct, indirect, airport, etc.)
- Available at all customer touch points from shopping to arrival
- Seamlessly integrated with all airline processes (planning, sales, accounting, airport operations, etc.)

Consistency
- Centralised control and administration
- Ensuring consistent policies across all touchpoints
- Synchronisation between all business areas
- Real time integration between all system components
- Able to comply with industry standards (ATPCO products, RESCOM resolutions, Electronic Miscellaneous Documents)

Flexibility
- Designed to manage all types of services
  - Both flight and non-flight related services
  - Both industry standard and airline specific services
- Enabling sales at any time
- Before, during or after ticket purchase
  - At the airport during or after check-in, in the departure lounge, etc.
  - Multiple fee filing mechanisms
- Able to tailor the offer for each channel
  - Channel discrimination enables a targeted offering
  - Equally able to follow industry standards or a bespoke approach

Simplicity
- Easy to add new ancillary services
  - Simple filing of offer and price
  - New services automatically added to all channels
- High levels of automation
  - Automation designed to minimise staff interaction and requirement for procedural changes
  - Seamless integration with airlines’ loyalty systems & CRMs
  - Airlines able to control and maintain their own offering
  - Business rules framework

Amadeus Payment

Globally streamlines payment processing in a fragmented industry, with a seamless integration from point of sale to back-office.

Main features

Front-office
- Full integration to the selling flow. Amadeus Payment enables airline payment services through all types of points of sale: Call centres, face-to-face, travel agencies, web, mobile, and kiosk
- A wide range of methods of payment, from both international to local methods, including credit and debit cards, card present and alternative methods of payment
Real-time airline fraud prevention based on booking and payment data, covering all the above. The Amadeus Payment Fraud Prevention is available through ReD Shield, a Retail Decisions product.

**Back-office**

- Payment Capture: unique capability to offer the payment data fully complemented by the sales data creating an enriched capture file. Amadeus Payment Capture enables full visibility to the acquirer, potentially allowing a merchant service fee decrease and removing the complexity of complying with PCI-DSS regulations.
- Management Information Services (MIS): web interface to the Amadeus Payment Server allowing the retrieval of payment transaction details and provide statistics on airline payment traffic.
- Enables time savings in airlines' back-office processing, for example for dispute management.

**Business impact**

<table>
<thead>
<tr>
<th>Revenue gain/protection</th>
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<tbody>
<tr>
<td>&gt; Supports merchants in their efforts to protect revenues by offering leading-edge features such as fraud prevention, advanced security checks and an enriched capture</td>
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<table>
<thead>
<tr>
<th>Increase revenue</th>
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<tbody>
<tr>
<td>&gt; Brings additional revenues thanks to a better sales conversion rate and market penetration, achieved through a wide range of methods of payment</td>
</tr>
<tr>
<td>&gt; Covers all airline sales channels and ensures payment collection for new services such as ancillary services</td>
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</table>

<table>
<thead>
<tr>
<th>Productivity gain</th>
</tr>
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<tbody>
<tr>
<td>&gt; Integrates payment information to the booking, issuance and reporting processes thanks to integration into the Amadeus Reservation Platform</td>
</tr>
<tr>
<td>&gt; This seamless integration leads to time savings both for sales agents and financial analysts responsible for reconciliation and dispute management</td>
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</table>

<table>
<thead>
<tr>
<th>Efficient IT model</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; Complete and unique solution for airline payment processing</td>
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<table>
<thead>
<tr>
<th>Customer satisfaction</th>
</tr>
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<tbody>
<tr>
<td>&gt; Offers a wide choice of methods of payment</td>
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</table>

**Amadeus Ticket Changer Suite**

Amadeus Ticket Changer was launched in 2006 to simplify the airline ticket re-issuing process. Amadeus Ticket Changer combines the state-of-the-art Amadeus Fares and Pricing engine with a powerful, multi-channel ticketing functionality.

**Amadeus Ticket Changer Suite products**

- **Amadeus Ticket Changer Reissue**
  - Amadeus Ticket Changer Reissue automates the necessary calculations to re-issue a ticket and stores the results in the correct ticketing formats required for subsequent document issuance.
  - Previously, these complex calculations had to be performed manually by highly experienced staff, and were subject to the risk of human error resulting in incorrect charges and collections.

- **Amadeus Ticket Changer Shopper**
  - Combining the advanced shopping experience of Amadeus Flex Pricer with the superior reliability and accuracy of Amadeus Ticket Changer, Amadeus has developed an industry-leading shopping solution – Amadeus Ticket Changer Shopper. This tool enables users to book, rebook and service itineraries entirely in the online environment.

- **Amadeus Ticket Changer Upgrade**
  - Amadeus Ticket Changer Upgrade automatically computes the upgrade of a commercial ticket to a superior class using air miles. The calculation of the upgrade is filed in miles and the calculation of the tax difference is provided in the payment currency.

- **Amadeus Ticket Changer Disruption**
  - Amadeus Ticket Changer Disruption offers two different features to help airlines handle flight disruption situations: Amadeus Ticket Changer Invol and Amadeus Ticket Changer Dynamic Waiver.

- **Amadeus Ticket Changer Refund**
  - Amadeus Ticket Changer Refund is integrated into the existing Auto Refund solution. Upon request of a refund, the Amadeus Ticket Changer Refund function automatically fills in the refund mask and calculates the refund quantities.

**Amadeus Passenger Revenue Accounting**

Amadeus Passenger Revenue Accounting is an airline revenue accounting solution that increases profitability by tracking revenue from all distribution channels in real time. Airlines can instantly and automatically collect data, which is critical for their business model. It enhances the airline’s visibility on the full revenue picture through instant, consolidated sales and usage information, advanced reporting, and decision support.

**Main features**

- Sales registration: online registration of all sales from all channels
- Usage registration: online recording of all flights and services used
Amadeus Global Report 2013
Annex 4. Summary of Amadeus services and solutions

- Interline billing: management of interline invoices
- Airline Accounting: preparation and posting to airline’s financial system
- Sales and revenues reporting: online monitoring of airline’s unearned and earned revenue
- Card capture and settlement
- Sales auditing
- Agency incentive manager

### Business impact

<table>
<thead>
<tr>
<th><strong>Increased revenue</strong></th>
<th>Integration with other solutions enables revenue identification to be made earlier and with increased accuracy</th>
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<tbody>
<tr>
<td></td>
<td>Rich real-time online reporting, first-class comparative capabilities and analysis of planned, unearned and earned revenues enables timely internal or alliance strategy adaptations for optimal revenue generation</td>
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<thead>
<tr>
<th><strong>Increased productivity</strong></th>
<th>Full integration with other Amadeus airline IT solutions ensures data consistency, accuracy and elimination of manual loading requirements</th>
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<tr>
<td></td>
<td>Easy to use, thanks to a modern and user-friendly web interface. Users can easily customise workflows and access booking, ticketing and usage history all along the ticket lifecycle</td>
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<table>
<thead>
<tr>
<th><strong>Reduced costs</strong></th>
<th>Integration with other solutions enables instant controls and audit checks at time of sale</th>
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<tr>
<td></td>
<td>Proactive alert and reporting mechanisms reduce frauds, as well as the amount of time and money spent in post-flight auditing and recovery processes</td>
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<td></td>
<td>Immediate compliance: latest industry standards embedded, system continuously updated to ensure full compliance with SIS, ancillary services and EMD implementation requirements</td>
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<tr>
<th><strong>Amadeus Hotel IT</strong></th>
<th>Amadeus Hotel Platform</th>
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<tr>
<td><strong>Our solutions allow hoteliers to be more agile in delivering innovative guest services, generating new revenues and responding to market changes in order to succeed in today’s highly competitive marketplace.</strong></td>
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<th>Shopping and booking tools to reach, attract and retain guests</th>
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<tr>
<td></td>
<td>Check-in/out and Guest services to improve management of hotel operations</td>
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<td></td>
<td>Revenue management functionalities to forecast and manage pricing, therefore maximising revenue opportunities</td>
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<td></td>
<td>Business intelligence and data analytics, to better understand business trends</td>
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<thead>
<tr>
<th><strong>Amadeus Hotel Platform enablers</strong></th>
<th>Content Management</th>
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<td>Channel Hub</td>
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<td></td>
<td>Search Engine</td>
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<td></td>
<td>e-Commerce</td>
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<td></td>
<td>Call Centre</td>
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<tr>
<th><strong>Central Reservation System</strong></th>
<th>Profiles and preferences</th>
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<tr>
<td></td>
<td>Rates and inventory controls</td>
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<td></td>
<td>Administration</td>
</tr>
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<td></td>
<td>Groups and blocks</td>
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<thead>
<tr>
<th><strong>Property Desktop</strong></th>
<th>Provides an above-property technology with a true single image of inventory, rates, profiles and reservations</th>
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<tr>
<td></td>
<td>Allows for guest-centric services and brand promise delivery</td>
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<thead>
<tr>
<th><strong>Ground handlers</strong></th>
<th>Amadeus’ solutions for Ground handlers</th>
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<tbody>
<tr>
<td>Amadeus Altéa Departure Control Systems for Ground Handlers is a community platform developed by working closely with ground handlers that allows customers to take advantage of a combination of ground handlers’ expertise and Amadeus technology.</td>
<td></td>
</tr>
</tbody>
</table>

The following section provides information about the Amadeus’ portfolio of solutions for ground handlers in 2012, a portfolio which will continue to grow in the coming years.

The diagram below provides a snapshot of our current offering. Amadeus Altéa DCS for Ground Handlers can be divided into two core solutions: Altéa DCS-Customer Management for Ground Handlers and Altéa DCS–Flight Management for Ground Handlers. We also offer options to tailor services more precisely to ground handlers’ needs.

<table>
<thead>
<tr>
<th><strong>Amadeus Altéa Departure Control Systems – Customer Management for ground handlers</strong></th>
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</table>

*This new-generation departure control solution enables*
ground handlers to boost productivity and increase revenues while enhancing the passenger experience of their airline customers through differentiated customer service.

Main features

- Easily handles check-in for multiple airlines within the same platform
- Manages all handled airlines’ passengers and updates customer records within a single fully graphical application using a unique sign-in
- Real-time integration with inventory and reservation systems allows any seats released at the airport to be immediately available for re-sale
- Powerful decision-support tool with automated or guided re-accommodation of disrupted passengers
- Customer tracking for boarding management, centralised control of flight departure and integrated dynamic agent alert system

Key benefits at a glance

Efficiency. Enables moving to variable IT costs and benefits from shared infrastructure and community development, thereby reducing total cost of ownership. Full integration with Altéa Reservation, Altéa Inventory and Altéa DCS Flight Management for Ground Handlers

Maximisation of productivity, efficiency at check-in and boarding, and management of disrupted passengers. The solution automates back-office tasks for multiple carriers without switching systems

Ensures collection of excess baggage charges and makes any seats released at the airport immediately available for re-sale. It provides direct access to data to facilitate the invoicing process

Reinforces relationships with airline customers by providing better passenger services, reflecting directly on the airline’s image. For passengers, it allows ground handling agents to quickly handle simple requests so that more time can be spent on complex and value-added personalised services

Training costs are minimised for new and seasonal staff thanks to the platform’s flexible usability. Operational costs are also reduced by using fewer check-in counters to handle passenger flow

Amadeus Altéa Departure Control Systems – flight management for ground handlers

It is a new generation load control platform that boosts productivity, optimises fuel requirements and ensures efficient flight departures, ramp and load control.

Main features

- A unique graphical user interface to manage flights from all handled airlines (Altéa or non-Altéa). Multiple flights on the same screen
- Very flexible flight activity plan, customisable down to flight level, aircraft type, etc.
- Scheduled activities are initiated automatically
- Detailed allocation of passenger weight for complete confidence
- Automated and optimised load distribution
- Graphical LIR (Load Instruction Report) sent to ramp
- Powerful tools to support shift management, load controller licensing, dangerous goods certification, etc.

Key benefits at a glance

Reliability. Reduces the costs of delays caused by unexpected or late changes and creates flight departure excellence and fast turnaround. Full integration with Altéa Reservation, Altéa Inventory, and Altéa DCS Customer Management for Ground Handlers

Significantly increases productivity for load controllers with automated flight departure monitoring and business rules. Manages all handled airlines flights with a single fully graphical application and easily switches between flights of multiple carriers in a single view

Bigger load capacity for freight thanks to optimised weights and balance

Satisfied airline customers as it reduces fuel costs through improved accuracy and optimised trim

Additional options to packages

Amadeus Altéa Reservation Desktop for Ground Handlers

A solution to perform travel reservation and ticketing tasks easier and faster, this solution provides a single access to service multiple airlines with a seamless integration of customer database and CRM systems.

Amadeus Altéa Self-Service Check-in for Ground Handlers

A kiosk, internet and mobile check-in solution that optimises operations by limiting the number of passengers using airport desks, this solution reduces costs by lowering the number of counters needed during the day. It is fully customisable (branding, screen layout, language, process flow).

Amadeus Altéa Airport Link

Ideal for establishing cost-effective communication links between airport stations and the Amadeus data centre, it is an easy data connection to airports leveraging the Amadeus global network. The links are customisable by airport, with scalable bandwidth and no limit to the number of terminals per link.
Let’s shape the future of travel