

Global Report 2014

A business, financial and
sustainability overview

Let's
shape
the future
of travel





Amadeus Global Report 2014



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'Presenting our vision for an open, intelligent global travel ecosystem'



It is not that long ago that a traveller's direct contact with information technology during a journey was limited to accessing in-flight entertainment or using the internet to check a timetable. No longer. The dramatic growth of mobile technologies, e-commerce, social media and user generated content has transformed travel for ever. Once mere consumers of information, travellers are now a powerful presence in the industry.

Travellers demand flawless service throughout every part of the process, from inspiration to booking, from check-in to baggage collection and beyond. They have platforms to share instant feedback on their experience with the world and unprecedented choice of providers.

This fundamental shift in the relationship between business and consumer presents airlines, hotels, rail operators, travel agents and countless other

players with significant opportunities by providing a seamless, rich and enjoyable experience to the traveller.

This change is also exciting for Amadeus, and so during 2014 we unveiled our vision for a global travel ecosystem which we believe will allow the industry to address this new landscape. This vision brings the provider and the subscriber together in an open, intelligent global travel ecosystem that provides an enhanced and personalised service to the traveller along every step of the journey.

We believe that Amadeus, with unrivalled reach in Distribution and strength in IT, as well as capabilities in emerging areas such as payments, mobile and travel intelligence, is uniquely placed to help bring this vision to reality, deliver value to the industry and truly shape the future of travel.



**Travellers
are now a powerful
presence in the
industry**



**2014
increased profitability
for Distribution and
IT Solutions**

Amadeus also has the financial strength to deliver the innovative services and solutions our customers require, while also continuing to enhance value for our shareholders. In 2014 both our Distribution and IT Solutions businesses delivered increased sales and profitability, allowing us to sustain our track record of producing a strong financial performance but also facilitating our continued investment in the future.

As well as completing key acquisitions in the hotel, corporate IT and airport areas, Amadeus maintained strong investment in our existing portfolio as well as developing tools for the future.

During 2014 Amadeus invested 16.6% of revenues in Research and Development. With the launch of innovative products such as the Amadeus Personal Disruption Companion and the Airport Common Use Service, we illustrated to our customers that we

‘Travellers demand flawless service throughout every part of the process, from inspiration to booking, check-in to baggage collection, and beyond’

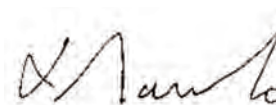
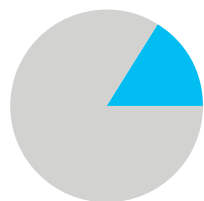
continue to be a partner they can trust to help them negotiate the challenges of the future. We also took further steps to move our resources closer to those customers around the world, expanding our R&D presence in Asia and the United States.

With a privileged leadership position in the industry, Amadeus also feels a responsibility to bring value to those communities in which we operate. We are committed to the corporate social responsibility projects, our employees and our technology drive across the world. We were proud of the creativity and dedication our employees showed in their entries in our first Corporate Social Responsibility Global contest, which garnered 50 entries.

We were proud but not surprised by this commitment and inventiveness - we experience it every day in the work of Amadeus and it is the foundation of the continued success of our company and the value we generate for the industry and for our shareholders. I would like to take this opportunity to thank all my Amadeus employees for their efforts.

I would also like to thank our customers and our investors for their continued support and trust. It continues to be a pleasure and a privilege to serve you, and I look forward to enjoying further success with you in 2015.

Luis Maroto
President & CEO, Amadeus

16.6%
of revenue
invested in R&D



Innovative products
help negotiate challenges
of the future

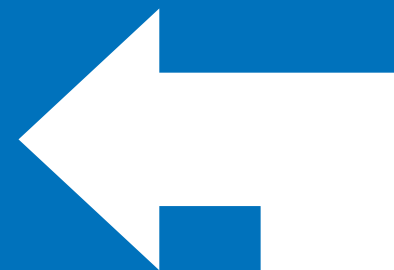


695 million passengers
boarded

An icon showing two airplane seats, one in red and one in white, representing passengers.

Operations in
195
countries

526
million bookings
processed



Corporate profile



workforce
13,200+

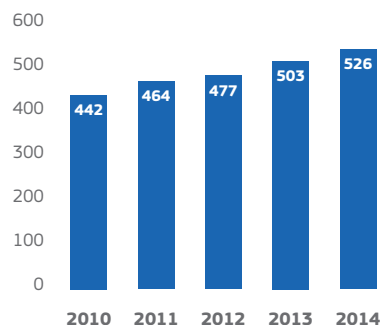
€3,418
million revenue

1.1 Key facts and figures

Operating key performance indicators 2014

Total bookings

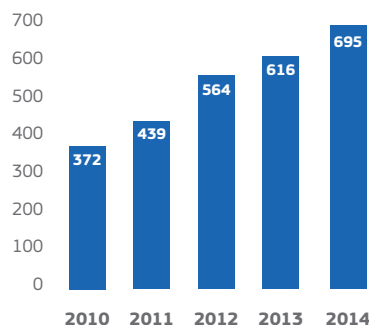
(Figures in million)



Air and non-air bookings processed by travel agencies using the Amadeus distribution platform.

Passengers boarded

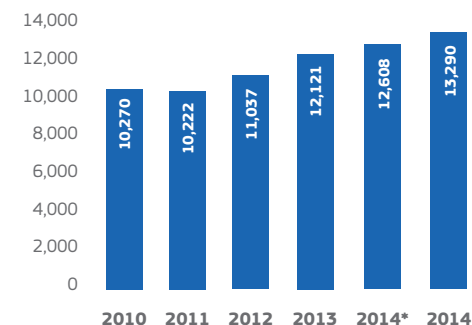
(Figures in million)



Passengers Boarded into flights operated by airlines using at least Amadeus Altéa Reservation and Inventory modules.

Total workforce

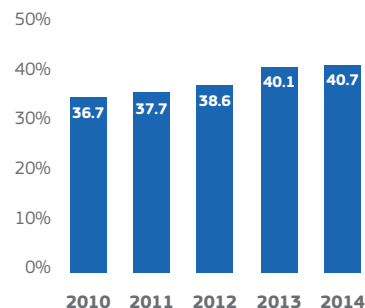
(Figures in FTEs)



Scope: all Amadeus companies. Figures in full-time equivalents (FTEs) as of 31 December 2014. FTE is the headcount converted to a full-time basis, e.g. an employee working part-time covering 80% of a fulltime schedule is considered 0.8 FTE.

* Excluding 2014 acquisitions (Newmarket, UFIS and i:FAO) for comparability purposes.

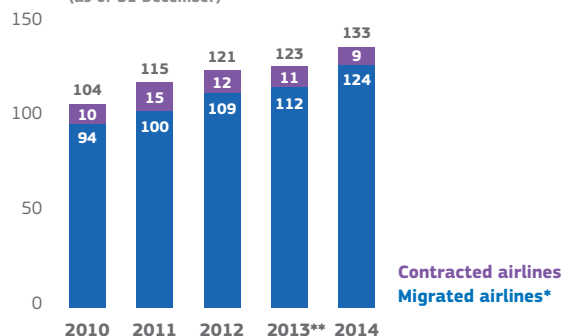
Global market share in Distribution



Market share is calculated based on the total volume of travel agency air bookings processed by global or regional Computer Reservation Systems (CRSs). It excludes air bookings made directly through in-house airline systems or single country operators, the latter primarily in China, Japan, South Korea (until the migration of Topas' connected travel agencies to Amadeus at the end of the third quarter of 2014) and Russia.

Amadeus Altéa Passenger Service System - contracted and migrated airlines

(as of 31 December)



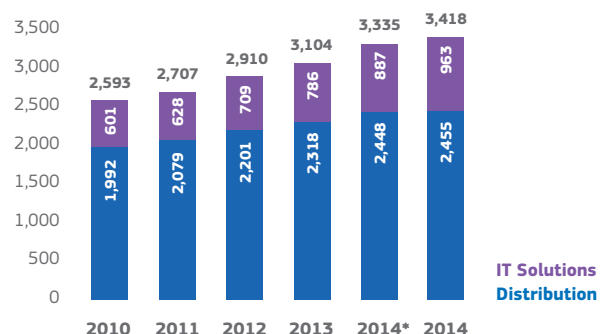
* Airlines migrated to at least the Amadeus Altéa Inventory module, in addition to the Reservations module.

** Airlines that have ceased operations have been removed from December 2013 figures.

Financial Key Performance Indicators 2014

Revenue breakdown

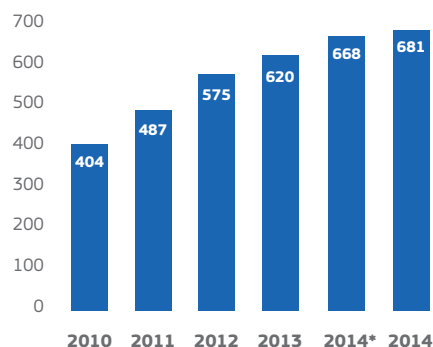
(Figures in € million)



* Excluding 2014 acquisitions (Newmarket, UFIS and i:FAO) for comparability purposes.

Adjusted profit

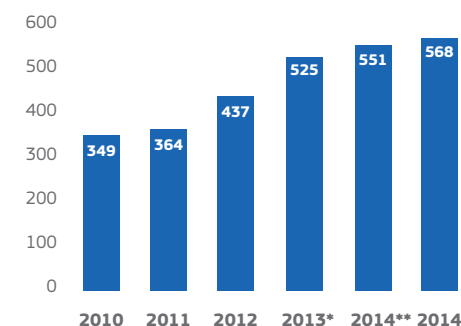
(Figures in € million)



* Excluding 2014 acquisitions (Newmarket, UFIS and i:FAO) for comparability purposes.

R&D investment (including capitalised R&D)

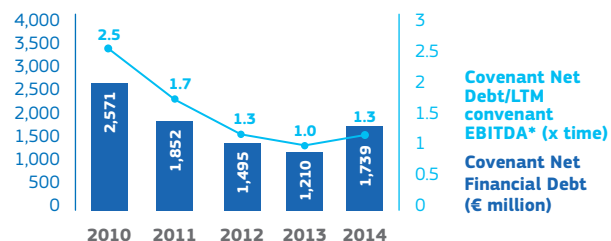
(Figures in € million)



* Following a review of the costs incurred in a number of projects, certain costs which were previously not reported as R&D were identified as such and are reported under the R&D investment figure above since January 2014. For comparability purposes, the 2013 figures have been adjusted to include such costs (which amounted to €11.1 million in the year 2013).

** Excluding 2014 acquisitions (Newmarket, UFIS and i:FAO) for comparability purposes.

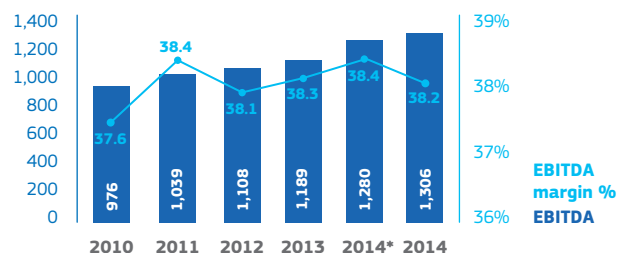
Net debt evolution



* Based on the definition included in the senior credit agreement covenants.

EBITDA

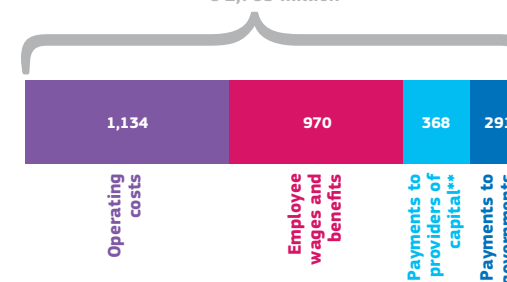
(Figures in € million)



* Excluding 2014 acquisitions (Newmarket, UFIS and i:FAO) for comparability purposes.

2014 Distributed economic value*

€ 2,763 million



* As defined by the Global Reporting Initiative EC1 indicator.

** All financial payments made to providers of the organisation's capital (interests and dividends paid). Including the share buy-back programme which constitutes an extraordinary shareholder remuneration.

1.2 Company's origins and development

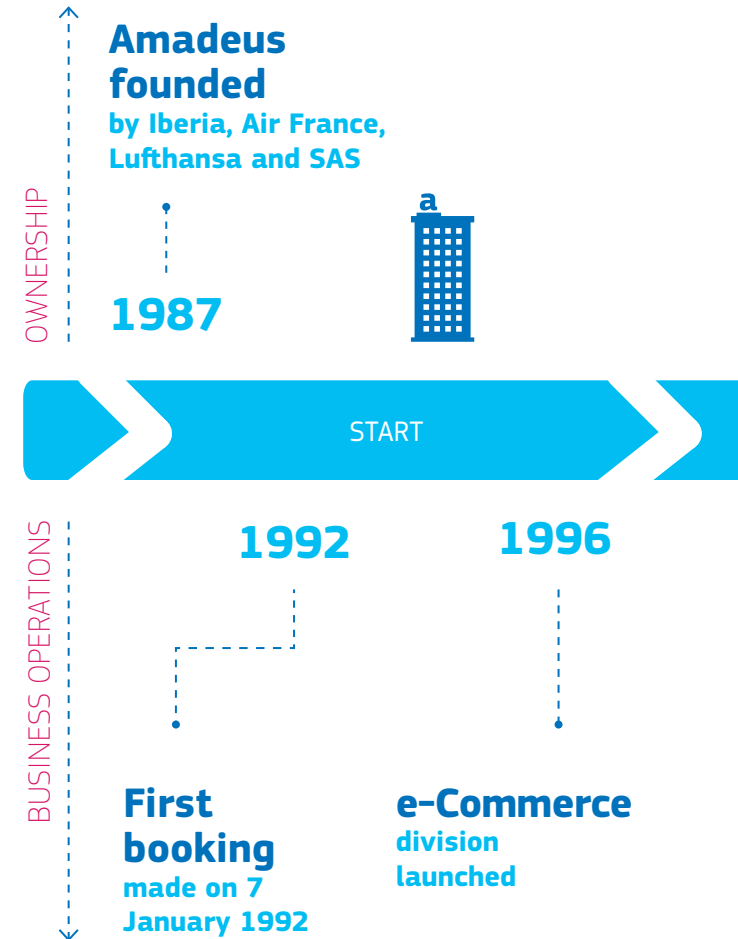
Amadeus was founded in 1987 by Air France, Iberia, Lufthansa and SAS with the mission of connecting travel providers with travel agencies in real time, and has since been at the forefront of innovation for the travel distribution industry.

Over the years, 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 in becoming the leading Global Distribution System (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.

In 1999, Amadeus pioneered the development of a unique reservation platform that allowed for a seamless reservation service across airlines and travel agency sales channels. We used this unique know-how to diversify into the airline IT market. In the same year, in partnership with British Airways and Qantas, we expanded our IT offering to cover the principal components of an airline Passenger Service System (PSS). 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, and hotels.

Indeed, after over a quarter of a century of operations, we believe that constant innovation is core to our strategy and will support future growth. For this reason, we are at the forefront of technology development for the travel industry.



Amadeus
becomes a
public
company



1999

Amadeus
goes
private



2005



IPO

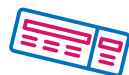
2010

EXPANSION

DIVERSIFICATION

2000

**Airline
IT Services**
created, British
Airways and
Qantas launch
partners



2002

Market leadership
in travel agency
bookings
**1 million
bookings
per day**



2006

**The European
Commission**
confirms Amadeus
as the number
one European travel
company in R&D
investment



2009

**Creation of
new IT
business
units:**
Airport,
Hotel and Rail



2011

2014

**695 million
passengers
boarded with
Amadeus Altéa**
**526 million
bookings processed**



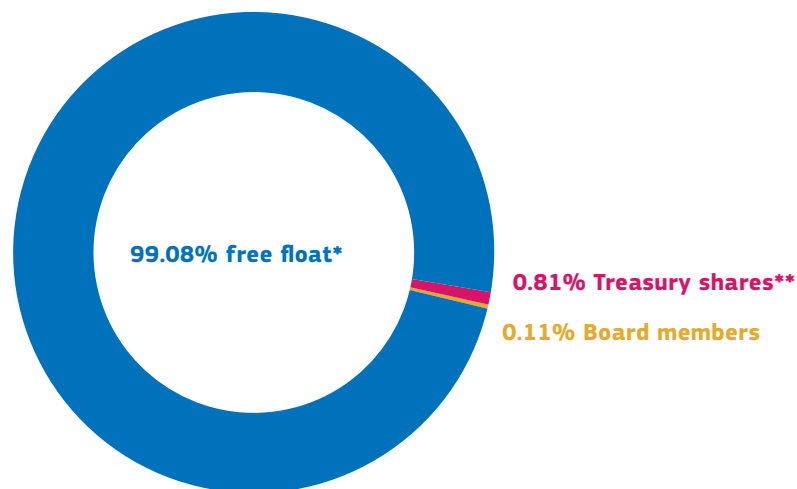
1.3 Amadeus today

Amadeus has its headquarters in Madrid, Spain (corporate headquarters), Nice, France (product, research and development) and Erding, Germany (operations and data processing centre), with regional offices in Miami, Sao Paulo, Dubai and Bangkok.

In addition, Amadeus has 71 local offices called Amadeus Commercial Organisations (ACOs), whose principal roles are to provide customer support and to drive our commercial activities in the travel agency market.

On the other hand, we have a stable shareholding structure with more than 99% of our equity in free float as of 31 December 2014.

Amadeus share structure



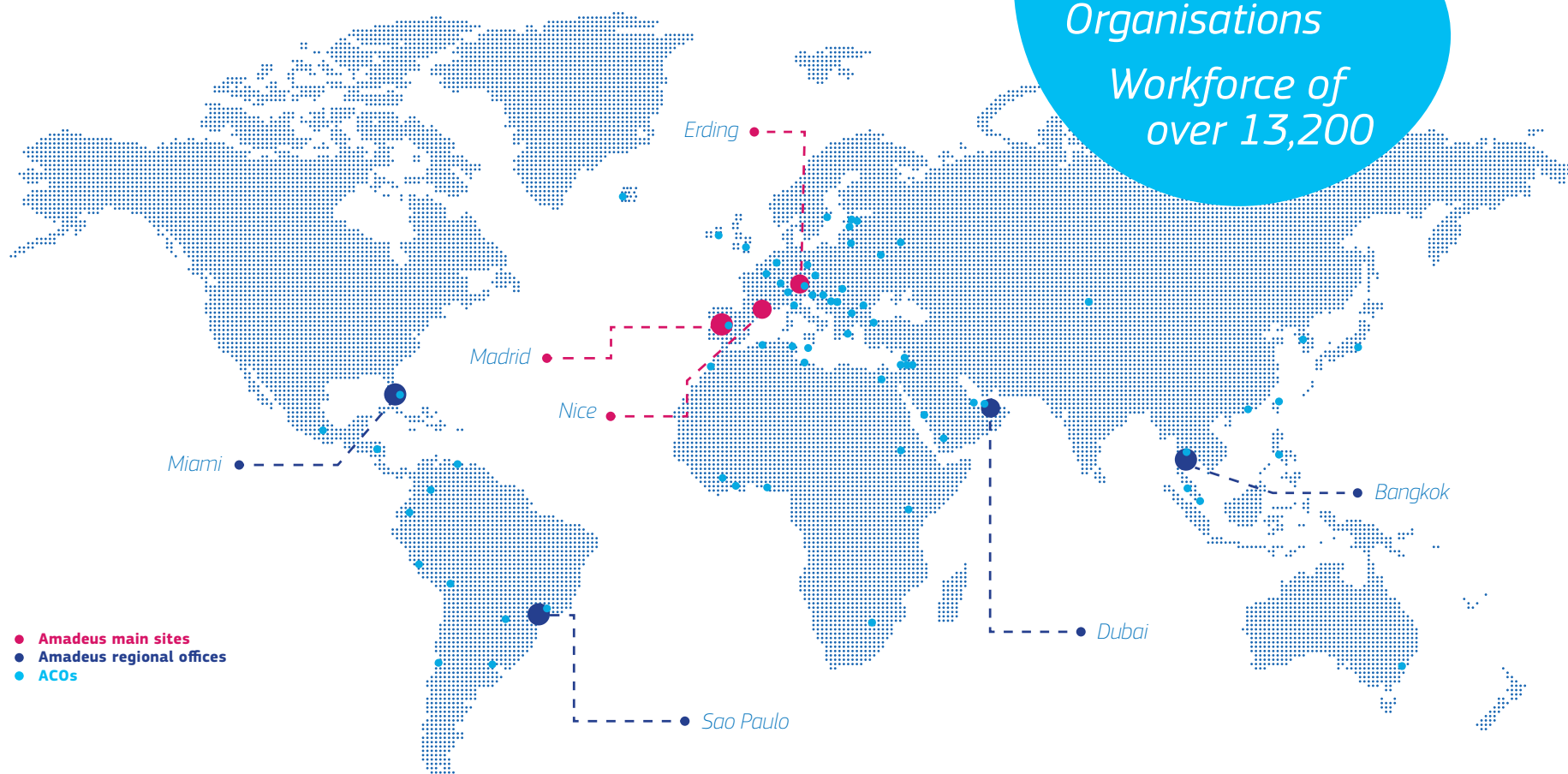
*The following entities are included within the company's free float, in accordance with the information showed by the official registries of the CNMV (the Spanish Securities Market Regulator) as of 26 January 2015: Blackrock Inc. (5.21% of indirect voting rights), MFS Investment Management (5.017% of direct voting rights), Government of Singapore Investment

Corporation Pte Ltd (4.925% of direct voting rights), Fidelity International Ltd (2.011% of indirect voting rights) and Invesco Ltd (1.252% of indirect voting rights).

** Political and economical rights of these shares are suspended to the extent that they form part of the treasury stock.

Amadeus presence in the world

71
Amadeus
Commercial
Organisations
Workforce of
over 13,200



1.4 Our collective ambition

Our purpose as a company is to work with our customers, partners and other industry players to shape the future of travel.

We do this by 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 has continued through many other developments, including our diversification and entry into new business lines. Taking the above into consideration, our vision is to be 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.

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.

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



Customers first

- _We listen carefully and work as partners
- _We keep our promises
- _We are committed to the success of our customers



Working together

- _We respect and embrace the diversity of all people and cultures
- _We collaborate positively across teams
- _We communicate clearly and act decisively



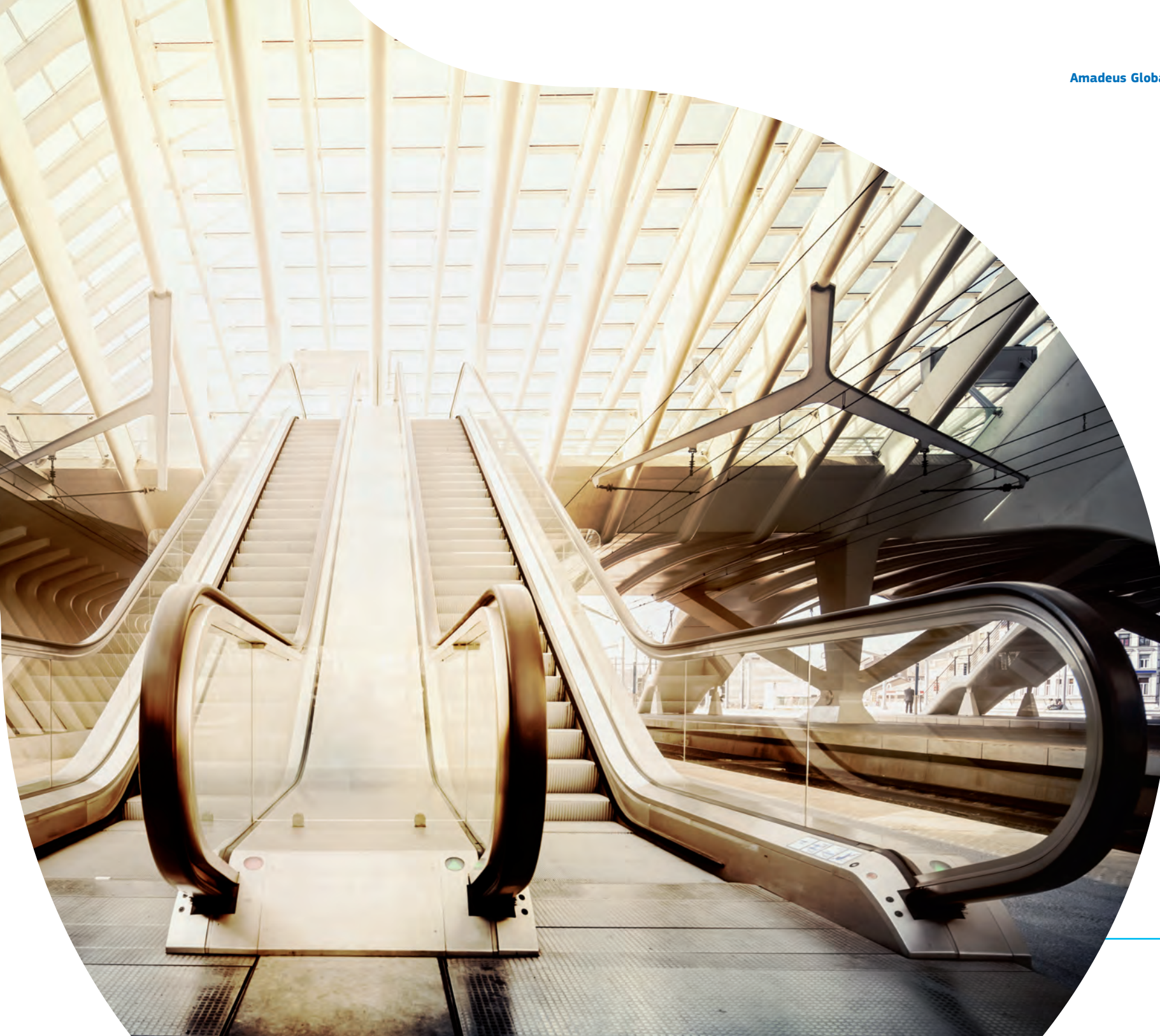
Taking responsibility

- _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

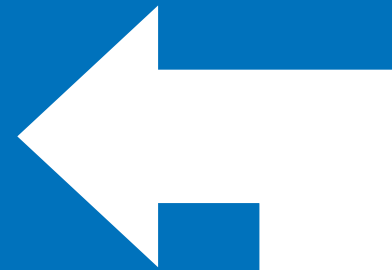
- _We strive to achieve outstanding results in a competitive market
- _We learn from our mistakes
- _We innovate and welcome change



272
million jobs worldwide in
Travel & Tourism



1.1
billion international
tourist arrivals
in 2014



Travel industry overview and Amadeus industry relations



Travel & Tourism
represents

**9.6% of
world GDP**

Travel industry overview

Today, global travel and tourism is one of the world's largest industry segments, with an estimated total contribution to the global Gross Domestic Product (GDP) of USD 7.2 trillion according to the World Travel and Tourism Council (WTTC). This is equivalent to 9.6% of the global GDP and includes induced, indirect and direct contribution generated by industry suppliers and intermediaries, comprising airlines, hotel chains, rail providers, travel agency locations, numerous international car rental and insurance companies, and global and regional tour, cruise and ferry operators.

Since the beginning of the global financial crisis the travel industry has faced significant challenges, many of which only began to recede in 2014. As the global economy emerges from the grip of recession, the time is right to reflect on what the next 10 years are likely to bring and, importantly, where opportunities for growth exist for our industry.

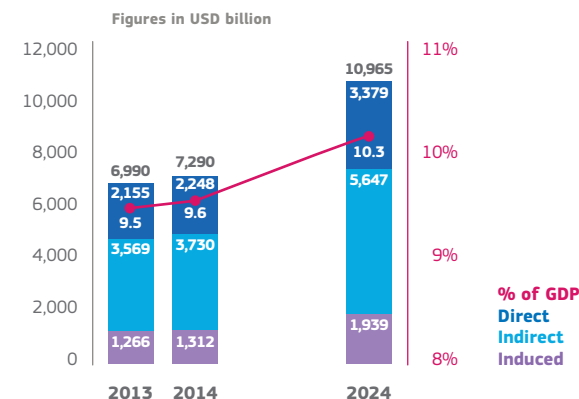
Research from Oxford Economics shows that global travel rebounded rapidly from the 2009 financial crisis and is forecast to grow robustly over the next decade.

Projected growth in global air travel
Domestic and international air passenger growth to 2017



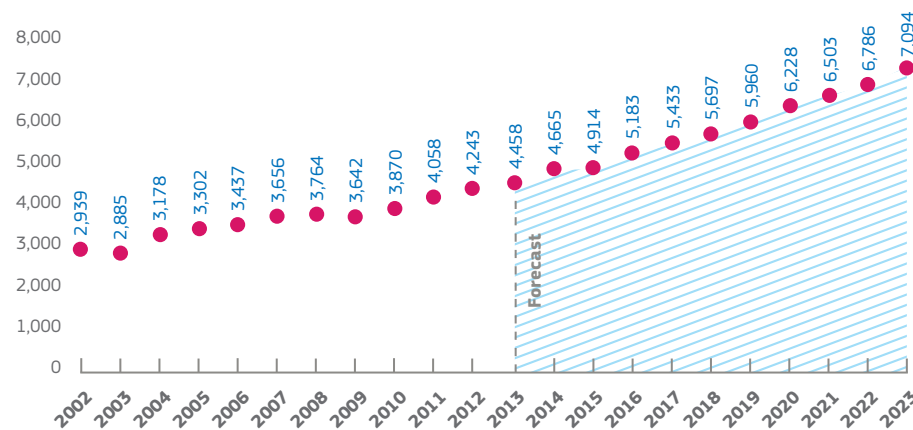
Source: IATA, airline industry forecast 2013-2017

Total contribution of travel and tourism to world's GDP
Figures in USD billion



Source: Travel and Tourism Economic impact 2014- World Travel and Tourism Council

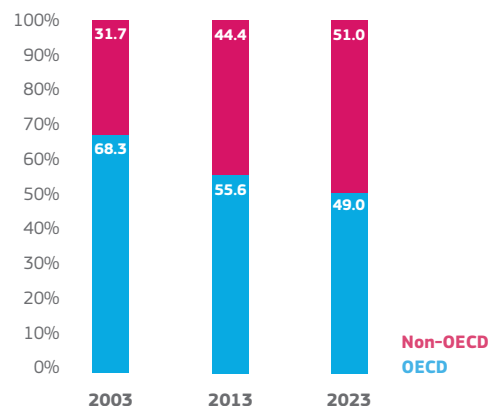
Global overnight visitor flows
(Figures in million)



Source: 'Shaping the Future of Travel: Macro trends driving industry growth over the next decade', Oxford Economics (2014)

Non-OECD increasing share of global air traffic

% of total traffic

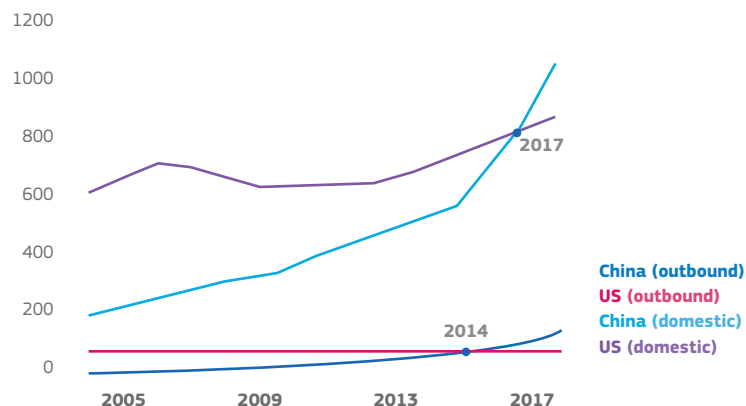


Source: 'Shaping the Future of Travel: Macro trends driving industry growth over the next decade', Oxford Economics (2014)

Global overnight visitor flows are expected 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 terms of regional overnight visitor flows, it is expected that Asia-Pacific, the Middle East and Africa will be the fastest growing regions over the next 10 years, with Asia growing at nearly double the rate of the 2002-2012 period. Despite this, Europe's share of visitor flows will remain dominant until 2023. For outbound spending on travel, however, the Asia-Pacific region is expected to overtake Europe to dominate global travel by 2023. Interestingly, North East Asia alone will account for 42% of the growth in global outbound business travel expenditure over the next decade, with South East Asia accounting for a further 13%.

China overtakes US in travel spend

USD billion



Source: 'Shaping the Future of Travel: Macro trends driving industry growth over the next decade', Oxford Economics (2014)

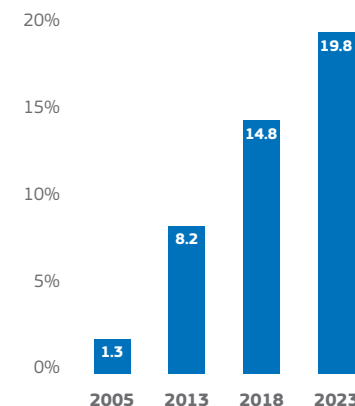
Non-OECD countries

Another interesting point to note is that non-OECD countries accounted for 44% of global air traffic in 2013 and research forecasts this to rise to 51% in the next 10 years, driven primarily by the expansion of large emerging markets, especially China. Non-OECD air traffic is increasingly independent of mature Western markets, with journeys between developing countries accounting for 40% of global air traffic in the past five years.

It has been suggested that China will soon overtake the US as the largest source of outbound travel spend in the world in 2014, with China's share of global outbound travel expenditure set to rise from 1% in 2005 to 20% in 2023. China may also surpass the US as the world's largest domestic travel market by 2017. In fact, the potential

China: Growing share of global business travel spend

% global total



Source: 'Shaping the Future of Travel: Macro trends driving industry growth over the next decade', Oxford Economics (2014)

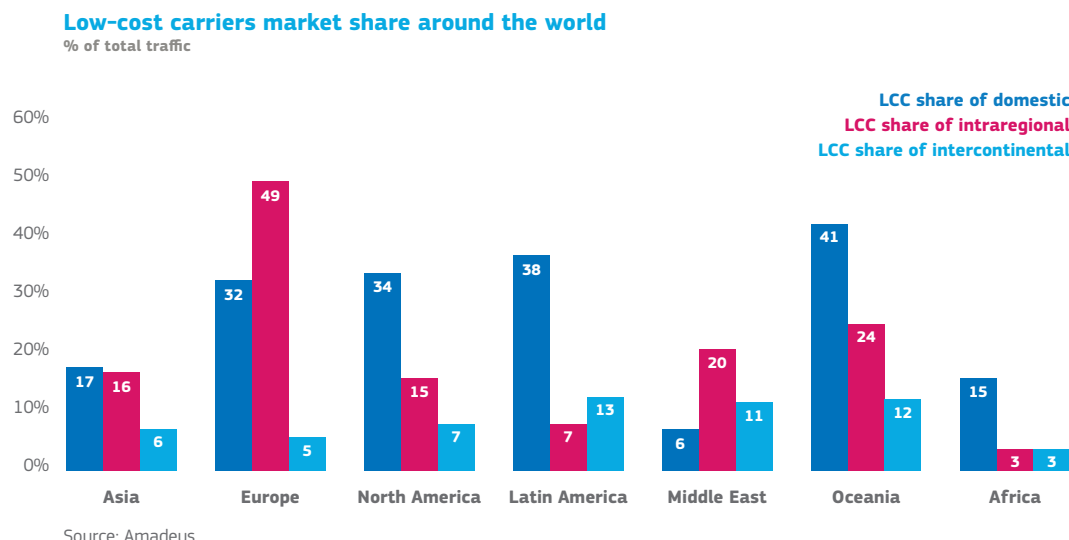
market for outbound Chinese tourism could more than double to 220 million households in the next decade.

Low-cost carriers

Meanwhile Western business travellers have been slow to recover old spending habits. North American and European short-haul markets are still yet to recover to 2008 levels, while premium air traffic data from IATA* shows that whereas long-haul (intercontinental) premium traffic recovered quickly and robustly from the financial crisis – particularly premium traffic that connects advanced to emerging markets – short-haul travel demand has been much more sluggish. Furthermore, the business models of low-cost carriers (LCCs) and traditional carriers have converged in recent years, but remain distinctive. Structural factors will continue to set the LCCs and traditional carriers

* IATA, Premium Traffic Monitor, November 2006 to November 2013.

2. Travel industry overview and Amadeus industry relations



apart and they will continue to compete along the familiar lines of their comparative advantages – price versus service.

The most important trend in the next decade is the further expansion of LCC market share. LCCs are outgrowing general traffic in every continent of the world. Europe remains the most active market for LCC business, with 250 million passengers per year. North America is the next largest with 173 million, but Asia is quickly catching up, recording over 117 million passengers on average in the past five years and growing more than 150% in that period. The introduction to the market of large numbers of new middle-class travellers from emerging economies in the next 10 years will present great opportunities for LCCs. They are, however, yet to demonstrate a viable model for capturing longer-haul market share. The more successful LCCs become the more likely they are to outgrow their original business model and be forced to adapt.

Seamless travel

Seamless – or better connected – travel is another key trend for the travel industry over the next decade, and it has two main aspects: technology and infrastructure. Infrastructure provides the different modalities of transportation, and technologies connect the different modes of transportation. Seamless travel exists in many forms, but an ‘ideal’ case would be booking a single ‘door to door’ service that took a traveller from their home to and then through an airport, onto and off a plane, and then to their destination hotel. In practice, much seamless travel currently exists in selective ‘bubbles’, because the businesses required to provide the infrastructure and the technology are very different and separate. In addition, there is a ‘market failure’ at work that makes the provision of truly global seamless travel solutions very difficult. The development of internet-based and mobile technologies would appear to provide more opportunity

than ever before for a potential facilitator, given that they might help overcome many of the past issues that hindered seamless travel. At present, however, because many providers appear to be focused on improving their own individual offerings, seamless travel is left unaddressed.

Mobile technologies

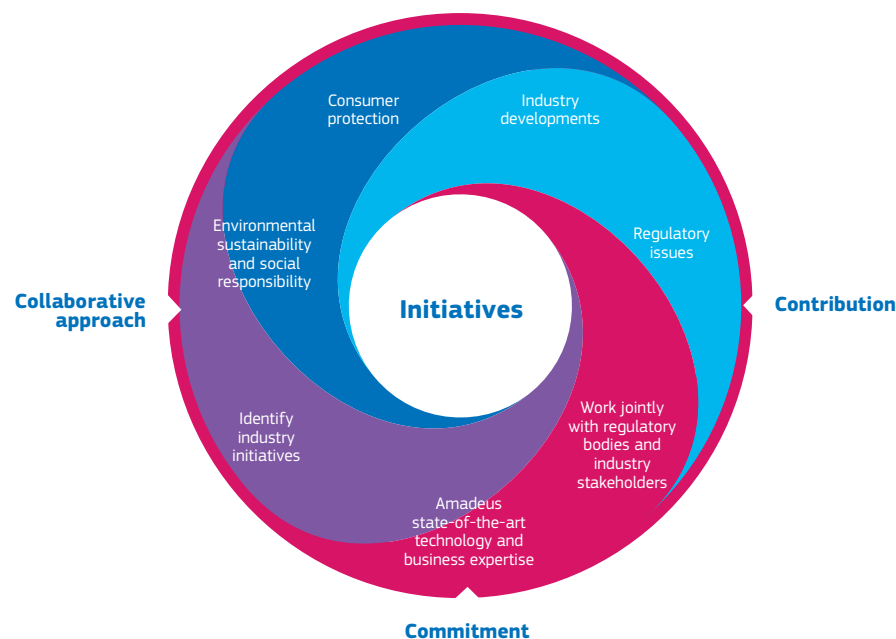
Mobile will be another key driver of both growth and opportunities in the coming years. As the world’s mobile users have increased, so have the applications and uses of mobiles for travel. The number of mobile device users in developing countries has been rapidly increasing since 2005, with an average annual growth rate of 36.8% over the 2005-2013 period, meaning they now by far outnumber users in developed countries. Mobile broadband user numbers in developing countries have also been growing at a rapid rate and already eclipse user numbers in developed countries, reaching 1.2 billion users in 2013. As a direct result of this growing trend of using mobile devices for travel, providers in the travel industry are developing applications to further facilitate information provision, reservations, and payments. It is likely that the spread of mobile technologies will produce major changes in the travel industry – as well as major financial opportunities. However these may take many years to fully develop and their form is difficult to predict.

Amadeus industry relations

Over the years, Amadeus has become a relevant industry player and we have a responsibility to work together with other industry stakeholders to shape the future of travel.

Amadeus systematically engages with key stakeholders such as governments, public entities, trade industry associations and academia to improve our position, profile, and reputation. The graphic on this page illustrates our approach to industry relations.

Our role in shaping the future of travel - *efficiency and sustainability*



The strategic approach that guides the activities of industry affairs is established around the following key principles:

- Contribution to 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.

We engage with industry initiatives that may cover relevant aspects of Amadeus' business as follows:

- 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.
- Environmental sustainability and social responsibility.

Working with governments and trade organisations towards sustainable travel

The travel and tourism industry is becoming a strategic sector for the economies of many countries 🌐. National and regional governments have a growing interest in making the tourism sector robust and attractive enough to bring a growing number of tourists to their destination.

Amadeus works with relevant regulatory bodies around the world, including the European Commission, the European Parliament and the US Department of Transportation, as well as with the main industry trade associations and consumer organisations.

Amadeus currently serves as the Chair of ETTSA (European Technology and Travel Services Association) and is a founding member of TTA (The Travel Technology Association, formerly ITSA). 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 a member of OAAT (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 are a global partner of UNICEF (United Nations Children's Fund) countries 🌐 and an affiliate member of the UNWTO (United Nations World Tourism Organisation) and the WTTC (World Travel and Tourism Council).

We work with IATA, AEA (Association of European Airlines) and A4A (Airlines for America) with the aim to build a common industry agenda for the sustainable growth of the airline industry, while ensuring that the 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.

🌐 See 'Travel industry overview' p. 17

🌐 See 'Amadeus participation in joint industry initiatives', p. 90

🌐 See 'Amadeus Technology for Good Programme', p. 97



From Amadeus Industry Affairs, we are actively cooperating with public and trade industry stakeholders to make this sector far more sustainable and competitive in three ways:

Advocacy before governments and public stakeholders

We engage with governments and other relevant private stakeholders about key industry issues that affect sustainability such as the facilitation of visas, policies to promote competition, the digitalisation of travel/passenger transportation and shaping the way tourism will look in the future. Currently we are working with WTTC and UNWTO to raise awareness about some of the above mentioned issues and the strategic importance of this sector.

Partnering with selected relevant public and trade industry tourism stakeholders

As an example, Amadeus partnered with the European Travel Commission (ETC) in their mandate from the European Commission to promote European tourism destinations, with relevant projects and activities in three areas where our assets are very valuable: technology, research and education. A flagship project of this successful partnership has been the

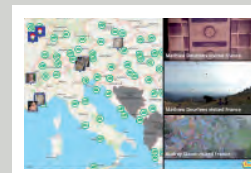
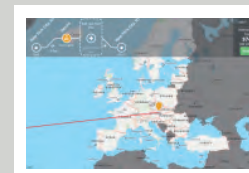
development of the VisitEurope web and mobile app, which helps the ETC promote Europe as a tourism destination through new digital channels that target strategic growth markets.

In addition, Amadeus also partners with major railway bodies in Europe, including SNCF, DeutscheBahn and ATOC, as well as other members of ETTSA, ECTAA and the European Commission's European Rail Agency (ERA) in the execution of the European Commission's TAPTSI* implementation project. The project is designed to implement minimum standards for the exchange of schedule, fare, booking and ticketing data across the EU's rail industry with respect to cross border rail travel (currently in its pre-deployment developmental phase).

Supporting national governments' efforts in their tourism projects

Technology and industry knowledge are two important assets that are also allowing us to engage in a collaborative way with some governments to make their tourism activity much more sustainable and competitive. Some public tourism entities are monitoring, tracking and predicting tourism flows via our Travel Intelligence solutions and others are using our advertising tools to better market their services.

* Telematics Applications for Passengers Service Technical Specifications for Interoperability (TAPTSI) which came into force on 31 May 2011 as the Commission Regulation (EU) No 454/2011.



VisitEurope app

Amadeus developed the VisitEurope app in partnership with the European Travel Commission (ETC). This mobile tool guides travellers through the entire experience of the trip: from inspiration, search and planning to sharing. The VisitEurope app is also the pillar of the new VisitEurope.com website. Having a mobile-first approach, the ETC chose Amadeus to design and develop a solution first for mobile devices and then adapting it for other interfaces.





As part of these collaborative efforts, Amadeus participates very actively in relevant industry events to foster the debate around key sectorial issues. Relevant examples of these events are as follows:

Global Travel and Tourism Partnership (GTPP) Annual Student and Teacher Awards

Students from around the globe proved the future is bright for the travel industry at this GTPP event.

Multimodal rail travel discussed at European Passengers' Federation event

Connected rail travel as well as a seamless multimodal transport system in Europe are two key objectives that have been set up by the European Union. This event was an opportunity to exchange ideas and views about best policies and technologies to support that objective. Amadeus presented technology solutions that enable the integration of air and rail in the distribution process and shared the ongoing EU projects where we participate relating to the future multimodal transport information system.

- See 'Amadeus Knowledge and Skills Transfer Programme', p. 99
- See 'Amadeus leads in the multimodal travel space' p. 26



Brisbane Global Café conversation about the future of global travel

There was a very vibrant and thought-provoking discussion among global tourism leaders, including Amadeus, about 'Tourism's New Frontiers' in this event.

Collaboration and passenger experience at IATA's World Passengers Symposium

Amadeus was invited to participate in the session 'A Revolution in Distribution', which took place in a busy hall and was attended by a number of airlines and technology providers.

OUI Innov - Working hand-in-hand with the French government to support innovation

Amadeus supported the French Embassy and Invest in France in the Oui Innov event. It was held in Madrid aiming to promote innovation and entrepreneurship among the Spanish and French communities.

European Tourism Forum

Innovative actions for jobs and economic growth were discussed in this forum. Amadeus shared views and information on key industry trends around the new travel ecosystem, personalisation technologies and the future of travel.

Airport Regions Conference - 'Getting dAIR: clean airports. Decarbonised regions'

dAIR is an EU funded project where local governments, together with airport operators, work on converting airports into ecological and sustainable transport hubs.

Conseil de Coopération Economique - high-level task force on international climate negotiations

The Conseil de Coopération Economique has created this task force to present a set of recommendations to the European Council and the EU Commissioner for Climate and Energy with the occasion of the UN Climate Conference in Paris in December 2015.

Green Growth Group

The Green Growth Group consists of ministries, business, and Members of the European Parliament. The Ministerial group is made up of Energy, Climate and Environment Ministers from fifteen European countries. They seek to explore, promote and pursue the economic opportunities that the EU low carbon ambition can offer.



Working with industry peers towards airfare transparency

IATA Resolution 787 – submission for US DOT approval

On March 2013, the International Air Transport Association (IATA) formally filed with the US Department of Transportation (DOT) an application for approval of Resolution 787 (Enhanced Airline Distribution) that was adopted by the Passenger Services Conference during its 18-19 October meeting in 2012. The intended effective date for Resolution 787, also referenced by IATA as a New Distribution Capability (NDC), was 1 June 2013. Upon careful review of the IATA Resolution, numerous industry stakeholders, including Amadeus, expressed serious concerns over several elements of the Resolution and their potential implications. The Resolution proposed new and open technical standards for the exchange of data based on XML, a more effective and efficient method of communication than other protocols currently used across the industry. The Resolution also raised several commercial and regulatory concerns including mandatory aspects, data privacy and customer authentication issues, data ownership and backward compatibility. Hundreds of filings were formally submitted to the DOT and significant public debate ensued over the Resolution and IATA's intent.

In December 2013, Open Allies for Airfare Transparency (OAAT) and IATA engaged in bilateral discussions on Resolution 787 in the interest of finding common ground and moving forward. After several meetings in Washington, D.C. attended by OAAT members, IATA and other key industry stakeholders, the parties mutually agreed on a set of conditions jointly proposed to the DOT for their consideration and ultimate approval. The

joint motion filed in January 2014 addressed all the key concerns raised by the industry and limited the scope of Resolution 787 strictly to the XML communication standard being proposed by IATA, purely on an optional basis for members to adopt as they saw fit. In May, the DOT issued a Show Cause Order proposing to approve Resolution 787 subject to all of the agreed IATA / OAAT conditions, which were adopted word-for-word and supplemented to make clear two additional and important points: individual airlines cannot require personal information as a predicate for presenting a fare offer, and anonymous shopping cannot be impeded by any new standard. In August 2014, the DOT issued its final order approving Resolution 787 with all conditions for approval adopted. Although the DOT's jurisdiction is limited to the US, IATA has acknowledged and formally confirmed that Resolution 787 as approved by the DOT (with all conditions) will apply globally to all IATA members.

These proceedings and their final outcome represented a significant and positive development within the industry, encouraging broader and more proactive collaboration among key industry stakeholders.

Amadeus played a deciding role in the process leading to this historical industry agreement and platform for improved collaboration across the whole industry.

OAAT and IATA – Airline Distribution Stakeholder Forum

The Airline Distribution Stakeholder Forum was set up as a direct result of the bilateral discussions between

OAAT and IATA regarding Resolution 787. The objectives mutually established by the group were to create a forum for open and transparent dialogue regarding air distribution. The forum, made up of key industry stakeholders, would contribute and be part of the ongoing conversation regarding the evolution of the industry. The initial meeting was hosted by Amadeus in Miami. It included representation from ASTA, ECTAA, ETTSA, GBTA, IATA, OAAT, Travel Tech, and WTAAA (represented by ACTA, AFTA, ABAV, and ASATA). The group has established terms of reference to govern the forum covering mission, membership, forum procedures and communications.

The Airline Distribution Stakeholder Forum has met on three different occasions during 2014: in Miami, in Washington, D.C. and in San Diego (in conjunction with IATA's World Passenger Symposium event). During the most recent meeting in San Diego, in an effort to ensure that the forum represents the broadest set of industry stakeholders, two additional organisations, Airlines for America and US Tour Operators Association were invited to join the group. In addition, the next Airline Distribution Stakeholder Forum is being planned in Europe to ensure that the group operates at a global level and takes regional issues into consideration.

The formation of the Airline Distribution Stakeholder Forum is a good example of the industry coming together to openly discuss industry challenges and work in a collaborative way to find solutions that work for all parties involved. Amadeus is proud to have played an instrumental role in its formation and ongoing evolution.

Amadeus leads in the multimodal travel space

Responding to the door-to-door mobility requirements of European citizens and visitors, the vision of a single multimodal travel market in Europe was laid out in the European Commission's White Paper on Transport: Roadmap to a Single European Transport Area (2011).

As Europe's most successful travel provider - in terms of both EU member state coverage and airline sector distribution - it was only natural that Amadeus should be one of the leaders in the evolving multimodal travel space, and take a strategic role in this process.



Feasibility of a single multimodal travel market in Europe - All Ways Travelling (AWT)

Amadeus and its All Ways Travelling consortium, comprising partners Thales, BeneRail, IATA, UNIFE and Zeppelin University, were contracted by the European Commission to deliver a Study and Proofs of Concept concerning the feasibility of a single multimodal travel market in Europe.

In 2014, the AWT Study was delivered (available at www.allwaystravelling.eu). It covers the feasibility of the emergence of multimodal information and ticketing services in the European marketplace.

The second phase, the Proof of Concept, is focused on the technological challenges and overall feasibility of the development of relevant IT services. Amadeus and its AWT partners are keen to demonstrate the possibilities, but also the constraints, of adapting systems and standards in order to provide one-stop-shop multimodal information and ticketing services. The Proofs

of Concept are planned in 2015 for multimodal (air-rail-urban transit) planning and ticketing, from shopping to settlement including the integration of card centric and back-office centric solutions for urban transit. A multimodal trip tracking service will also be demonstrated, which keeps the passenger informed of the impact of any en-route service disruptions on their overall multimodal itinerary.

In early 2016, AWT will deliver a final report highlighting the relevant points, from both the Study and Proof of Concepts, which will assist with the formulation of recommendations to the European Commission for policy evaluation as well as provide important inputs into other European Commission multimodal initiatives.





Multimodal passenger IT services - Shift2Rail Joint Undertaking

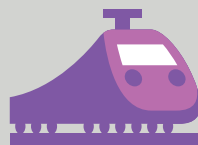
Amadeus played a key role together with other industry stakeholders, in defining the proposition for multimodal passenger IT services, which was called the Innovation Programme 4, of the Shift2Rail (S2R) Joint Technology Initiative. In 2014, the European Council adopted the legislation drafted by the European Commission enabling the creation of the S2R Joint Undertaking*. The S2R Joint Undertaking is evaluating the stage one applications for Associate Members and is planned to start before the end of 2015.

* Council Regulation (EU) No 642/2014d EU of 16 June 2014.

Towards an innovatory interoperability framework - IT2Rail Consortium

In the meantime, the European Commission published the Horizon2020 call: Mobility for Growth 2.2 – ‘Smart Rail Services’. It was designed to initiate Innovation Programme 4 of S2R, and provide some early results in 2017. Amadeus and a core team of the companies that had worked on the original Innovation Programme 4 proposal, formed the IT2Rail consortium and successfully tendered for the call. The project is intended to start in May 2015 and aims to deliver early results in the second half of 2017 to initiate the innovatory interoperability framework and a functionally de-scoped version of the robust business application ecosystem.

The IT2Rail and the Innovation Programme 4 of the Shift2Rail work represent a bold and ground-breaking set of collaborative activities, designed to transform the series of silo transport sector markets into a single integrated multimodal market across the EU Member State geography. In particular, Amadeus is participating in a bold experiment to deploy the solution for transcending the costly fragmentation of Europe's transport industry. If successful, the shape of European travel will be irrevocably transformed.





Airline IT Amadeus
Total passengers boarded
growth 2014:
12.9%



Amadeus Distribution
Total bookings
growth 2014
4.6%

Business lines and highlights 2014

1. Distribution
2. IT Solutions
3. Diversification into new areas

71

Amadeus
Commercial
Organisations

Acquisitions in 2014:

Newmarket
UFIS
i:FAO



Overview of Amadeus businesses

Amadeus is a technology company dedicated to the global travel industry. Amadeus operates on a massive scale facilitating complex transactions between travel providers and travel sellers, as well as providing mission critical IT solutions for travel providers. Our solutions help our customers connect to the travel ecosystem, serve travellers and manage their businesses.

Inside this framework, Amadeus runs two complementary businesses that generate significant synergies:

Distribution

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.

IT Solutions

We offer travel providers an extensive portfolio of technology solutions that facilitate 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.



Connect We help our customers connect to the travel ecosystem



Serve We help our customers serve the traveller



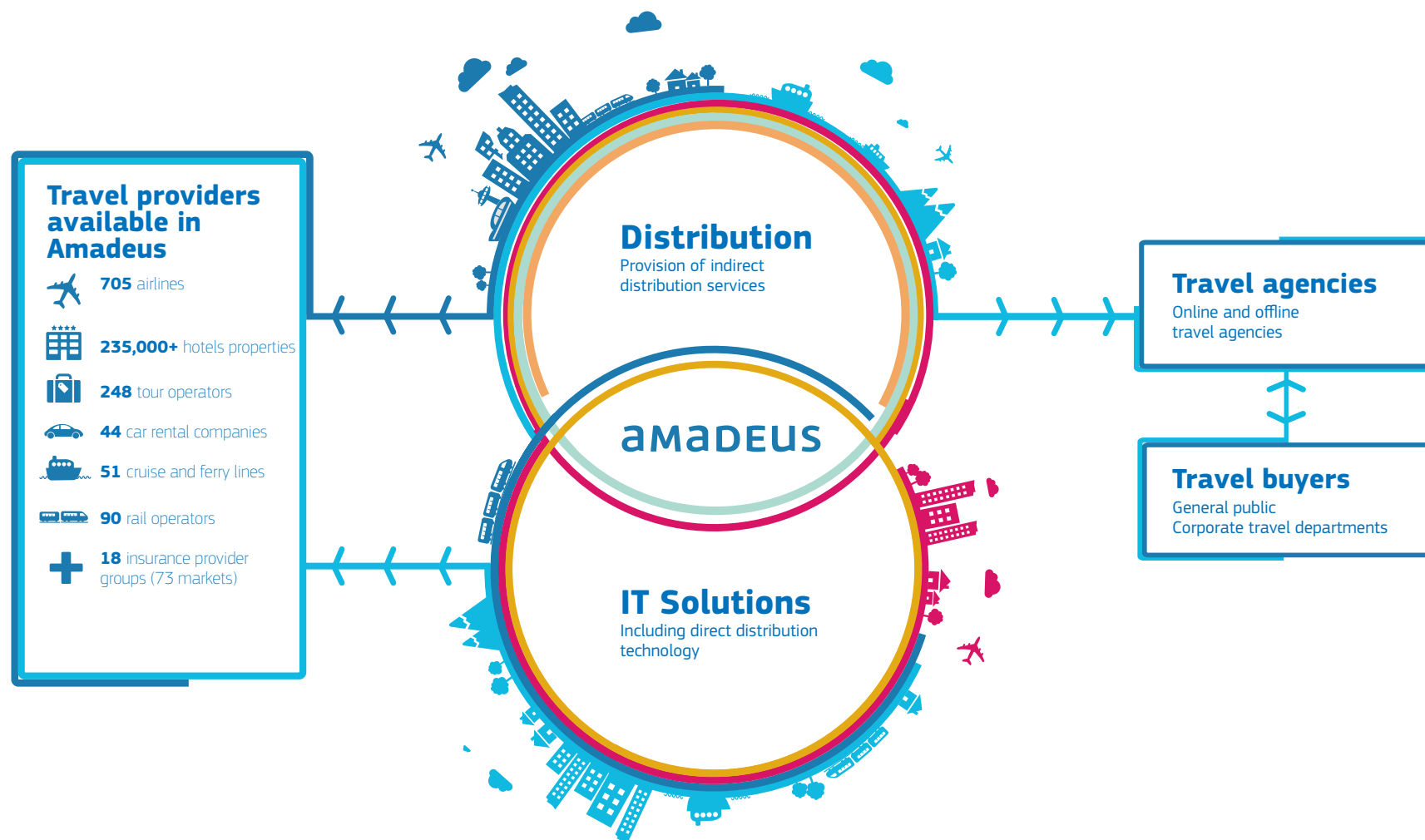
Manage We help our customers manage their travel business

Although our current offering primarily addresses the airline market's needs, we are gradually expanding into the provision of IT solutions to other travel providers, mainly airports, hotels and railway companies. Furthermore, 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.

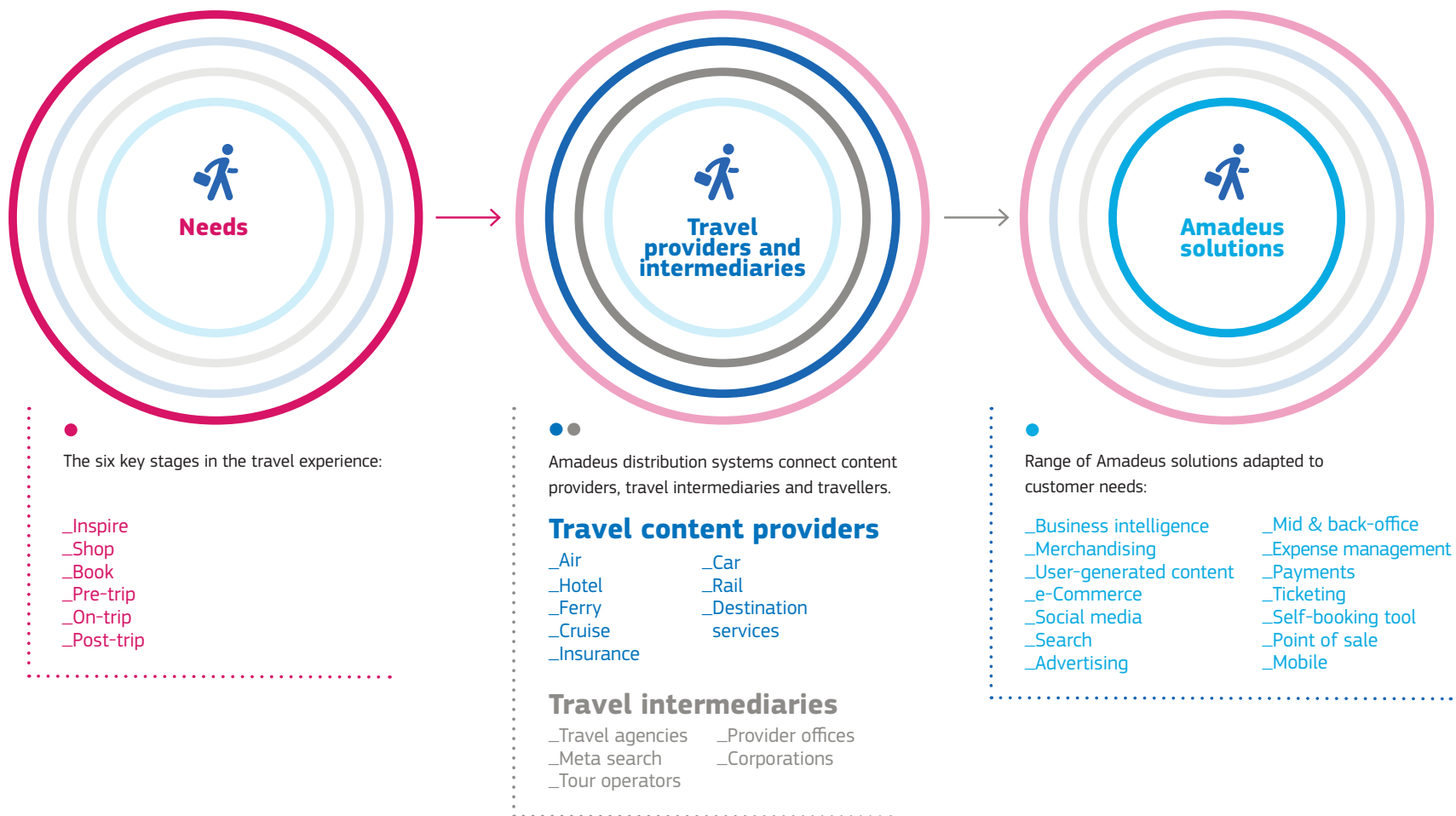


Amadeus business model



3.1. Distribution

Distribution - *the traveller's needs at the centre of our thinking*



Business overview

Computer Reservation Systems (CRSs) provide a computer network connecting travel providers with travel agencies. CRSs deliver an integrated interface displaying a wide variety of choices, prices and itineraries available, through which corporations and end-travellers can access travel content. In addition to offering CRS technology, Global Distribution Systems (GDSs), like Amadeus, make broad geographical reach an important element of their value proposition. The ample range of travel content available in Amadeus creates a powerful network effect, attracting a large number of travel agents and airlines sales offices spread around the world.

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.

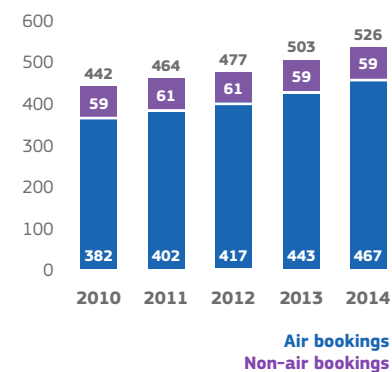
At the same time, Amadeus creates value for travel agencies by aggregating travel related content from multiple travel suppliers into an integrated display and by offering enhanced functionalities, such as advanced search and booking engines, to enable travel agencies to efficiently access such comprehensive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

The Distribution business also encompasses numerous related services and IT solutions for both providers and travel agencies. These include, for example, new functionalities in our distribution platform for airlines, which maximise income and sell ancillary services such as baggage fees or priority seating, as well as facilitate 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 offline and online travel agencies.



Amadeus total bookings

(in million)





Value-based pricing: based on origin of booking

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 prime market of the provider, the type of technology access to our platform, and the level of functionality that the provider enjoys. The model links the level of our booking fee to the value generated to the travel provider. The higher value is when we facilitate access for the travel provider to customers that otherwise would be difficult or not cost-effective to reach by other means.

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

Our business model also helps gaining visibility of our business going forward. Around 80% of our air travel agency bookings are made under content agreements with airlines. The term of these agreements vary between three to five years. Additionally, our agreements with global travel agencies typically range from three to ten years.



LOCAL

- Lower 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
- Provides access to difficult-to-reach customers (e.g. other continent)

Some of the core solutions* of our Distribution business

Amadeus Selling Platform is used as our main retailing application for travel professionals, and it provides a single access to schedules, availability and fares. To support travel agencies optimally, Amadeus is leading the way in offering the first intuitive catalogue of services integrated into a 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 for 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.

* For more information on Amadeus products and services, visit www.amadeus.com/taportfolioessentials/

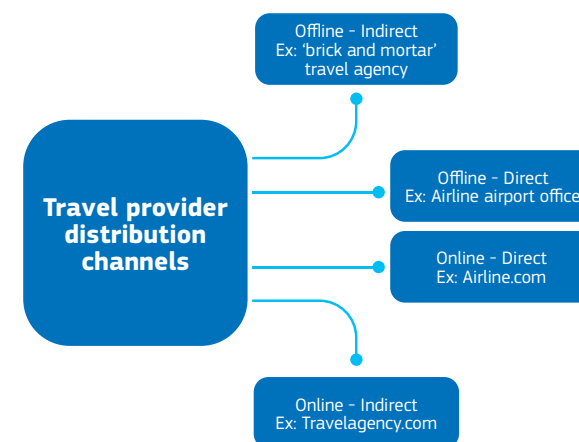
Challenges and opportunities in the Distribution business

Some of the main challenges and opportunities Amadeus faces in the Distribution business include:

Increasing importance of direct distribution channels that connect the travel provider directly with the traveller, without any intermediary facilitator.

We believe that distribution through GDS platforms continues to be the most efficient means for airlines and other travel providers to reach and distribute their travel content. In countries where a travel provider has a reduced brand awareness (for example, outside its home markets), a GDS platform offers a cost-effective means of accessing the market. Additionally, as higher yield long-haul and corporate travel tickets and itineraries with additional booking complexity are channelled predominantly 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 low-cost carriers (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.

Amadeus is present in all four major distribution channels



Growth of emerging markets with strong local CRSs: the local CRSs, primarily in China, Japan 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.

Highlights 2014

Content agreements with 35 full-service carriers, including leading airlines such as United Airlines, were renewed or signed throughout the year. This forms part of the ongoing commitment of Amadeus to provide our travel agency subscribers globally with the most comprehensive range of fares, schedules and availability.

Breakthrough distribution agreement with Ryanair which brought a wide range of its fares and full ancillary services to Amadeus' travel agency subscribers. Towards the end of the year, the LCC began distributing through Amadeus' innovative light ticketing technology, with no surcharge for Amadeus' travel agency subscribers and displayed fares available at parity with the Ryanair website. The agreement included Ryanair's new Business Plus fares, offering business and corporate travellers a tailored package.

Distribution agreements with 15 new hybrid and LCCs were also signed during the year and to date 79 LCCs have become Amadeus distribution partners. Bookings from travel agencies on LCCs were up by 16% year-on-year during 2014. Amadeus' XML technology has enabled LCCs, since its introduction in 2007, to benefit from the reach and yield provided by distribution through travel agencies while removing the complexity of traditional ticketing processes.

In September, Germanwings implemented its complete range of published fares and ancillary services to all Amadeus' travel agency subscribers. Previously the

Lufthansa subsidiary sold a limited range of its fares via Amadeus' travel agency partners, using full e-ticketing. Now the airline has become the first in the world to make its full range of published fares bookable using light ticketing functionalities, making it the first carrier to offer both full and light ticketing to travel sellers.

Sales of merchandising solutions from Amadeus maintained momentum with 31 new airlines signing-up for the Amadeus Airline Ancillary Services solution during 2014. These included Etihad Airways, when it became the first airline in the United Arab Emirates to deploy the solution, and United Airlines, marking the industry's first NDC-XML* solution in the travel agency channel in North America. Currently a total of 110 airlines have contracts for the Amadeus Airline Ancillary Services solution, which provides the capability to deploy ancillary services in over 100 markets worldwide.

As part of its commitment to merchandising, Amadeus announced a partnership with Expedia, one of the world's largest full service online travel sites, to begin offering customers branded fares through the Amadeus Fare Family solution from select airlines by mid-2015 – along with several more airlines by the end of the year. This allows participating airlines to seamlessly offer their travellers the possibility to select a fare with the attributes that matter most to them. Merchandising and retailing are vital for travel players to better meet

traveller needs and unlock additional revenue in a rapidly changing market.

New multi-year agreements were reached with the leading global online travel company Orbitz Worldwide – to support its brands in North America. – and with TUI Travel, one of the world's leading leisure travel groups, operating in over 180 countries and with more than 30 million customers.

A multi-year agreement was reached with Ctrip, China's leading travel company in terms of market capitalisation, to include the provision of all air content for points of sale outside of mainland China. This initially includes Hong Kong, Taiwan, Korea and the US, with future plans to move into Canada, Australia, New Zealand, Japan and Thailand. Ctrip will implement Amadeus Master Pricer TravelBoard (including multi-merchant capability) as its low fare search engine, as well as Amadeus Mini Rules and Amadeus Ticket Changer, with the aim of adopting more of Amadeus' powerful online search solutions in the near future.

Corporate travel IT remained a priority as Amadeus made great strides in its growth strategy for the segment. During the year, Amadeus – through a tender offer process – completed the acquisition of i:FAO, Europe's most widely used cloud service for planning, booking, managing, and expense reporting business travel.

* NDC: refers to 'New Distribution Capability'. It is a program (NDC Program) launched by IATA for the development and market adoption of a new, XML-based data transmission standard (NDC Standard) between airlines and travel agencies.

Distribution business financial performance in 2014

Our Distribution business continued to grow during 2014, driven by an increase in our booking volumes, fuelled by market share gains, industry growth and an improvement in our average pricing.

Travel agency (TA) booking volumes

Amadeus TA bookings, market share and industry growth			
	2013	2014	Change
Air TA bookings (Figures in million)	443.4	466.5	5.2%
Non air TA bookings (Figures in million)	59.2	59.4	0.3%
Total TA bookings (Figures in million)	502.6	525.8	4.6%
Amadeus Air TA market share	40.1%	40.7%	0.7 p.p.
Air TA booking industry growth	2.0%	3.2%	

During 2014, the volume of air bookings processed through travel agencies connected to Amadeus increased by 5.2%. In turn, the air travel agency booking industry grew by 3.2%. Our market share continued to grow, primarily driven by North America and by South Korea, and reached a global market share of 40.7% (an increase of 0.7 percentage points over the previous year). Some important factors affecting the industry in 2014 include:

[_The volume decline in Latin America](#), due to the negative performance of some key countries in the region.

Amadeus Air TA bookings (figures in million)			
	2013	2014	Change
Western Europe	187.9	192.5	2.4%
Asia-Pacific	62.2	70.4	13.2%
North America	55.3	63.4	14.6%
Middle East and Africa	57.7	62.0	7.4%
Central, Eastern and Southern Europe	46.9	45.8	(2.3%)
Latin America	33.5	32.5	(3.0%)
Total	443.4	466.5	5.2%

[_The impact from the geopolitical situation in Russia and Ukraine](#), affecting the Central, Eastern and Southern European region.

[_The weak performance](#) of certain countries in the Middle East and Africa, mainly driven by political unrest.

[_The Asia-Pacific region](#) has benefited from the migration of travel agencies from Topas, in South Korea, to Amadeus.

[_Both Western Europe and North America](#) recovered from their negative performance in 2013 and reported moderate industry growth rates.

3. Amadeus business lines and highlights 2014_Distribution

With regard to non-air distribution, bookings for 2014 increased by 0.3% to 59.4 million versus 59.2 million in 2013, with growth in hotel, car rental and insurance bookings, and a decline in rail bookings.

Revenue and contribution

Revenue and contribution (figures in € million)				
	2013	2014 (excluding M&A)*	Change*	Total 2014
Revenue	2,317.8	2,447.7	5.6%	2,455.1
Booking revenue	1,979.0	2,113.5	6.8%	n.a.
Non-booking revenue	338.9	334.2	(1.4%)	n.a.
Contribution	1,035.9	1,080.3	4.3%	1,082.1

* Excluding 2014 acquisitions (Newmarket, UFIS and iFAO) for comparability purposes.

In 2014, total Distribution revenue was 5.6% higher than in 2013:

Booking revenue: 6.8% increase, driven by a combination of volume growth (4.6% increase in total bookings) and a positive pricing impact (2.1%), mainly driven by (i) positive mix in air bookings, as the weight of high-yield bookings (global and regional) over our total air booking volume increased, (ii) positive customer mix, (iii) positive

product mix in the non-air volumes, as the contribution of rail bookings, with low unit booking fee, to the total non-air volumes decreased in the year in comparison to the previous year, and (iv) an overall increase in the unit booking fee in our non-air products.

Non-booking revenue: 1.4% decline in 2014, mostly due to the negative effect from the evolution of the cancellation provision*.

* The cancellation provision corresponds to the estimated amount of booking fees that will be refunded to the airlines due to booking cancellations, and is included as a negative amount within non-booking revenue.

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, mainly related to distribution fees and incentives, and product development, marketing and commercial costs).

Operating costs, net of capitalisations, increased by 6.7% in the full year period. On a gross basis, operating costs in 2014 increased by 6.6%, as a result of:

The increase in our booking volumes (4.6% growth in total travel agency bookings, and 5.2% increase in air bookings).

Growth in our unit distribution cost, driven by (i) an increase in the contribution to booking volumes of countries where we operate through third-party distributors, in particular in the Middle East and North Africa region and India, where we pay distribution fees, and (ii) higher average unit incentive fee paid to travel agencies, driven by a combination of the competitive environment and the mix of travel agencies originating our bookings.





An increase in R&D expenditure, including development activities related to (i) new products for travel agencies, airlines and corporations to provide sophisticated booking and search engines, ancillary services, merchandising and retail capabilities and mobile functionality, and (ii) regionalisation efforts aiming to adapt our portfolio of solutions to local needs.

An increase in our commercial support, driven by the expansion of our product portfolio (e.g. new solutions for corporations and travel management companies and within the new businesses), customer base and geographic reach. Additionally, higher expenses were incurred relating to local taxes and building and facilities.



‘My most memorable moment of the year has to be the press conference we held in Cologne, Germany jointly with Ryanair’s CEO Michael O’Leary.

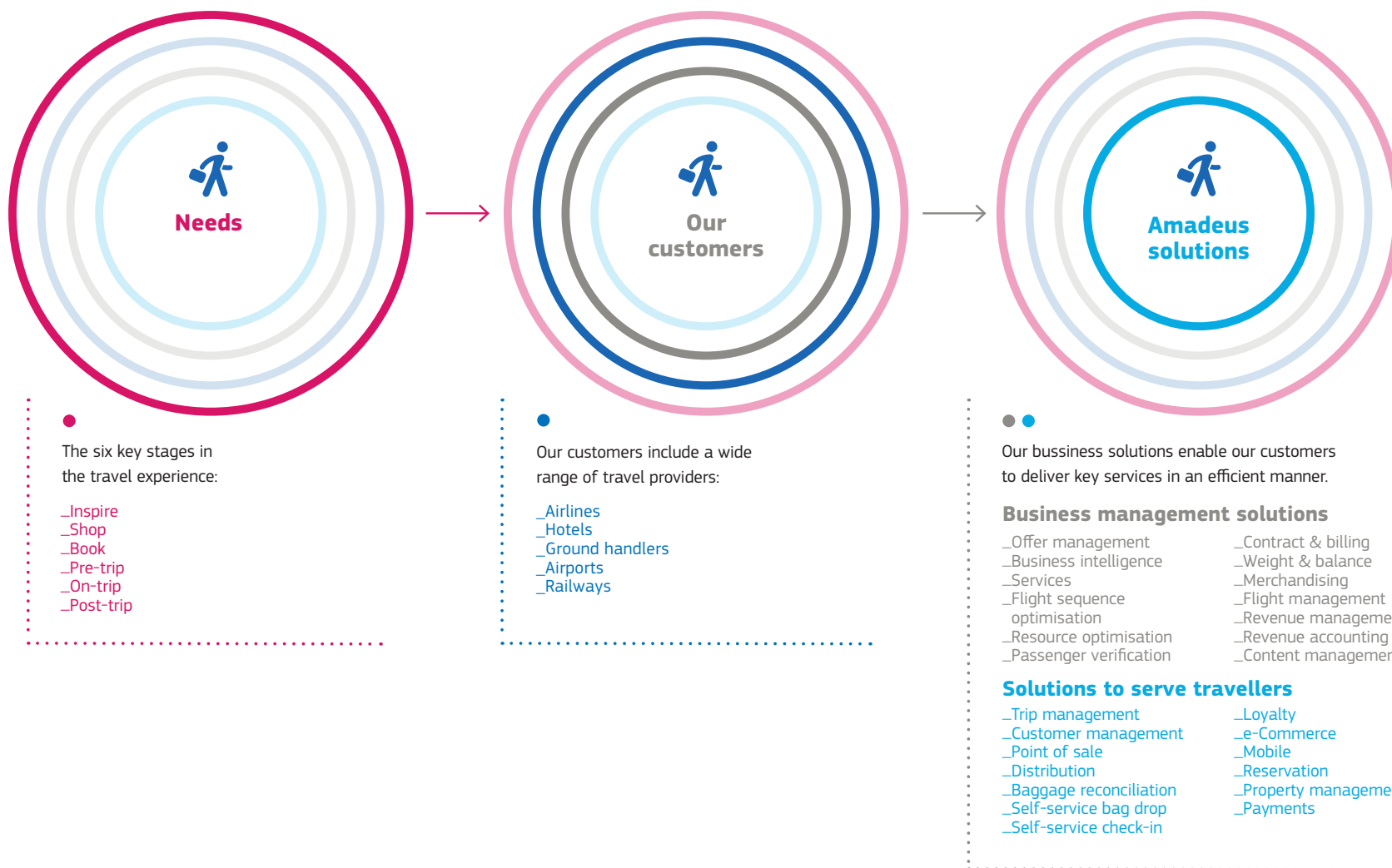
Summing up the landmark decision to return to the Amadeus GDS, Michael told a journalist “I am the person who for 10 years said over my dead body will we go back on GDSs” and referred to it as “a sign of the change and evolution that’s going on”.

In short, we were both thrilled and deeply grateful to have such public recognition from, and be working in partnership again with, one of the world’s most successful low fare airlines. The rest is history, literally. Soon after, Ryanair started using the Amadeus Ticketless Access technology incorporating light ticketing enhancements. Accessing the Amadeus system via an API to increase yield and merchandising capabilities, Ryanair now also has greater reach with its priority customer: business travellers – who already represent a quarter of travellers for the airline. As of 31 December 2014, close to 80 low-cost carriers have chosen Amadeus, as they recognise the superior potential of modern distribution platforms capable of handling ancillaries. Low-cost bookings via Amadeus increased by 16% during 2014 and we hope to see this growing for many years yet.’

Holger Taubmann,
Senior Vice President
Distribution, Amadeus

3.2 IT Solutions

IT Solutions – *the traveller's needs at the centre of our thinking*



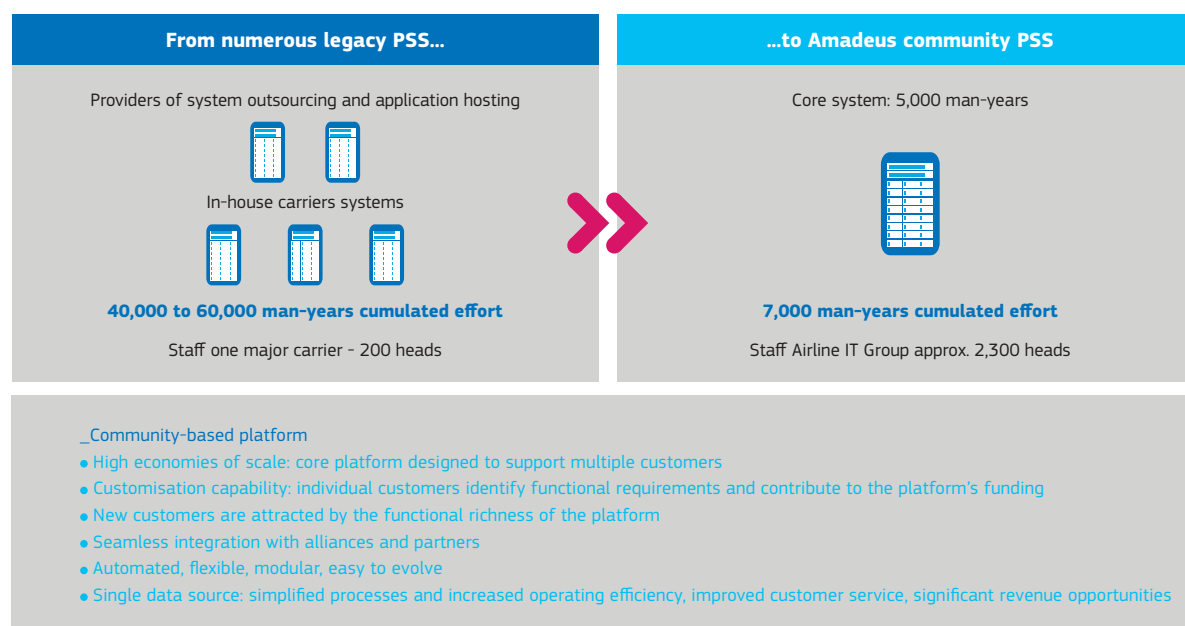
Business overview

IT solutions for airlines

Amadeus develops state-of-the-art IT solutions and services to address airlines' key operational requirements in the areas of reservation and ticketing, inventory management, departure control, retail sales and e-commerce, merchandising, revenue management and financial solutions.

With 133 airlines contracted for Amadeus Altéa Reservation and Amadeus Altéa Inventory, Amadeus is the market leader in Passenger Service Systems (PSSs). We have the largest portfolio of the world's top airline alliances. Amadeus Altéa Suite is used by two thirds of Star Alliance members, three quarters of oneworld carriers and over half of the members of SkyTeam. The Amadeus Altéa Suite facilitates closer integration between partner airlines that need to share availability, fares, and customer and booking information, enabling a seamless customer experience across alliance members.

The Amadeus Altéa community embraces airlines from every part of the world and has a truly balanced customer base, enabling genuine experience sharing across regional boundaries. This common platform approach entails continuous upgrades, not only to incorporate new industry mandates, but also to fulfill emerging needs within an evolving market. We continue to expand and integrate new customers into



this unique common platform, to reap the benefits of integration and seamless management of the full customer travel experience. Amadeus Altéa airline customers span all sizes and levels of sophistication, ranging from airlines carrying 70 million to below 1 million passengers annually, including both well-established airlines and start-ups.

Transactional revenue accounts for 89% of the IT Solutions business revenue (excluding acquisitions in 2014). Most of the transactions billed are linked to air traffic volumes – for example, airline Passengers Boarded (PBs) in the case of Amadeus Altéa Suite, or Passenger Name Records (PNRs) in the case of our e-commerce solutions. By operating a transaction-based revenue model, our returns are not directly linked to the revenue of the airline, but rather to its operational volumes. In addition, by focusing our pricing on passengers for our portfolio of modular IT solutions, we are able to increase our unit transaction fees when our airline 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 Amadeus Altéa solutions, and (ii) consulting, system integration, application hosting and training, and other customer support services to airlines.

Our IT solutions business model helps gaining stability and visibility with respect of our business going forward. Based upon existing contracts, Amadeus estimates that by 2017 the number of annual passengers boarded processed by the Amadeus Altéa platform will be around one billion.

Airline IT portfolio*

Our PSS Amadeus Altéa Suite delivers a new-generation set of passenger management solutions, which address airlines' mission-critical operating functions: sales and reservations, inventory management, and departure control.

[_Amadeus 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.

[_Amadeus Altéa Inventory](#) allows airlines to create and manage schedules, seat capacity and associated fares on a flight-by-flight basis. This enables the airline to monitor and control availability and reassign passengers in real time. Amadeus Altéa Inventory also incorporates a seat-mapping functionality.

[_Amadeus Altéa Departure Control \(Altéa DC\)](#) covers many aspects of flight departure, including check-in, issuance of boarding passes, gate control, and other functions related to passenger flight boarding, while enabling airlines to manage flight events efficiently. In addition, Amadeus Altéa offers aircraft load control functionality so that airlines can evaluate and optimise fuel utilisation.

In addition to Amadeus Altéa Suite, we offer a range of IT solutions to support airlines in 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 these solutions has been designed to integrate fully with our Amadeus 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.

Moreover, Amadeus Airline Merchandising and Retailing systems include solutions that seek to improve the profitability and efficiency of an airline's e-commerce sales and support processes. The solutions can be fully integrated, such as Amadeus Flex Pricer for pre-sales faring 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 2014, 110 airline clients were using our merchandising and retailing solutions, including more than 25 of the top 50 IATA airlines (measured in terms of total annual passenger numbers).

* For more information on Amadeus products and services, visit www.amadeus.com/airlineit

Challenges and opportunities in the IT Solutions business

Travel providers are experiencing competitive or cost pressures and 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 risks and their spending on development and ongoing maintenance.

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 that 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** is the most 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 Amadeus Altéa Suite is offered as a Software-as-a-Service (SaaS) delivery 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.



Highlights 2014

In July, the first-ever scheduled international flight flown by Southwest Airlines took off heading to the Caribbean, also marking the successful full implementation of Amadeus Altéa Suite. This followed the announcement in May that Southwest had signed a contract for Amadeus Altéa Suite to support the carrier's US domestic operations. Southwest and Amadeus will work together to fully migrate the carrier to the Amadeus Altéa platform for both international and domestic flights in the coming years.

Also during the year, Thai Airways, SriLankan Airlines, Vistara and Cape Air successfully completed their migration to Amadeus Altéa.

Thomas Cook Group airlines became the first leisure carrier to adopt Amadeus' complete suite of Altéa solutions. The agreement incorporates dynamic pricing for ancillary services to support the airlines' multi-channel merchandising strategy. Four of the Thomas Cook Group airlines based in Germany, the UK, Scandinavia and Belgium will adopt Amadeus' Altéa Suite as a single platform to manage reservations, inventory and departure control.

Further Amadeus Altéa contracts were also signed with many other leading airlines throughout the year, amongst others Japan Airlines and Swiss International Airlines.

South African Airways announced in September its plans to migrate to Amadeus Revenue Accounting, becoming the first Star Alliance member to select this solution.

Lufthansa chose Amadeus to power the airline's brand new shopping, booking and re-booking webpages. Lufthansa.com, which receives over 210 million visitors per annum, launched a completely revamped shopping and booking flow that will streamline the purchasing experience for travellers by improved navigation and transparent pricing information. The new site has been designed to significantly enhance the airline's merchandising capabilities across both its domestic and international business.

Hainan Airlines, the largest private carrier in China, announced that it would continue to power its online 'looking and booking' experience with next generation e-commerce solutions from Amadeus, including Amadeus e-Retail Engine and Amadeus Award Shopper, enabling travellers to redeem their frequent flyer miles online and also buy tickets using a combination of miles and cash. The airline also deployed Amadeus e-Personalise so the Hainan Airlines site is unique to each individual visitor.



‘2014 was a year where the needle really shifted towards Amadeus in Asia-Pacific. After years of collaboration and hard work by Korean Air, TOPAS and Amadeus teams in Asia-Pacific and across the globe, we marked a major

milestone in the end of the third quarter, when Korean Air migrated to the Amadeus Altéa Suite.

The second milestone was reached when the first Amadeus Passenger Name Record (PNR) in Korea was made using 'TOPAS SellConnect', a Korea-specific version of Amadeus Selling Platform Connect. Now, TOPAS SellConnect is rolled out to more than 15,000 travel agents in Korea.

Since Korea is one of the fastest-growing travel markets in Asia for both domestic and international routes, the addition of bookings from TOPAS will provide a healthy boost to our overall position in Asia-Pacific and globally.

The Korea project has been one of the most complex ever undertaken by Amadeus globally, as it included the simultaneous migration of the airline and the entire travel agency market, and we were very proud to reach this milestone.’

Ángel Gallego,
President, Amadeus Asia



IT Solutions financial performance in 2014

Our IT Solutions business continued posting significant growth in 2014. Revenue grew by 12.9% in the year, helped by the increase in both IT Transactional revenue, fuelled by growth in Passengers Boarded (PBs) volumes and a higher average unit fee, and non-transactional revenue. In turn, contribution increased by 13.8% to €627 million.

Amadeus passengers boarded and airlines migrated



Amadeus passengers boarded by region (figures in million) and airlines migrated to Altéa

	2013	2014	Change
Western Europe	308.6	318.7	3.3%
Asia-Pacific	109.2	166.6	52.6%
North America	-	0.8	n.a
Middle East and Africa	96.3	100.5	4.4%
Central, Eastern and Southern Europe	35.1	35.6	1.4%
Latin America	66.6	73.2	10.0%
Total passengers boarded	615.7	695.4	12.9%
Airlines migrated (as of December)*	112**	124	-

* Airlines migrated to at least the Amadeus Altéa inventory module, in addition to the Amadeus Reservations module.

**Two airlines that have ceased operations have been removed from December 2013 figures.

During the full year 2014, the number of PBs reached 695.4 million, 12.9% higher than in 2013, driven by the Altéa migrations and organic growth (+3.5%).

As of 31 December 2014, 45.8% of our total PBs were generated by Western European airlines, a decrease over the same period in 2013, given the increase in the weight of our PB volumes in Asia-Pacific.

The increase in Asia-Pacific has been driven by the contribution of Asian airlines added to our platform, such as Singapore Airlines, EVA Airways, Garuda Indonesia, Thai Airways, Asiana Airlines and Korean Air. This shift towards Asia-Pacific will continue, as we have a number

of migrations of Asian carriers scheduled for the coming years (such as All Nippon Airways – the international passengers business – and Japan Airlines). Similarly, our exposure to the North American region will increase as we migrate Southwest – the domestic passengers business – over the next few years. The migrations of Southwest – the international passengers business – and SeaPort Airlines in the year have already started contributing to this region. In turn, the Middle East, Africa and the Central, Eastern and Southern European regions have been negatively impacted by the political unrest in some countries of the Middle East and North Africa, and by airlines that are no longer using the Amadeus Altéa platform.

Revenue and contribution

In 2014, the IT Solutions revenue increased by 12.9%. Group revenue was fuelled by growth in both IT transactional and non-transactional revenue.

Transactional revenue

IT Transactional revenue

IT Transactional revenue increased by 16.0% in 2014, to €684.7 million. This increase was supported by strong growth in all main revenue lines:

Amadeus Altéa: significant increase driven by the volume growth, both in relation to new migrations that took place in the year and the full year impact of the 2013 migrations, as well as an increase in the Amadeus Altéa average unit fee, driven by the Amadeus Altéa DC migrations implemented in the year and in 2013. In addition, positive contribution came from the cross-selling activity with e-commerce and stand-alone solutions.

e-Commerce: significant increase in Passenger Name Records (PNRs) volumes, partly driven by an increase in the number of customers. In addition, positive contribution from up-selling activities.

Stand-alone IT solutions: continued strong performance based on the success of several products, such as Amadeus Ticket Changer, self-service solutions, ancillary services, web services and loyalty. As in the case of Amadeus Altéa, growth is driven by existing customers, as well as by new implemented customers; and, as mentioned above, by cross-selling with other products.

Revenue and contribution (Figures in € million)

	2013	2014 (excluding M&A)*	Change*	Total 2014
Revenue	785.9	887.3	12.9%	962.6
Transactional revenue	694.0	789.3	13.7%	n.a.
IT transactional revenue	590.5	684.7	16.0%	n.a.
Direct distribution revenue	103.5	104.7	1.1%	n.a.
Non-transactional revenue	91.9	98.0	6.7%	n.a.
Contribution	550.7	627.0	13.8%	651.0

* Excluding 2014 acquisitions (Newmarket, UFIS and i:FAO) for comparability purposes.

New businesses: increasing, albeit still small, contribution of the new businesses such as Airport IT and Payments.

Average IT transactional revenue per PB for the year increased by 2.7%. The main reasons for this increase are:

A higher Amadeus Altéa unit fee, driven by the migrations to the Amadeus Altéa DC module
The positive results from cross-selling and up-selling
The higher contribution of the new initiatives, such as Airport IT and Payments

Direct Distribution

Revenue from Direct Distribution increased by 1.1% in 2014 compared to 2013. This increase was mostly driven by organic growth in our volumes, partly offset by the full year impact of the migration of some of our existing users of our Reservations module (notably Thai Airways)

to the Inventory module of our Amadeus Altéa Suite in 2013. In these cases revenue is moved from Direct Distribution to IT Transactional revenue.

Non-transactional revenue

Non-transactional revenue increased by 6.7% in 2014, mainly as a result of higher revenue from services (for example, consulting and bespoke services related to e-commerce). In addition, revenue linked to development gaps and implementations continued growing, mostly driven by deferred revenues starting to be recognised after the customer migration cutover.



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.

The 13.8% increase in the contribution of our IT Solutions business in 2014 was driven by an increase of 12.9% in revenue and of 10.7% in net operating costs (as a combination of gross operating cost growing by 2.8% and capitalisations declining by 7.9%).

Growth in operating costs on a gross basis was mainly due to:

An increase in our development costs associated with product development in our Airline IT portfolio of solutions (e.g. revenue accounting, revenue management, merchandising and e-commerce) and across the new business initiatives (Airport, Rail, Hotel, Payments), most of which are subject to capitalisation.

Contained growth in commercial costs, as a result of the combination of an increase in commercial support in the new businesses, driven by the expansion of the offering and the intense commercial activity undertaken during the period, and cost efficiencies achieved in the Airline IT business.



‘Without a doubt, for me the two most fulfilling moments of 2014 came out of our ground breaking partnership with Southwest Airlines. Firstly, together we shared a historic corporate moment: Southwest’s first ever international flight was also the first ever departure for the airline using the Amadeus Altéa Suite.

This marked the exciting culmination of two years of tireless behind-the-scenes IT collaboration and systems re-engineering between our teams. Implementing the full Amadeus Altéa Suite had been a truly global effort, with teams working 24/7 across three US sites as well as Sydney (Australia), Bangkok (Thailand), London (UK), Nice (France), Erding (Germany) and Bangalore (India). Secondly, this milestone was made all the more momentous by news, shortly before, of Southwest also contracting our full Amadeus Altéa Suite as Southwest’s future single reservations solution for both domestic and international reservations. We are very proud to be working with the largest carrier in the US by domestic passengers boarded*, with more than 100 million customers annually. Our successful collaboration to date is due in no small part to the complementary cultures of our two organisations, both relentlessly focusing on execution and delivery. Together we are looking forward to shaping the future of travel with every reservation, check-in and take-off[?].

Julia Sattel,
Senior Vice President
Airline IT, Amadeus

* As measured by the DOT O&D Survey for the 12 months ended on 30 September 2014 based on originating passengers boarded.

3.3 Diversification into new areas

In addition to our airline IT portfolio of solutions, we are gradually expanding into the provision of IT solutions to other travel industry players. 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 them. We intend to leverage our technology base, shared community IT platform and expertise in the travel industry to expand our portfolio to new business areas:

- _Airport IT
- _Rail and ground travel
- _Hotels
- _Travel Intelligence
- _Payments
- _Mobile



‘One of my highlights of the year was London Gatwick Airport (LGW) becoming the first airport to implement our cloud-based A-CDM Portal (Airport-Collaborative Decision Making). Sharing in the ambitious plans of LGW, the platform was rolled out to 300 users

across 30 different airlines, ground handlers and airport service providers in just eight weeks, an enormously complex but exciting challenge against the clock. It was then very satisfying to see that this quickly led to fewer delays and increased capacity. Even more rewarding was hearing of the “extremely positive user feedback” and the CIO of LGW, Michael Ibbitson, calling the portal “a game changer”. LGW now estimates that in one year, our solution will contribute to increase runway capacity to 55 flights per hour and serve 40 million passengers annually on a single runway.

Elsewhere, communication gaps still prevail in the airport ecosystem: disruptions, flight information, baggage loads, and passengers in transit. Our belief is that a more collaborative approach is necessary to smooth the airport experience. Therefore, the LGW portal represents a milestone in our commitment to improving the passenger experience by working in partnership with airports and their stakeholders. We look forward to announcing further airports following in Gatwick’s steps during 2015.’

John Jarrell,
Head of Airport IT, Amadeus

Airport IT

Amadeus officially launched its Airport IT business in 2013, with plans to build an integrated suite of solutions for airport operations. The business has grown quickly: Munich Airport, Copenhagen Airport and MAP Handling were the launch customers. Amadeus is investing heavily to build a comprehensive airport IT portfolio.

In addition to the acquisition of UFIS, the Airport IT business unit continued to progress with its growth plans and diversification strategy into new IT areas - passenger processing and baggage handling - with the launch of two new products, fully developed by Amadeus: the Airport Common Use Service and the Baggage Reconciliation System (BRS).

UFIS acquisition

Amadeus opted for an acquisition strategy and in 2014, purchased UFIS Airport Solutions. UFIS has been a leading player in the airport IT business for the last 20 years, during which time the company has won the trust of major airports across the world. Enhancing and integrating the UFIS portfolio with the components that Amadeus had already built resulted in Amadeus creating a complete portfolio of airport IT solutions in a very short time.

The acquisition accelerated Amadeus' move into the airport IT arena: UFIS brought to Amadeus a complementary set of products and services, as well as ample expertise in providing integrated solutions for airport operations. As a result, Amadeus now offers a fully managed IT service to airport operators and stakeholders bringing them closer to other players in the travel ecosystem. The acquisition of UFIS also represents a major step towards the goal of answering the many challenges and problems airport stakeholders face today by bringing together two leading companies that share the same ambition of revolutionising the airport business.



Launch of Amadeus Airport Common Use Service (ACUS)

Amadeus ACUS was presented to the industry in March 2014 at the world's largest airport technology event, the Passenger Terminal Expo in Barcelona. Amadeus ACUS is a cloud-based Software-as-a-Service (SaaS) platform that helps airlines and ground handlers eliminate the burdens of hosting and development at the airport. Amadeus ACUS is centrally hosted in the Amadeus data centre ('in the cloud'), and accessed via internet.

Cloud computing represents a fundamental shift in the way IT is provided to airports. By hosting applications in the cloud, updates to software applications can be made 'centrally' and then rolled out to all airports in the network, removing the need to make changes at each individual airport. Airlines have already chosen cloud technology to run many critical applications that are centrally hosted, and the airport business can derive huge efficiencies from moving towards a cloud-based Common Use service with ACUS.

The launch of ACUS, supported by the publication of Amadeus' White Paper 'Making the case for the cloud in Common Use airport technology',  has opened debate in the market about how future cloud-based technology can improve operational and commercial performance within the air travel industry.

Collaboration with Icelandair - Amadeus Airport Baggage Reconciliation System (BRS)

Amadeus, in collaboration with Icelandair and their ground handling company, IGS, documented the requirements for the Amadeus BRS solution. The product was developed entirely by Amadeus, focusing on unique benefits to complement the services Amadeus already offers to airlines, ground handlers and airports worldwide. Amadeus

Airport BRS was officially launched at Iceland's Keflavik International Airport in May 2014.

Our main goal was to create a unique product that could not only offer our customers true reconciliation, operational improvements and cost reduction alternatives, but could also be developed quickly so that our customers could immediately benefit from the strategic advantages of our BRS solution. Amadeus BRS is the only baggage reconciliation solution that is truly integrated, as baggage is an add-on module to the Amadeus Altéa Suite, which works seamlessly with our Departure Control System (DCS), inventory and load planning applications. Another key differentiator is that Amadeus Airport BRS removes end-user reliance on costly teletype baggage messages within the Amadeus Altéa Suite.

Ground handling

The area of ground handling continued to show impressive growth throughout 2014. This can be accounted for by our upselling strategy and the evolution of our portfolio, which has been developed to anticipate and meet customer needs.


In 2014, the Amadeus Altéa Ground Handler Departure Control Suite contracted 19 new ground handlers, bringing the total customer base to 84. These cover a wide geographical area including: Europe, Asia, America, the Middle East and Africa.

Airport operators

On the airport side, Amadeus has gained a foothold in Australia through an agreement with Perth Airport for ACUS.

Moreover, for the first time in the travel distribution industry, airports will now be able to offer parking space through the Amadeus network of travel retailers in Scandinavia. Swedenavia,

the group that owns and operates 10 airports across Sweden managing over 33 million passengers annually, signed for Amadeus Indirect Distribution. Travellers will be able to book parking at the same time as they purchase their flights.

On the other hand, Amadeus Sequence Manager  was developed in collaboration with Munich International Airport. The airport has benefited from a more streamlined flight sequence, especially during adverse winter conditions when aircraft require de-icing services.

Additionally, London Gatwick Airport became the first airport to implement the Amadeus Airport A-CDM Portal, a cloud based tool that lets the airport display the real time status of all flights, whether in the air or on the ground, to all workers at the airports. The European-wide A-CDM standard brings the entire airport ecosystem (airport operators, airlines, ground handlers and air traffic management) together for more efficiency and transparency, sharing timely and accurate information.

More recently, Innsbruck became the first airport to contract the Amadeus Airport Passenger Verification solution, which facilitates smoother security control processes. It is also the first airport to deploy Amadeus ACUS. In addition, the airport is implementing Amadeus BRS.

'We are committed to optimising airport operations and the overall experience for passengers, and are delighted to be working with Amadeus to make this a reality... Sharing IT resources and using cloud technology will also free up revenue and physical space.'

Michael Herrmann,
Director Airport Operations and Head of IT,
Innsbruck Airport

 See 'White papers' p. 69

 See 'Environmental benefits of Amadeus solutions', p. 87

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 businesses*. 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. ●

* For more information on Amadeus portfolio, visit www.amadeusrail.net

● See 'Amadeus leads in the multimodal travel space' p. 26

'We value Amadeus willingness to invest in the customer, to invest in innovation and also to be very close to us as their customer.'

Thomas Silbersky,
Head of Sales and Marketing, SJ Group

Amadeus Total Rail is our suite of solutions for rail and ground travel. They are multi-channel and 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 solutions that we have developed are:

Amadeus Web Services - 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.

Amadeus Rail Display - a unique, dedicated rail booking solution available in the Amadeus Selling Platform to our global network of travel sellers. Fully integrated into travel agencies' tools and processes (profiles, Passenger Name Records, mid and back-office feeds) and with a user-friendly graphical interface, it can reduce the overall booking time by half. Amadeus Rail Display earned recognition for 'Best European Integration' at the European Rail Congress Awards - which 'rewards and encourages European railway excellence and innovation'.



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 be sold as an alternative mode of transport at the booking stage. It has been adopted by Trenitalia, Thalys and Eurostar. The Amadeus Air-Rail Display makes the possibility of interlining between railways and airlines a reality, maximising the business opportunities for both (see case study 'Thalys partners with Amadeus to sell Rail on a combined Air-Rail Display' at www.amadeusrail.net/case-studies).

'Amadeus Rail Display has reduced our booking times by over a half. A very intuitive and easy to use tool.'

Angela Isherwood,
*Senior Product Manager
Key Travel*

BeNe Rail: launch customer for the first Rail IT community platform

BeNe Rail International is a technology joint venture between the Belgian national railway company SNCB/NMBS and Nederlandse Spoorwegen of the Netherlands, which was formed to develop the ticket sales and distribution platform for international and high-speed train services. With a pressing competitive need to take customer service and distribution to a new level, BeNe has partnered with Amadeus to develop a unique 'next generation' community-developed IT platform that will provide railways with all of the joined-up, end-to-end processes they need to please their customers, lower their costs and grow their business.

'The Amadeus rail community IT platform will open new horizons for us as we strive to strengthen our multi-channel and multi-carrier distribution with bolstered rail content provided by our partner carriers. Our customers will be able to rely on a single convenient rail solution to answer all their needs. This will also enable us to fine-tune our service offering with dedicated resources and in turn improve the satisfaction of travellers.'

Arnold De Brauer,
President, BeNe Rail International



Amadeus Hotel IT

Amadeus is building next-generation hotel management solutions to enable hotel business and brand transformation. Delivered via a community model for the hotel industry, they are based on open technology and offered as a Software-as-a-Service (SaaS). This will allow hoteliers to be more agile in delivering innovative guest services, generating new revenue and responding to market changes. Accessing shared knowledge will enable faster responses to the increasingly diverse needs of hotel guests.

Amadeus next-generation hotel IT systems

Central Reservation and Property Management Systems* in the hotel industry are traditionally two completely different solutions written in different code bases and deployed as mainframe or client/server solutions.

Amadeus' next-generation solutions are cloud-based applications utilising the proven Amadeus Altéa transaction engine, which provides hotels with a highly efficient processing solution. All solutions are based on a single platform and share data and information seamlessly. This fundamental strength enables hotels to manage their business and optimise how they target their distribution. We are building all systems to take full advantage of social and mobile capabilities, so the critical relationship with guests can be optimised**. By offering open technology, we connect often diverse hotel IT systems together, and create an ecosystem that delivers the best guest experiences.

The Newmarket story: from leading hotel chains, casinos and resorts to hotel properties

Amadeus reinforced its vision and position in 2014 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), brought a strong management team and talented workforce to Amadeus that is significantly strengthening our knowledge and experience in the sector. This positions Amadeus uniquely as an end-to-end hotel IT solutions provider. The combination of Amadeus' global scale, reach and expertise in core IT areas and Newmarket's know-how in complementary hotel solutions represents a compelling 'one-stop shop' alternative for hotels at both enterprise and property level across critical areas of their business.

In 2014, Newmarket continued its strong history of delivering industry-leading solutions that keep hospitality organisations productive, flourishing, and successful. Over the year, it grew its customer base from enterprise level agreements with leading hotel chains, casinos and resorts to hundreds of new hotel properties that have opted for Newmarket solutions to drive their business.

* In the context of the hotel industry, a Central Reservation System (CRS) enables hotels to manage 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.

** For more information on Amadeus products and services for hotels, visit www.amadeus.com/hotels/

InterContinental Hotels Group (IHG)

'IHG is a brand and consumer driven company. We use insight to anticipate consumer trends and behaviour. We also have a long track record of investing in relevant technologies to support our brand promise and build a closer relationship with our guests. Partnering with Amadeus will help us continue to do just that.'

Eric Pearson,
CIO, InterContinental Hotels Group

In early 2014 IHG, one of the world's leading hotel companies, announced a strategic technology relationship with Amadeus. IHG has a wealth of subject matter expertise: renowned for offering the most innovative and efficient technological solutions at all stages of the Guest Journey (dream, plan, book, travel and share) to enhance their guests' experience, IHG has sound ideas about what next-generation systems for the hotel industry should look like.

The initial phase of the strategic relationship between IHG and Amadeus is focused on planning and development. This involves scoping out and creating a roadmap for potential technologies and solutions that will drive innovation in the industry.

The marriage of IHG's unique insight and world class guest care with Amadeus' technology vision and infrastructure capabilities has the potential to deliver a step change in hotel solutions. While a 'community model' is a new concept for the highly fragmented hotel industry we see significant interest and, as we progress with partners like IHG, we look forward to truly shaping the future of hotels.

Amadeus Hotel Distribution

Via our extended hotels marketplace, we connect some 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 for hotel providers to reach the right booker with the right offer at the right time*. We give our booking customers access to 800,000+ shopping options across 235,000 unique hotel properties, via custom-built reservation applications that are efficient, effective and tailored to the way our business partners operate.

Amadeus Hotels Plus

Professional travel bookers have access to Amadeus' vast hotel content via the new-look Amadeus Hotels Plus released in December 2014. This intuitive solution gives travel professionals access to a vast world of hotel content via a single screen. This brings dramatic productivity benefits to busy travel agencies.

Merchandising and business intelligence solutions

We channel billions of euros in hotel revenue for hundreds of hotel partners through our solutions each year. To facilitate business development we offer intuitive business intelligence solutions to allow hotel partners to track performance and growth opportunities for their business on Amadeus.

* For more information on Amadeus products and services for hotels, visit www.amadeus.com/hotels

'I would actually go as far as to say that it is the nicest tool to look at, use and play around with based on what I have seen in the marketplace. If I had to sum it up in two words, I would say informative and user-friendly.'

Nick Thomas,
*Sales System Support Team Leader,
Travelodge United Kingdom*

Amadeus LinkHotel

Amadeus LinkHotel gives any hotel anywhere in the world the ability to distribute, market and sell its rooms to a global audience. Through Amadeus LinkHotel, we connect independent hotel properties and smaller chains to the Global Distribution Systems (GDSs) and online travel community.

'We became a member of LinkHotel at the beginning of the year and to be honest, we couldn't be happier! The migration went very smoothly, the team has been great to work with and when we announced our switch using the Amadeus GDS media products, we saw our bookings increase by 10%!'

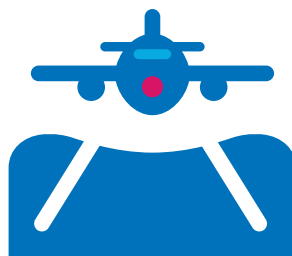
Diego Buendía,
*Corporate and Public Institutions Sales Executive,
Hotel Miguel Angel, Madrid (Spain)*

Travel Intelligence



Data has always been a key asset to travel providers. Understanding and leveraging the myriad of new available data has now become the most powerful ingredient for competitive differentiation and personalisation. New technologies and the abundance of digital data generated through mobile phones, the internet and social media are opening a new world of business intelligence. Amadeus is replacing the painful, rigid and costly legacy business intelligence technologies with open, flexible, and scalable capabilities, bringing brand new opportunities for the travel industry.

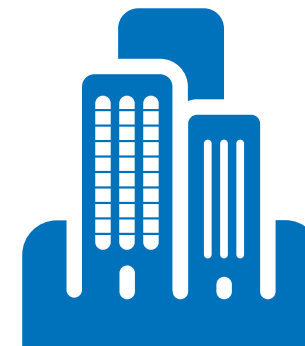
Our customers



Airlines



Travel agencies



Corporations

Leveraging big data technologies

More data is generated across the internet every second today than was stored on the entire internet just 20 years ago. These massive amounts of data are produced by a global internet population that now represents almost 3 billion people. Smartphones, websites, business applications and individual users are creating more than 2.5 exabytes* of data each day. This amount of digital information generated is referred to as 'big data'. Every 24 months global data volumes double. Big data is about processing large volumes of data in almost real time to create immediate value.

Big data can represent a fantastic asset for any business to:



Have **in-depth understanding** of their markets to make effective decisions quicker and with more precision



Make better predictions to anticipate market trends and travel intentions of customers



Access enriched analyses to dynamically propose **personalised travel experiences** across the entire travel cycle

* 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.



Destination Marketing Organisations

Big data has the potential to significantly reshape the travel business and overall travel experience. But the real value – what we can really do with it – is still underestimated in the travel industry today. With 526 million travel agency bookings and 695 million passengers boarded in 2014, Amadeus has always been in the business of big data. Amadeus launched the Travel Intelligence business unit to help our customers leverage advances in technology and analytics to transform big data into meaningful, useful and actionable information.



Airports

A new approach for business intelligence infrastructure

New technologies are making it possible to energise data and empower the processing capabilities, delivering innovative insights into customers' own businesses, into the market, into the traveller and beyond, for quicker and more accurate decisions.



‘As the second company to join the Amadeus Venture Fund portfolio, we have followed Cabify’s every step closely. Watching its rapid growth and development has been a rewarding and exciting aspect of 2014. Cabify innovatively disrupts the traditional car

rental service, allowing passengers to book high-end vehicles with drivers via smartphone. Such start-up ideas are just what the Amadeus Venture Fund thrives on: shaping the future of travel – just as Amadeus does on a larger scale, for example with Amadeus Altéa for airlines or our IT Solutions for airports. Most importantly, the Cabify vision is aligned with ours: the future of travel should be more personalised, connected, sustainable, simple – and a door-to-door experience for travellers everywhere.

The atmosphere of inspiration and ambition is contagious with such young startups. Already the team has rolled out services across much of Spain and many large Latin American cities too, with the ultimate goal of going global. Feedback is that customers love the service, and importantly, already many drivers recognise the value.

As smartphone use for booking all kinds of services increases, we are both excited and optimistic about Cabify’s prospects for shaping the future of travel in 2015 and beyond.’

Alex Luzárraga,
Vice President
Corporate Strategy, Amadeus

3. Amadeus business lines and highlights 2014_Diversification into new areas

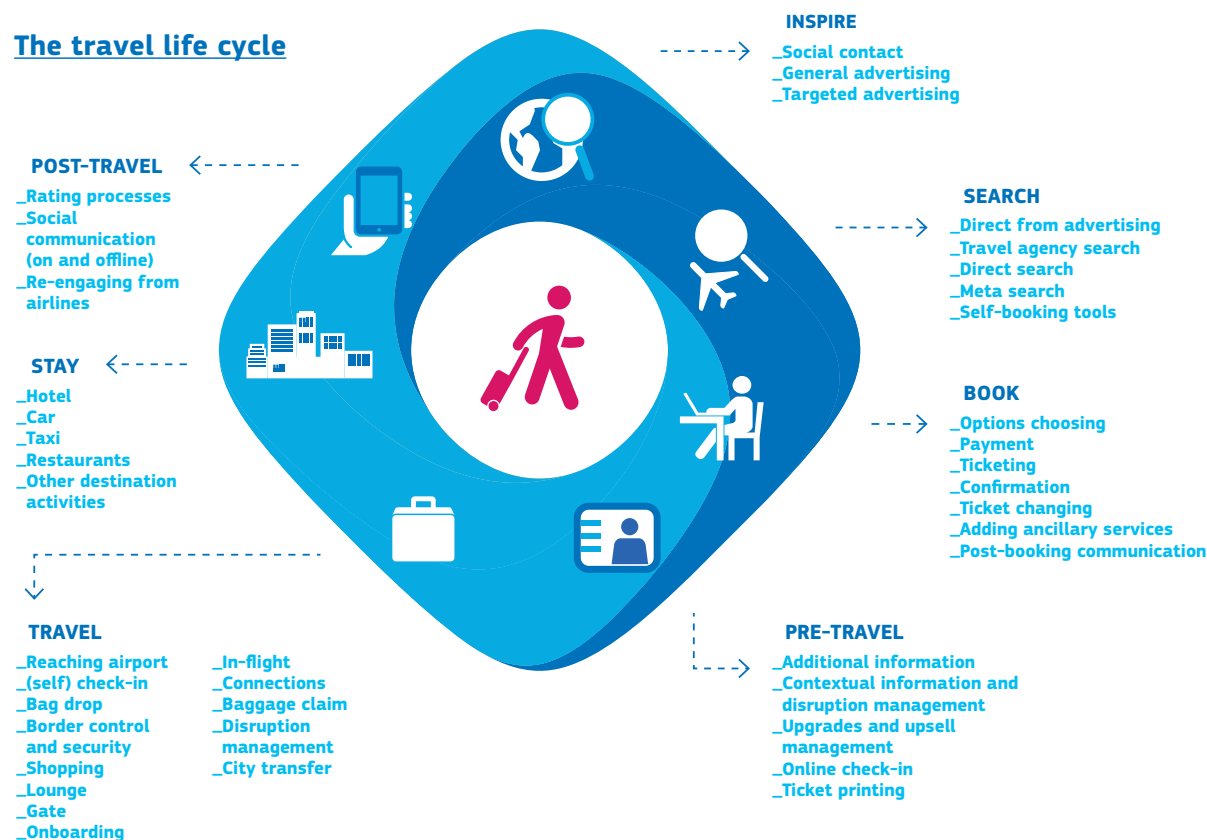
Amadeus Travel Intelligence portfolio

Understanding today's traveller is key. The industry is moving beyond traditional leisure/business segmentation towards personalised marketing, for a single view of the customer. Targeting, selling and servicing can only be done with real customer understanding, drawn from multiple sources that exist at a company, industry and global level. By harnessing multiple data sources, travel companies will be in a position to better predict travel intentions and personalise their offer based on contextual information.

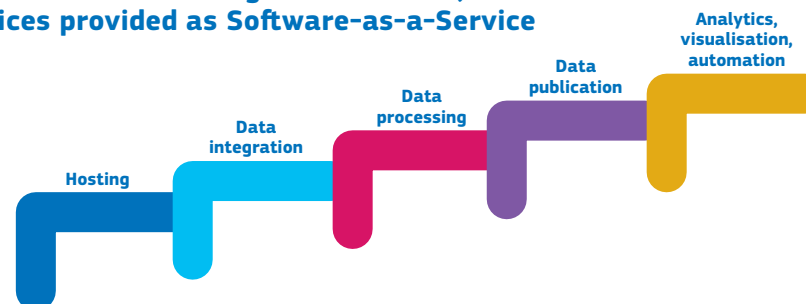
With Amadeus Travel Intelligence, the traveller is at the centre of the ecosystem. Leveraging Amadeus generated data, customer generated data (treated as private) and industry generated data, we can help travel industry players to better understand today's traveller and more intelligently merchandise and personalise their products, define their strategy and increase their operational efficiency.

Our regional sales staff and Business Intelligence business model mirrors the needs of our customers, and our data scientists deliver personalised services and consulting to support players in the travel industry and beyond.

The travel life cycle



A new generation of business intelligence solutions, products and services provided as Software-as-a-Service



Payments

Data protection

Data protection is a key element that has to be considered when delivering any business intelligence solution. Amadeus strives to continuously improve data quality and ensure compliance with external regulations 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.

The payments challenge

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 USD 7.2 trillion according to the World Travel and Tourism Council (WTTC). This is equivalent to 9.6% of the global GDP. Payment processing ensures that these trillions of dollars are managed efficiently and securely.

Payment processing is undergoing a transformation. What once was a necessary cost of doing business has been altered by the growth of e-commerce and the entrance of new players. It is fast becoming an enabler of new revenue. As companies push into new markets they must enable customers in those markets to pay for their products. This involves considerably enormous complexity: you cannot sell in a country without being connected to a bank that accepts the most common forms of payment in that country. Add to that the rise of alternative methods of payment, not to mention other types of 'pseudo-currency' such as vouchers or gift cards.

Connecting to every bank, alternative payment start-up and crypto-currency have a cost. The challenge for travel companies is to decide whether it is worth committing precious IT resources to building an Application Programming Interface (API) into a new payment provider or whether it would be better to commit those resources to delivering an IT upgrade to their core business.

Amadeus Payments

- _A team of dedicated payment experts
- _Processing travel payments since 1992
- _Payments authorised in 200 countries
- _We connect travel companies to close to 300 acquiring banks around the world

In 2012, Amadeus set up a dedicated Travel Payments business unit because we believe our knowledge of travel processes and technology adds unique value to payments processing in the travel industry. Amadeus developed and implemented the mission-critical IT systems with which payment processing needs to interact. This puts us in a unique position to improve many payment services by integrating them into the travel reservation process, including additional travel-related information.

Amadeus' team of travel payment technology specialists have joined us from the payment industry, building on the knowledge that Amadeus has developed regarding travel-specific payments as a result of processing payments for the travel industry since 1992.





Amadeus Travel Payments Portfolio

Amadeus has built a complete portfolio of travel payment products designed to help travel companies with all of their payment processing requirements. The Travel Payments Portfolio enables travel companies to perform all the processes they need to receive payments from travellers around the world, and make business-to-business payments to suppliers.

To deliver this portfolio of products, Amadeus combines its own payment technology with those of our partners, who provide a range of solutions from payment services to fraud management and currency exchange. All these home-grown and partner-provided functionalities are housed on a single technical architecture, developed, built and hosted by Amadeus, and called the [Amadeus Payment Platform](#).

Highlights 2014

2014 was a watershed year for Amadeus Travel Payments:

[_In June, we announced a major new partnership with Cybersource](#) to provide a fraud management check integrated with the reservation process. Driven in part by this agreement, as well as strong growth with our existing partner, Retail Decisions, during the year the number of transactions processed using the Amadeus Fraud Management solution tripled as more airlines signed for the service – which provides additional credit card fraud safeguards on behalf of airlines.

[_Debit and credit cards from UnionPay](#), the largest card scheme worldwide with over 2.3 billion cards in circulation, were integrated into the Amadeus Payment Platform following an agreement reached with

UnionPay International, a subsidiary of China UnionPay. Amadeus travel providers, including airlines and online travel agencies worldwide, now offer UnionPay cards as an online payment option across over 92 countries where UnionPay is accepted. This development makes it easier for many Chinese travellers to travel overseas, due to the fact that 80% of outbound Chinese tourists in 2013 paid for their travel via UnionPay's network.

[_Further expanding the capacity of Amadeus travel customers](#) to accept more payment forms from travellers in more countries and in more currencies, a global agreement was reached to integrate into the Amadeus Payment Platform (APP) the extensive payment services of WorldPay, the global leader in payment processing, risk management and alternative payments.



Recent years have seen the rise of mobile technology. The mobile revolution is impacting how companies in the travel industry serve their customers.

Ensuring that travellers have the right information at the right time is paramount, as their needs and expectations for personalised services during their trips rise. They also expect their experience to be easy and seamless across various devices, while staying connected throughout their journey.

Amadeus is embracing the mobile revolution by providing mobile-driven solutions that cover the needs of our customers today and in the future. For more than a decade, we have partnered with important providers in the technology arena and developed various stand-alone products to offer leading mobile solutions for our customers across various segments and through different mobile channels.

We know that mobile is here to stay. And at Amadeus, we are committed to helping our customers serve their own customers better throughout the entire journey. We are delivering mobile solutions that enrich the travel ecosystem, and continue to make investments in mobile technology that shapes the future of travel.

Amadeus Mobile portfolio

Today, our airline IT e-Retail customers can integrate their existing online services seamlessly with Amadeus

Mobile Solutions to ensure consistency and accuracy between online and mobile solutions. They can remain in contact with travellers on the go with real-time and relevant alerts and through services such as booking, check-in, voluntary rebooking and ancillary services. This solution includes responsive design, adapting how information is displayed on a wide range of devices – from a smartwatch to a smartphone or tablet.

Our distribution customers can choose from various mobile solutions according to their business model and their needs. For example, the [Amadeus e-Travel Management Mobile](#) app, launched in 2012 with corporations in mind, lets corporate travellers make new air, rail and hotel bookings via their mobile devices, ensuring efficiency and continuity of service for travellers on the road. And it also lets travel approvers approve travel easily from their mobile device.

Travel managers and travel agents can assess risks and communicate efficiently with their travellers thanks to the dedicated mobile application [Amadeus Mobile Messenger](#). It delivers fast and efficient incident management in a single tool and with all the information travel professionals need to identify, analyse and assist their travellers without delay.

Various regional solutions are also available for our travel agency customers in Europe, Africa and the Middle East.



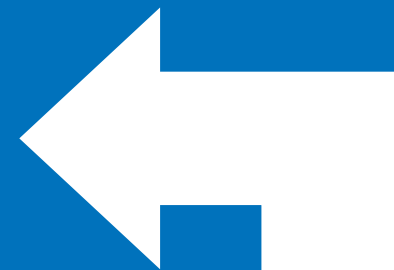
In 2014 we unveiled the [Amadeus Personal Disruption Companion](#), the industry's first mobile solution for handling flight disruptions based on personalised and intelligent re-accommodation options, putting the traveller in control so they can better manage delayed and cancelled flights. This unique white-label solution was presented for the first time at PhoCusWright's Travel Innovation Summit, where it was runner-up in the Established Companies awards.

€568 million
2014 R&D investment



R&D investment
represents

16.6%
of total revenue



A large, stylized blue number '4' is positioned on the left side of the image. It is composed of two shades of blue, with a darker blue outline and a lighter blue fill.

Research, development and innovation

The 2014 EU Industrial R&D Investment
Scoreboard ranks Amadeus as

**Top R&D
investor**

in the Travel &
Tourism sector



Research, development and innovation

Research & Development (R&D) is a key strategic priority for Amadeus. We consider innovation as one of our key assets that provides us with 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 that are integrated for the specific needs of customers.

Amadeus R&D puts a special emphasis on the reliability and quality 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.

A global approach

This investment is supported by a network of 18 R&D centres across the world. Nice (France) is the 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, railway companies, airport IT and travel intelligence.

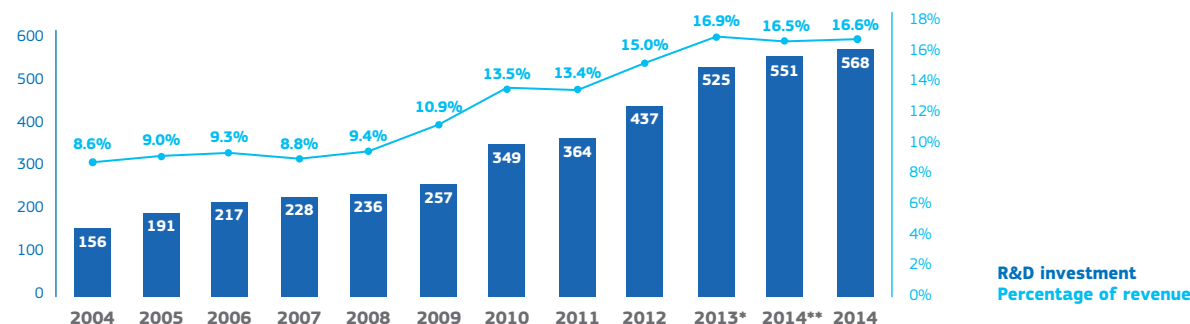
This R&D global network organisation is deployed regionally along a model of hubs with a global mission and transversal activities, with satellites either dedicated to specific applications or domain expertise – or for some, dedicated to supporting customer projects. All sites work closely with others, and teams working on a project can be distributed among sites. In 2014, the R&D team completed the deployment of common methodology and tools for software programming, quality assurance and more generally for all phases of the product development cycle

across all development centres. This is a tangible result of the improvement programme launched in January 2013, with the creation of a transversal division to support, via competence-driven governance rules and communities, cross-fertilisation between sites in the domains of architecture, software engineering, project management, tools, and shared best practices.

Our global networked organisation includes the central R&D centres of Bangalore (India), Boston (US) and Nice (France), complemented by the R&D sites of Aachen (Germany), Antwerp (Belgium), Frankfurt (Germany), Istanbul (Turkey), London (United Kingdom), Madrid (Spain), Miami (US), Strasbourg (France), Sydney (Australia), Toronto (Canada), Tucson (US) and Portsmouth (US), as well as regional centres in Bangkok (Thailand), Bogota (Colombia) and Warsaw (Poland).

Amadeus R&D investment

(Including capitalised R&D, figures in € million)



* Following a review of the costs incurred in a number of projects, certain costs, which were previously not reported as R&D were identified as such and are reported under the R&D investment figure above since January 2014. For comparability purposes, the 2013 figures have been adjusted to include such costs (which amounted to €11.1 million in the year 2013).

** Excluding the 2014 acquisitions (Newmarket, UFIS and iFAO) for comparability purposes.

Recruitment is oriented towards incorporating a wide range of expertise and international culture in order to develop 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 contest among interns). ●

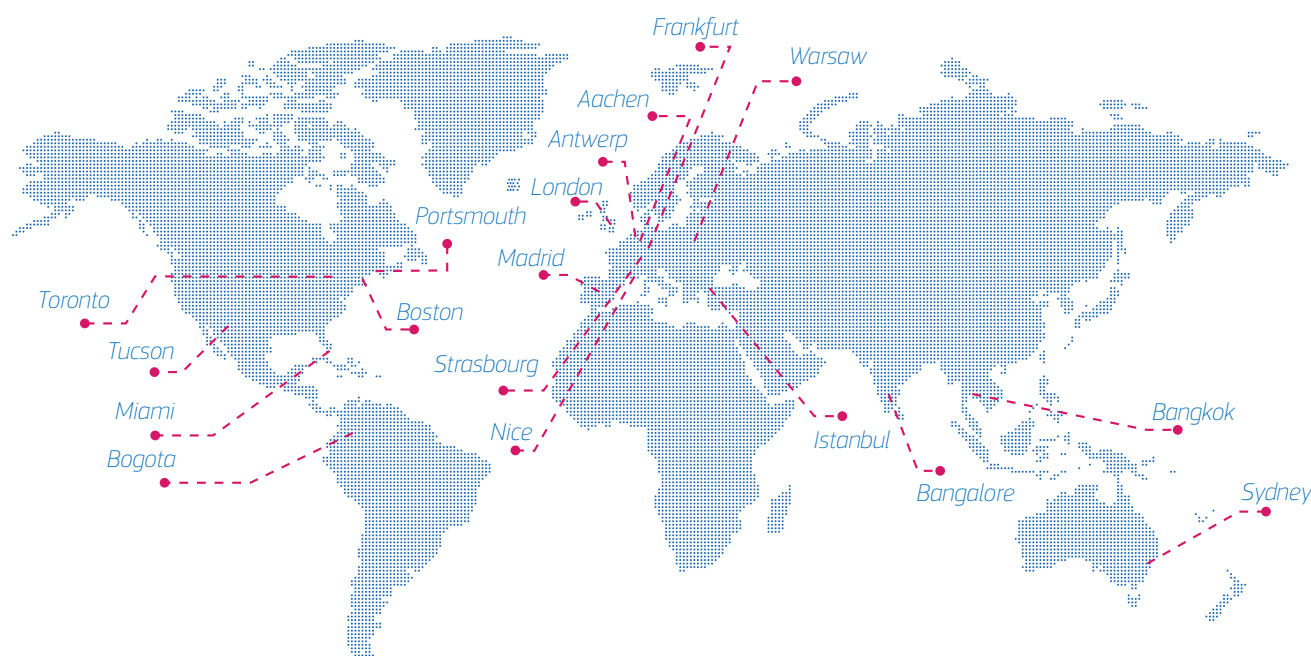
Amadeus pays particular attention to providing staff with stimulating environments that enhance creativity and help spark innovative ideas. In 2014, Amadeus pursued

the redesign of office space to reflect our core values and promote staff interaction, as well as incorporated a new site in the Nice area along these guidelines.

We also promote a culture of innovation across all R&D teams. The innovative framework is now in place with the objective of boosting the emergence of ideas and the analysis of potential applications, with a focus on prototyping the internal R&D research lab via contests (hackathons, participation in major tradeshow, competitions, etc).

● See 'Amadeus people' p. 105

Amadeus global R&D network



**Amadeus ranked
as the leading R&D
investor in the travel
and tourism industry***

**Since 2004 we have
invested more than
€3.5 billion in R&D**

* The 2014 EU Industrial R&D Investment Scoreboard contains economic and financial data for the world's top 2,500 companies ranked by their investments in research and development. For further information, visit <http://iri.jrc.ec.europa.eu/scoreboard14.html>

Innovating the future of travel

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 can serve them more efficiently.

We pursue our endeavours in five strategic areas:



_Cloud-based architecture: 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. In 2014, Amadeus made substantial inroads in this direction, in particular with advanced techniques covering reliable and fast data replication across systems in different locations. Our investment in cloud-based techniques aims at supporting the highest system

availability by redundancy and isolation of platforms, what we refer to as 'Ultra-High Availability'. It is also the backbone of our planned evolutions towards massive data and wider geographical footprints for operations.



_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 systems are compliant with PCI DSS* security standards (certification renewed in 2013). In 2014, 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, fraud prevention and detection, system-to-system access, and encryption of data in distributed environments. This effort covers our own systems but also extends to services offered to our customers and partners about security.



_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 and 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 2014, Amadeus produced first implementations of massive data platforms, leveraging techniques such as NoSQL databases and grid-based distributed data clusters.



_Real-time analytics: in 2014, Amadeus' R&D pursued the consolidation of a strong team for Travel Intelligence, with both software engineers and data scientists. We also made substantial progress on the industrialisation of 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 e.g. analysis of passenger traffic, customer behaviour when changing e-commerce applications, etc. Amadeus puts a particular focus on real-time analytics and

* The Payment Card Industry Data Security Standard (PCI DSS) is a proprietary information security standard for organisations that handle branded credit cards from the major card brands. Mandated by the card brands and run by the Payment Card Industry Security Standards Council, the standard was created to increase controls around cardholder data to reduce credit card fraud via its exposure.

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, wearable technology 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 2014, Amadeus pursued the development of its digital multi-channel 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 means of providing a better service, in particular during the trip. ●

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.

● See 'Travel Intelligence' p. 56

● See 'Mobile' p. 61

World-class technology

Our architecture is based on distributed open systems* offering particular advantages in:

- 1 **_Extremely high-performance** transaction processing under stringent system availability, security and dependability requirements.
- 2 **_Management of very large databases** with full transactional integrity, including in distributed configurations.
- 3 **_Extra-fast response time for all functions**, from any point of access in the world.
- 4 **_Multi-channel customer servicing applications:** agent desktops, websites, kiosks, mobiles, tablets, and increasingly more programming access (Web Services API**), for fast integration in external systems and web sites.
- 5 **_Hundreds of thousands of concurrent professional users** (and even more end-consumers), with system access via a wide range of devices and methods.
- 6 **_Large base of customers** from small to large scale, with very diversified requirements and practices, all served from a single set of community applications.
- 7 **_Wide range of applications** and functional fields covered, for both Distribution and IT Solutions.
- 8 **_Capable of maintaining and evolving** all applications and system software during system running and ongoing servicing of customers.

* 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.

** API refers to 'Application Programming Interface'. It is language that enables communication between computer programs.

Open systems - Amadeus technology and operational excellence (2014 figures)

Bookings **526 million**
 Passengers boarded **695 million**
 Transactions per second **30,000 + (peak)**
 Average response time **< 0.5 sec**
 Storage **30+ petabytes**

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

The Amadeus patent programme has seen an acceleration in 2014 versus 2013, both for granting and filing. This follows the initiative started in 2011 for collecting and reviewing innovative propositions and coaching inventors in their drafting process.

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.

True partnership with the travel industry

When Amadeus was founded in 1987, 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. The system user concept promotes substantial synergies in the development of applications, and it allows the airline and the travel agency's respective direct channels to share common processes, practices and data, avoiding complex synchronisation of systems. This is extremely important for the convenience of the travellers, who are served by both and can benefit from a single view of their trip.

2 Amadeus serving a wide range of customers in the travel sector from a common core architecture 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 Solutions, Amadeus' technology can serve all distribution channels. In 2014, this approach has proven successful in the area of ancillary services, which are evolutions impacting both airlines and travel agencies, as well as in the upcoming travel intelligence platform.

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 bilateral meetings to confer about product roadmaps, innovation and industry trends.

White papers

In 2014, we continued to focus on maintaining our position as a leader in research and innovation by facilitating some of the travel industry's best reports.



Shaping the Future of Travel: Macro trends driving industry growth over the next decade

This report explores macroeconomic forecasts, the impact of emerging markets, and whether the vision of a more connected travel industry is within reach, with the primary objective of encouraging thinking about the future so that we are all better placed to shape the future of travel in the years that lie ahead.



Cleared for take-off: Strategies in Lean IT, and how they're relevant to the travel business

This paper urges travel businesses to adopt and apply the principles of 'lean' thinking across IT and operations, or risk being left behind. The Amadeus commissioned research was written by innovation forecaster James Woudhuysen and argues that only by embracing lean thinking in IT, and removing those activities that do not create value for the customer, can the industry also have more control over both system complexity and costs.



IT makes sense to share: Making the case for the cloud in Common Use airport technology

Collecting the viewpoints of over 20 senior IT leaders from the airport industry – this insight paper investigates the business case for adopting cloud-based Common Use systems at airports, with the objective of opening the debate within the airport community on the importance of cloud-based Common Use systems in the future.



Thinking like a retailer: Airline merchandising

Coinciding with the annual Amadeus Digital conference, Amadeus launched this study, which provides a better understanding of the impact of different merchandising techniques. It also outlines the key elements that must underpin a successful merchandising strategy: better knowledge of the customer journey, how to combine different techniques for maximum impact, the importance of tailoring to the channel, and taking into consideration the impact of service and price.



Shaping the Future of Travel in the Gulf Cooperation Council: Big Travel Effects

The report, which uses information gathered from a survey of 1,000 travellers from the region as well as interviews with thought leaders in the travel industry, examines and contextualises the various ways a new travel landscape will develop in the Gulf region over the next fifteen years.



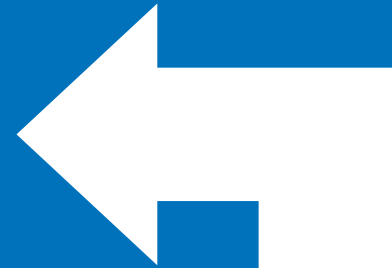
Amadeus Business Travel Insights 2014 - Hotels 360

This report looks into the changing landscape of hotel distribution and its implications for the role of travel management companies in meeting the needs of modern business travellers. Commissioned with the Guild of Travel Management Companies (GTMC), this report identifies the key changes around channel complexity, rate parity in the business hotels sector and issues around systems integration and duty of care.

Did you know that Amadeus Altéa
manages on average



22
passengers
every
second?



Customer service and customer satisfaction

Customer support
24 hours
a day, seven days a week

+100 million
travel fares handled

+120,000
customers using
Amadeus
e-Support centre



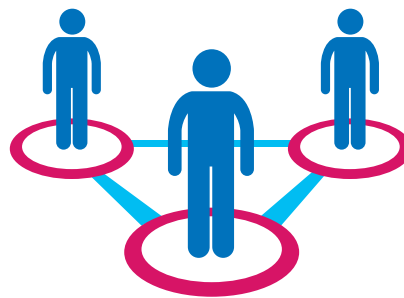
Customer service and customer satisfaction

Our company value 'customers first' reflects our committed approach towards the success of 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.



Customer service

Amadeus Customer Service provides support, learning, content management and security services to all our customers by leveraging the company's technology, people and processes.

The closest support to travel agencies

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

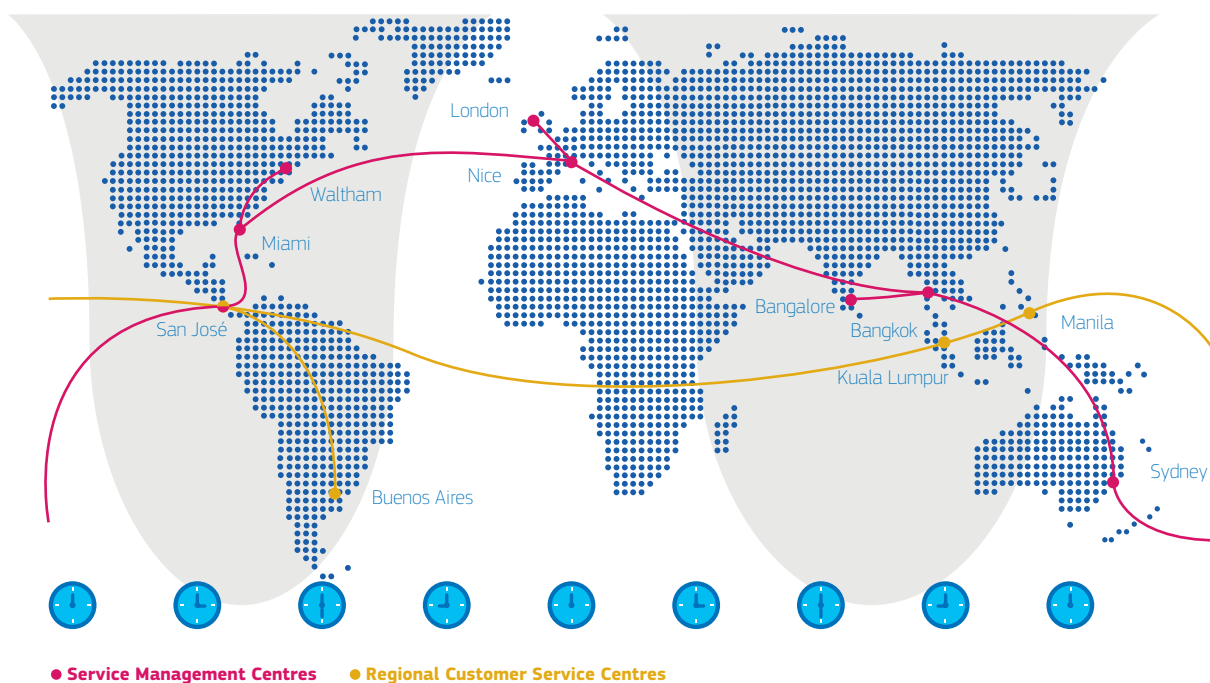
In the case of the Americas, the Amadeus Customer Service organisation operates the **Amadeus Customer Service Centres** (ACSC) based in San José (Costa Rica) and Buenos Aires (Argentina), as the sole point of contact for all travel agency customers in North America and Latin America. These functional and technical support services are provided in both English and Spanish. In addition, we deliver front-line support to travel agency subscribers in the Brazilian market in the local language. In Asia-Pacific, the Amadeus Customer Service operates in English, Filipino and Chinese from our sites in Manila (Philippines) and Kuala Lumpur (Malaysia).

To answer to the needs of global and regional customers, we offer functional support outside of business hours. This service is delivered by our

Regional Service Centres, which are interconnected in a virtual service centre so that a call coming from any part of the world can be answered in any ACSC. This service is available for first-level support in English 24 hours a day and 7 days a week, and in Spanish 24 hours a day and 5 days a week.

Second-level support is provided by Amadeus **Service Management Centres**, a virtual support network distributed across our centres in Australia, Costa Rica, France, India, Thailand, UK and US.

24/7 customer service



A 'Follow-the-sun' service for our global customers

In most cases, our customers using the Follow-the-sun second-level support model manage their own first-level helpdesks. However, multiple customers have selected Amadeus to provide first-level support on their behalf.

Our 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 Customer Service as a tried-and-tested way of providing seamless global support to customers. The Service Management Centres are comprised of specialised global teams dedicated to serving our customers by product expertise and by customer segment. Follow-the-sun aims to guarantee that all our customers worldwide receive technical and functional support at any time, ensuring their business continuity.

Training

In order to be close to our customers and to be able to respond to their local and regional needs, we have a global, regional and local training presence. Amadeus Commercial Organisations provide a wide range of training services to travel agencies in their local language.

Regional facilities for training are available in Bangkok (Thailand), Nice (France), London (United Kingdom) and Bad Homburg (Germany) to continue supporting our growth and to better respond to the needs of a very wide range of customers. In our regional offices, we also offer customised training and, whenever possible, we deliver training in local languages such as Arabic, French, German and Korean.

Right content at the right time

To ensure that the right content is available, reliable and accurate for our customers 24/7, Customer Service offers content management and security services to all our customers through our Follow-the-sun organisation. The **Content Management and Security** team integrates, implements and secures all travel industry content, ranging from schedules, fares, currencies, and airport codes to security settings for offices, terminals and printers and credentials for employees and new customers. For example, we manage more than 100 million fares that we load on an hourly basis. We also provide additional services for the filing of content, reporting and consulting in order to help our customers succeed.

Online presence

Amadeus has also invested in innovative online self-service solutions for its customers. The **Amadeus e-Support Centre** provides a knowledge base in 15 different languages, a powerful search function, case and claims logging capabilities, real time latest news, etc. Today, more than 120,000 customers, including offline and online travel agencies, airlines, ground handlers, airports and hotels are serviced online via the Amadeus e-Support Centre. Customers can also access online, when they need it, product user guides, short 'how to' videos, e-learning courses and training catalogues, and can self-enroll in training programmes.

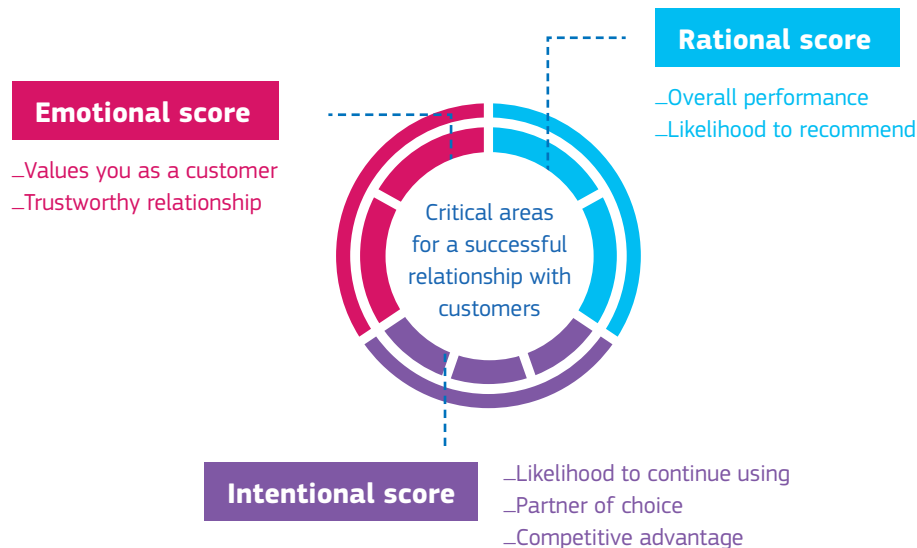


Customer satisfaction and loyalty

A good understanding of customer needs is required in order to fulfil our company value 'customers first' and deliver on our brand promise to 'shape the future of travel' in collaboration with customers.

To this end, Amadeus has put in place a solid process to ensure that we capture customer feedback on ongoing relationships.

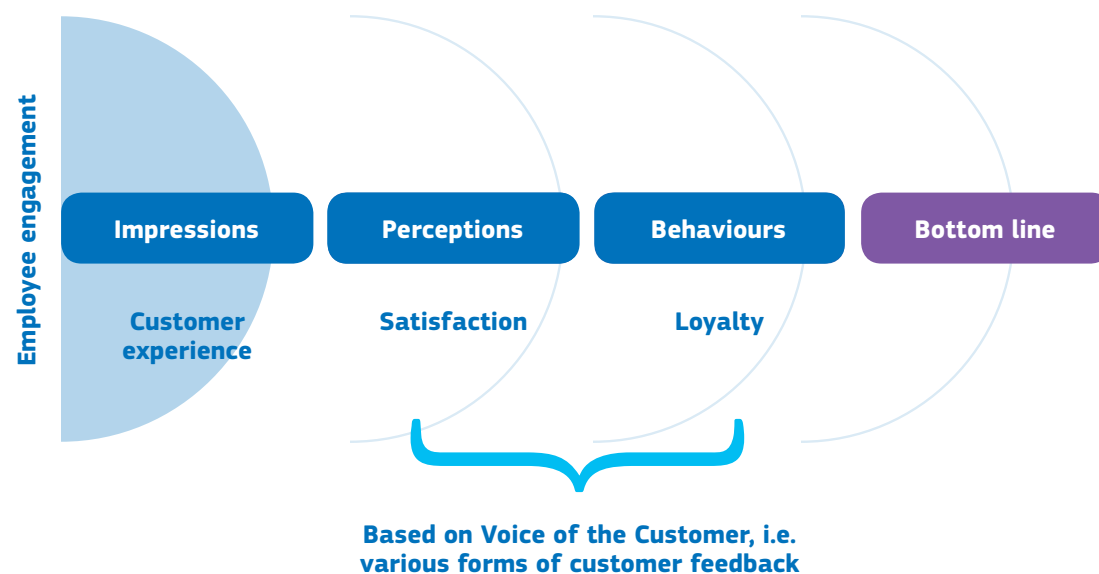
Customer loyalty score areas



Customer Loyalty Programme - the Big Picture

In 2014, Amadeus executed five customer satisfaction studies under the umbrella of the Customer Loyalty Programme. Additionally, it ran a series of Customer Experience projects to 'deep dive' into some areas where customers requested improvements, and activate the concept of the Big Picture, with all its building blocks. One of the elements that has been added to the Big Picture is Employee Engagement and the direct impact it has on Customer Experience.

Amadeus Customer Loyalty 'value chain'



Dow Jones Sustainability Index

The Amadeus Customer Loyalty Programme is one of the elements assessed in the evaluation process for the Dow Jones Sustainability Index (DJSI).

In 2014, DJSI again recognised the Amadeus Customer Loyalty Programme as a valid and reliable way of gathering customer feedback to better understand customers' 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.

Amadeus has been ranked among top sustainability scorers and has therefore remained in the DJSI for the last three consecutive years.

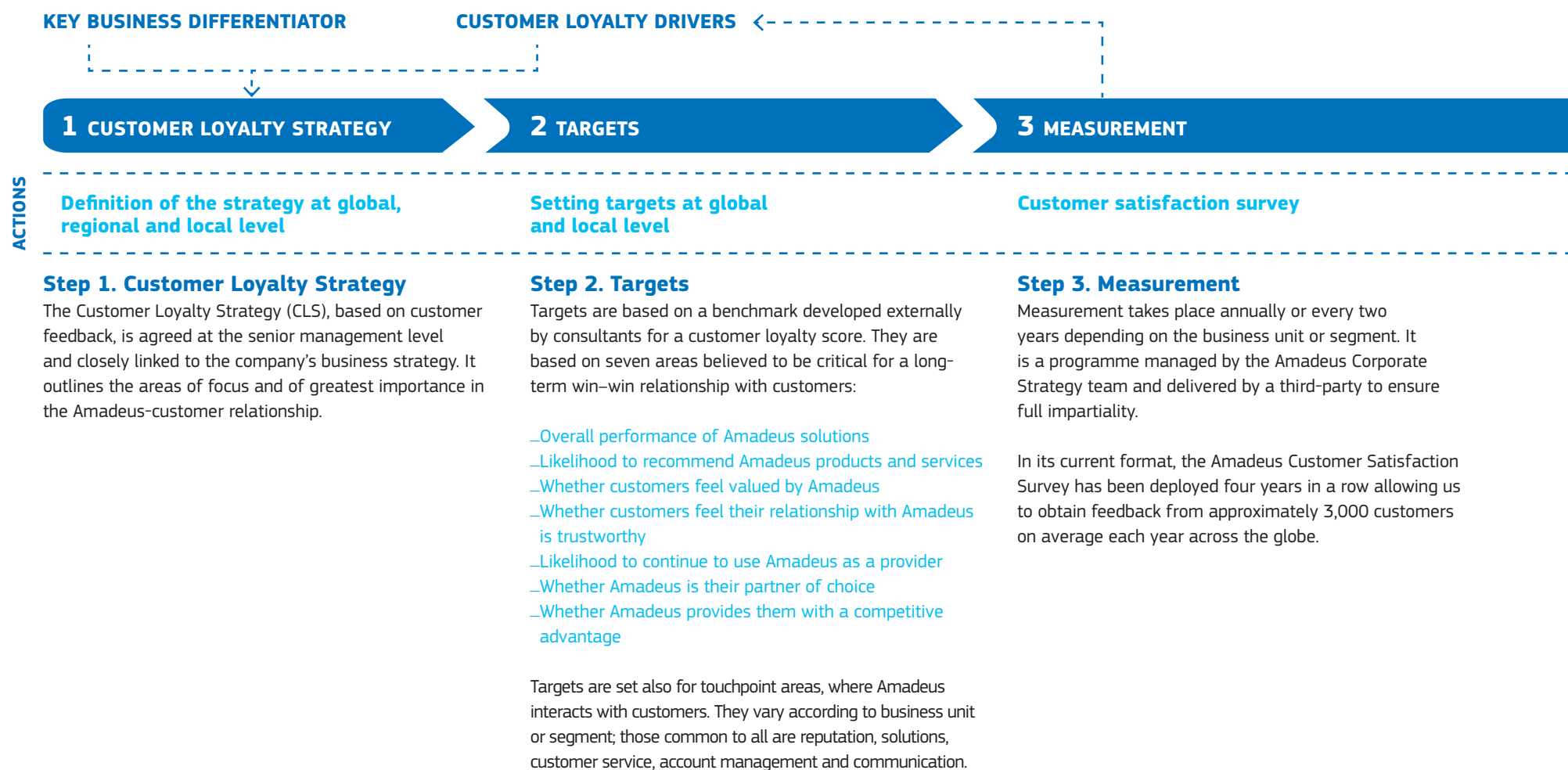


5. Customer service and customer satisfaction

The process of aligning business to customer expectations involves the following steps:

Amadeus' customer satisfaction strategy process (CSS)

- local, regional and global implementation



4 ACTION PLANNING

In-depth analysis of results at global, regional and local level and action planning

Step 4. Action planning

The action planning process is scheduled around the time when business planning for the next year takes place, to ensure alignment between customer feedback and business objectives. The workshops arranged to organise the plan are moderated by the research provider together with a growing number of Amadeus Customer Experience specialists.

5 EXECUTION AND FOLLOW-UP

Implementation of action plans and follow-up

Step 5. Execution and follow-up

Depending on the business unit or segment, process owners have between 6 to 18 months to put the plans into action. To ensure consistent execution of the action plans, quarterly performance reviews are organised.

As a result of the customer satisfaction measurement last year, a series of Customer Experience workshops have been delivered in various markets to gain a better understanding in areas such as customer services and communication. Actions are also produced at the business unit level addressing some specific customer touch points, for instance account management or issue resolution. The implementation of the action plans is sponsored by general managers and directors in the markets, and senior management in the regional and central organisations.

Governance

The Customer Loyalty Programme is sponsored by senior management from respective business areas, and at the operational level managed by the Corporate Strategy team. It is also supported by the Global Brand Engagement, Business Process Transformation and Customer Experience team. The annual Amadeus Excellence Awards* contest for employees includes a category called Customer Experience.

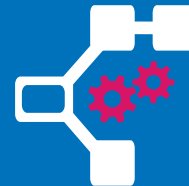
In 2015, Amadeus will be gearing-up towards revision of its current Customer Loyalty Program and laying the groundwork for the introduction of a more comprehensive and actionable 'Voice of the Customer' (VOC). The full roll-out will take place throughout 2016.

* The Amadeus Excellence Awards is a corporate event to recognise extraordinary achievements and behaviours in Amadeus, as well as enabling best practice sharing and valuable networking building. Open to all permanent staff and ACOs who are at least 75% owned, the Awards have four categories linked to the strategic pillars of Amadeus and one of the core enablers for success, namely collaboration.



Amadeus
data centre

**Power Usage
Effectiveness**
2014: 1.36



Carbon Disclosure
Project score

2014:
93-A



Environmental and social commitment

1. Environmental sustainability
2. Social commitment



140
Social

commitment projects
carried out in **57 countries**



+2,000 PCs

donated to disadvantaged
communities

6.1 Environmental sustainability

Since the 1970s environmental concerns have only increased across all geographies, economic sectors and environmental fields. At Amadeus we believe this trend will continue in the foreseeable future.

Therefore, travel industry sustainability requires that environmental concerns be integrated into the business equation as a critical factor. Amadeus' vision is focused on a solid and long-term commitment to industry environmental sustainability.

Amadeus environmental strategy is based on three pillars:

[_Amadeus operations](#)

Optimise the environmental performance of Amadeus operations.

[_Environmental benefits of Amadeus solutions](#)

Help our customers achieving their environmental objectives.

[_Joint industry initiatives](#)

Work with other industry stakeholders on common environmental projects.

In the following pages we will review our status and priorities for each of the three elements of our environmental strategy.



Amadeus operations

The main drivers of the direct environmental impact of Amadeus' operations are the electricity used in our data centre in Germany and the regular use of office buildings at our various sites across the world.

The infrastructure management team at our data centre works towards the continuous improvement of the energy efficiency of this critical installation. Our initiatives in this area are based on recommendations from external consultants and on our own experts' analysis. Some of the principal Key Performance Indicators that we use are the total energy consumption and the electricity consumption per transaction* processed.

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

*Transaction: in this context, transactions processed at the data centre are defined as basic operations linked directly to our business. Transactions include air and non-air bookings, Passengers Boarded (PBs), and e-commerce Passenger Name Records (PNRs). It is worth noting that, given the increasing amount of information processed per traveller and the increasing sophistication of passenger service systems, the complexity and amount of data included in each transaction is growing significantly.

Amadeus Environmental Management System (EMS): technical and geographical scopes

The EMS is the tool we use in Amadeus to measure, monitor and identify best practices, and continuously improve the environmental performance of our operations.



Amadeus has been included in the Carbon Disclosure Leadership Index by the Carbon Disclosure Project for our excellent performance in taking measures to reduce emissions linked to our operations. The Amadeus Data Processing Centre has been recognised as an energy efficient data centre

The EMS monitors resource consumption data on five items related to the environmental impact of our business:



_Energy consumption: the most important energy use for Amadeus is electricity, but we also include in the EMS natural gas data, 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 for the data centre from that used in our office buildings.



_CO₂ emissions: in order to measure CO₂ emissions, we follow the Greenhouse Gas Protocol (GHG 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 in the data centre. The conversion factors (grams of CO₂ per kWh) are taken from the latest updated averages for each country published by the International Energy Agency (IEA).
- In Scope 3, we include emissions from paper consumption and from business travel. For air travel, we use the International Civil Aviation Organization (ICAO) carbon calculator. Emissions are calculated for each individual trip.

*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. The GHG Protocol classifies emissions in three scopes. Scope 1: direct GHG emissions from sources owned by the company. Scope 2: indirect electricity 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, such as emissions from travel providers for business travel.



_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 automated badge-based printing systems. These automated systems permit a more precise monitoring and facilitate the identification of actions for improvement.



Amadeus Sydney is one of the Amadeus offices that has implemented the badge printing system. This printing solution can only be executed with the physical presence of the employee identification card at the printer, reducing the number printing jobs not collected at the printer, improving the confidentiality and avoiding the printing of unnecessary identification cover pages.



_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.



_Waste generation: this last item refers to the waste generated at our premises from both kitchens and general office use. Waste is difficult to measure since in some cases we do not have the means or documentation to report part of the waste. The principal sources of information to report waste in our case are the recycling companies that include in their reports and invoices the amount of weight collected for recycling at our premises. On the other hand, waste generated by extraordinary activities like works done in buildings are generally measured, but for comparability purposes they are reported separately from regular waste.

Regarding the geographical scope, the eleven sites included in the EMS are:

- Nice, (France)
- Madrid, (Spain) (Amadeus Commercial Organisation)
- Bangkok, (Thailand)
- Bangalore, (India)
- Madrid, (Spain) (headquarters)
- Sydney, (Australia)
- Erding, (Germany)
- London, (United Kingdom)
- Paris, (France)
- Miami, (US)
- Bad Homburg, (Germany)

Since 2009, we have included in the EMS reporting our top ten sites worldwide. In 2013, we added Amadeus Software Labs India (Bangalore), which has become the second largest Amadeus site worldwide by number of employees. The EMS now covers 80% of all employees, and approximately 90% of the total Amadeus resource consumption worldwide.

Amadeus has 71 commercial offices (ACOs) worldwide, some of which are very small. For this reason, it is not viable to report data from all Amadeus sites. We focus our efforts instead on our largest sites by number of employees. Nonetheless, all our ACOs are encouraged to implement measures to reduce consumption, and best practices are shared among all sites.

Environmental performance: full visibility in one single figure

The environmental performance of our operations is consolidated in **one single figure** that represents our performance as compared with the previous

year. This detailed Amadeus methodology facilitates reporting to top management, without losing the visibility on the individual performance of each

geographical site or specific item. The consolidation of results in one single figure is carried out following the process explained below.

1. Total absolute and efficiency figures

Measurement, recording and verification of resource consumption linked to our operations. The measurement includes both total absolute consumption and efficiency ratios and per transaction process.

2. Performance vs. previous year

Comparing performance with previous year: our point of reference to measure performance is the resource consumption of the previous year. Performance is calculated as a percentage over the previous year, where an increase in consumption is considered negative and a reduction as positive.

3. Weighting of the different impacts

Assigning a weighting for each of the five items measured at our office buildings. We assess the importance of each item taking into account both their individual total impact as well as our capacity to manage each parameter (for example, we have a direct responsibility and management capacity over the amount of paper used at our offices; in contrast, we do not have the same capacity to manage the CO₂ emissions released as a consequence of our use of electricity, since this depends basically on the electricity production mix of each country). As a consequence of this analysis we allocate the following weightings:

Office buildings

			Total resource consumption			
_energy	_paper	_waste	Performance vs. previous year for the five items (%)	{ 1. Electricity consumption 2. CO ₂ emissions 3. Paper consumption 4. Water consumption 5. Waste generation	40% 20% 20% 10% 10%	Performance in one figure (% vs. previous year)
_CO ₂ emissions	_water					
Efficiency: Consumption per employee						
_energy	_paper	_waste	Performance vs. previous year for the five items (%)	{ 1. Electricity consumption 2. CO ₂ emissions 3. Paper consumption 4. Water consumption 5. Waste generation	40% 20% 20% 10% 10%	Performance in one figure (% vs. previous year)
_CO ₂ emissions	_water					

Data centre

Total electricity consumption				
We focus specifically on electricity used since that is the most relevant item at the data centre. We measure total consumption and consumption per transaction processed at the data centre. The rest of resource consumption, apart from electricity, that is linked to the data centre is included under the data reported for the office buildings			Performance vs. previous year (%)	— N/A ➔
Efficiency: electricity consumption per transaction processed				
			Performance vs. previous year (%)	— N/A ➔

4. Weighting of company growth



It would be misleading to provide a view on environmental performance simply based on absolute figures for resource consumption. For example: environmental performance is much better when resource consumption is reduced in a

context of double digit company growth than in a context of company recession. We factor in company growth using the evolution of number of employees (for office buildings) and number of transactions processed (for the data centre).

Total consumption and efficiency performance weighted by employee growth

If the change in number of employees is:	then the weight of the Absolute target is:	and the weight of the Efficiency target is:
Less than 2%	100%	0%
Between 2 and 3%	75%	25%
Between 3 and 4%	50%	50%
More than 4%	25%	75%

Total consumption and efficiency performance weighted by transactions growth

If the change in number of transactions is:	then the weight of the Absolute target is:	and the weight of the Efficiency target is:
Less than 5%	100%	0%
Between 5 and 10%	75%	25%
Between 10 and 15%	50%	50%
More than 15%	25%	75%

5. Leveraging data centre vs. offices



Distinction between the operations at the data centre from the office buildings: considering the total impact of each type of infrastructure, we allocate the following weightings in order to calculate the total company environmental impact:

Office buildings
Data centre

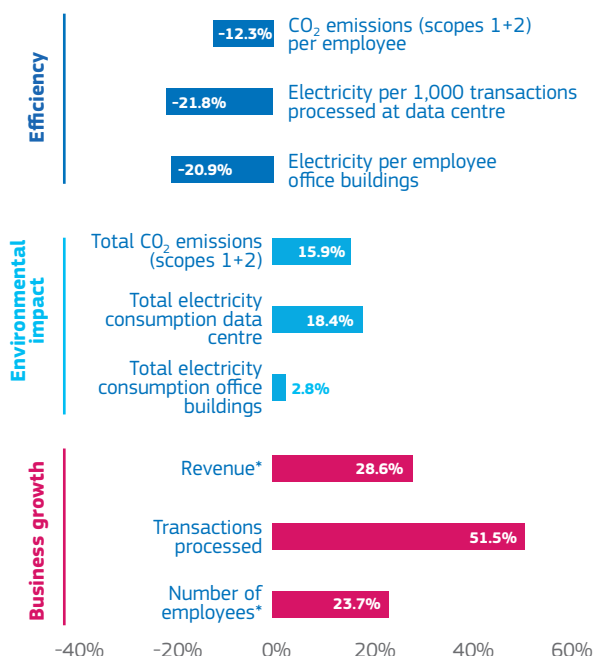
60%
40%

Overall environmental performance vs. previous year in one single figure

6. Environmental and social commitment_ Environmental sustainability

In order to guarantee continuous improvement and realistic objectives, our strategy is based on improving the environmental performance taking as a reference the data from the previous year. As depicted in the graph below, our environmental strategy has delivered significant results since its inception in 2009.

2014 vs. 2010 Business growth vs. Environmental performance



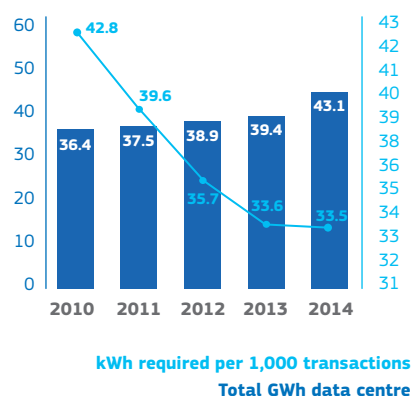
* Excluding 2014 acquisitions (Newmarket, UFIS and i:FAO) for comparability purposes.

Despite our significant growth in employees, transactions and revenue, resource consumption associated to our operations has grown at a significantly slower pace during 2014. The following graphs analyse the evolution of our performance for each parameter in the EMS over the years.

Amadeus data centre environmental performance

Amadeus data centre energy efficiency*

(Improved efficiency 2014 vs. 2010: PUE in 2014: 1.36)



Energy-efficient data centre certification from TÜV SÜD

(Obtained in 2010 and renewed in 2012)



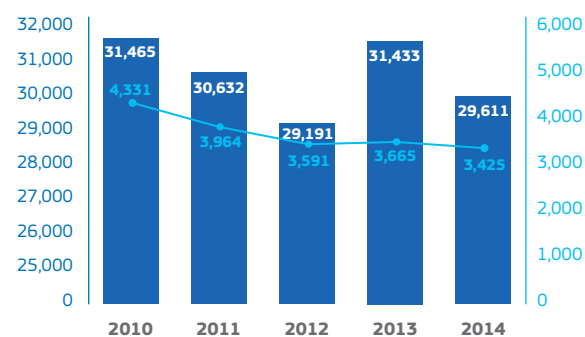
Our external credentials in this area include the certification received in 2010 and renewed in 2012 from TÜV SÜD as an energy-efficient data centre. The certification process involved an in-depth review of the data centre operations, as well as recommendations for improvement.

*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.



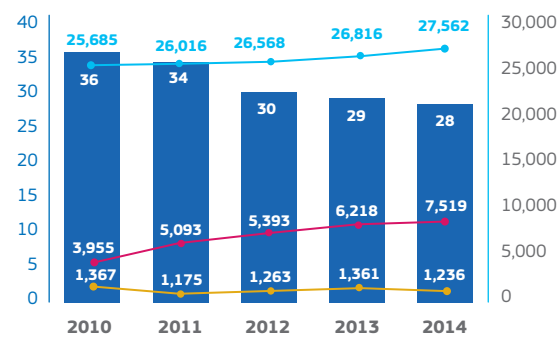
Amadeus top 10 sites environmental performance*

Electricity



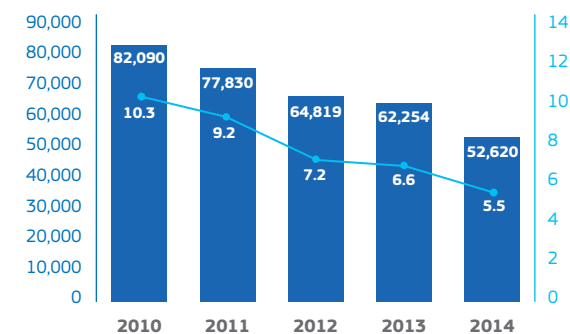
Electricity per employee (kWh)
Electricity consumption offices top 10 sites (MWh)

CO₂ emissions



CO₂ emissions per million billed transactions
Scope 1. Direct emissions (fossil fuels)
Scope 2. Direct emissions from purchased electricity
Scope 3. Indirect emissions from other sources

Paper



Paper consumption per employee (sheets per working day)
Paper consumption top 10 Amadeus sites (kg)

*Even though the Amadeus EMS 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. For detailed information on the environmental performance in our site in Bangalore, see our Annex GRI tables.

Even though the geographical scope of the Amadeus EMS represents 90% of our resource consumption (top 11 sites by number of employees), the implementation of environmental best practices and initiatives is carried out across all our offices worldwide. Some of our ACOs embark on projects beyond the formal objectives and boundaries of the EMS.

Amadeus France reforestation project – from biodiversity to agroforestry

For the second consecutive year, Amadeus France engaged in a joint project in cooperation with partners ekodev and PUR Project to launch the initiative 'From biodiversity to reforestation'.

With the two beehives installed on our premises' roof, we collected several pots of honey, which were then offered to employees. Each employee made a donation in exchange for their honeypot and the money collected was invested in two agroforestry projects selected by employees.

As a result, 300 trees have been planted in 2014, in addition to 211 that were planted in 2013.



Certification of the tree planting in Ghana and Morocco

Amadeus IT Pacific – Sydney – Activity Based Working

Activity Based Working (ABW) is a workplace strategy that provides employees with a set of choices to perform their work in the most suitable spaces depending on the range of needs from intense concentration and focus to informal meetings. The drivers for implementation at Amadeus Sydney were essentially the need to:

- _Adapt to changes in the workforce.
- _Address inefficiencies in the traditional use of office space that result in inefficient use of space since at any given point in time up to 30% of office desks may be unoccupied.
- _Provide employees with more flexibility and the opportunity to work in a more environmentally sustainable manner.

Activity Based Working improves our environmental performance in various ways:

- _Reduced workplace environmental footprint per person.
- _Commuting is also improved since employees can optimise their travelling to perform their duties without the need of being physically present in the office.
- _We also expect that the organisation becomes more agile and is able to absorb change and accommodate growth within a reduced footprint.

See 'Workplace of the future' p. 113



Environmental benefits of Amadeus solutions

The value proposition of Amadeus solutions is primarily based on increasing operational efficiencies for our customers, which often convert into:

- _ More productivity
- _ Reduced costs
- _ Better use of infrastructure
- _ Environmental benefits

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 that innovation is implemented in the solutions offered to our customers.

The Amadeus continuous R&D investment in IT solutions is paying off and we are being able to deliver increased efficiencies and significant fuel and emission savings for customers. Some examples of environmental benefits of Amadeus' solutions for airlines, airports, ground handlers and travel agencies follow.

Emissions saved for our airline customers exceed total emissions of Amadeus operations – Amadeus Altéa

As demonstrated in a joint study carried out with Finnair that analysed more than 40,000 Finnair flights, the Amadeus Altéa Departure-Control Flight Management (Altéa DC-FM) module has proven effective in facilitating significant fuel and emissions savings.

Altéa DC-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. Our most prudent estimations point to a minimum of 100 tonnes of fuel and more than 315 tonnes of CO₂ emissions saved for Finnair on an annual basis.

Assuming that a similar level of savings is achieved for customers other than Finnair, the amount of fuel and CO₂ emissions saved by our DCS solution in 2014 would exceed the total emissions associated to Amadeus operations. ●

The benefits of the Altéa DC extend beyond airlines into other industry stakeholders. For example, Altéa DC is being implemented for centralised load control offices of airport ground handlers. Amadeus provides a fully automated solution for managing the weight and balance of all flights. The system automatically defines optimal load distribution, thereby optimising fuel requirements for airlines and increasing uplift capacity for aircraft.

● See 'Amadeus top 10 sites environmental performance', p. 85

Contributing to an efficient airport management - Amadeus Sequence Manager

We are optimistic and confident that the expanding range of Amadeus Airport IT solutions are and will be bringing important environmental benefits for a range of stakeholders including the airport, airlines, travellers, airport municipality (reduced pollution) and society in general. Amadeus Airport Sequence Manager is a clear example of how our technology expertise and network of partners can deliver solutions that improve operational and environmental efficiencies.

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, airlines, ground handlers, airports, and other service providers, resulting in improvements in resource usage, schedule maintenance, environmental performance, and flexibility in reacting to events.

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 cost savings potential of over €120 million per annum, and a CO₂ reduction of around 250,000 tonnes per year for the European Civil Aviation Conference (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 on the European Air Traffic Management System.

Fuel savings estimations expected from CDM:

More than
€120 million

More than
**250,000 t
of CO₂ emissions**

The solution relies on sophisticated sequencing algorithms to calculate the Target Start-Up Approval Time 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 the 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.

* Eurocontrol (European Organisation for the Safety of Air Navigation) (2008). 'Airport CDM cost benefit analysis'.

In 2014, Amadeus launched Airport Sequence Manager, a solution to help airports on their CDM initiatives. 🍷
Amadeus Airport Sequence Manager uses a collaborative approach to optimise the flight departure process.

🍷 See 'Airport IT' p. 61

The environmental performance improvements provided by Amadeus solutions at airports are expanding to business operations beyond aircraft movements. At the time of closing this report, Innsbruck airport had just implemented Amadeus Airport Common Use Service (ACUS). ACUS allows Innsbruck's airlines and ground handlers to leverage application virtualisation and cloud technology. The platform is hosted in Amadeus' centralised data processing facility, eliminating the costly reliance on on-site IT infrastructure and reducing energy consumption, greenhouse gas emissions and costs.

Amadeus Japan: Carbon offsetting programme launched in cooperation with the Japanese Ministry of Economy, Trade and Industry and myclimate Japan



Beyond the environmental benefits of Amadeus IT solutions, we also foster environmental awareness and action, taking advantage of the contact that, one way or another, we have with more than 1 million passengers every day. As an example, we have launched a carbon offsetting initiative for the Japanese market that provides travellers the possibility to both know the CO₂ emissions released by their

trips, as well as make a voluntary donation to invest in projects that reduce emissions by the same amount.

This initiative adds a new function to Amadeus e-Power, the Amadeus online booking engine for travel agencies that displays during the booking process the estimated carbon footprint of a flight as calculated by the International Civil Aviation Organization (ICAO), and encourages travellers to participate in carbon offsetting by purchasing carbon credits equivalent to the carbon footprint they will generate.

In order to purchase carbon credits, travellers will adopt a scheme called the 'J-Credit System', promoted by the Japanese government, in which the government certifies the amount

of greenhouse gas reduced by activities such as the introduction of energy-saving equipment and forest management as carbon credits.

This business model allows carbon offsetting in travel agencies' online booking websites powered by Amadeus e-Power. The certificate of carbon offset is issued by myclimate Japan to the participants of this donation.

The number of travellers who can be offered this offset option is significant, since the tool will be available to all Japanese travel agencies that are developing their online booking tool with Amadeus e-Power. We are therefore looking forward to seeing the results of this initiative in 2015 in terms of amounts of emissions offset.

Amadeus participation in joint industry initiatives

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 obstacles to achieving 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 on 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.

ICAO & Amadeus partnership



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, or the specific interpretation and implications of the Intergovernmental Panel on Climate Change (IPCC) reports for the travel industry. 🌍

🌍 See 'Amadeus industry relations' p. 17





Climate change related risks and opportunities for Amadeus

Background

Greenhouse gas emissions and climate change are a principal concern in the travel industry, particularly due to the high energy intensity of means of transportation. On the other hand, some of the most vulnerable places in the world to climate change impacts are tourist destinations in developing countries, whose economies depend greatly on the jobs and income linked to tourism.

Most travel industry associations and organisations are addressing climate change as a matter of priority. For example, the International Air Transport Association (IATA), the World Travel and Tourism Council (WTTC) or the International Civil Aviation Organization (ICAO) have all fixed specific plans and targets for the reduction of emissions over the mid- and long-term. The achievement of these targets means, among other things, that the foundations of the travel industry as we know it today will need to be changed.

Amadeus is involved in the travel experience of close to 2 million passengers every day. We are therefore a significant player in the travel and tourism industry and, beyond the consideration of specific risks and opportunities linked to climate change, we acknowledge the right and obligation to contribute to the fight against climate change.

Risks and opportunities

We can classify the climate change related risks for Amadeus into the following categories:

1) Physical risks

Since Amadeus operates globally, the probability of physical risks affecting our operations is very high. We subclassify these risks into three categories:

i. Physical risks affecting the communities where we operate

Amadeus operates in 195 countries. The risk of climate change impacts and/or extreme weather events affecting any of the communities where we operate is therefore very high and the impact is also potentially very high. As part of our social responsibility efforts, Amadeus has built a global team of more than 80 Amadeus social responsibility representatives worldwide 🌐 that, among other things, coordinate responses in case of adverse events occurring in the markets where we work.

ii. Physical risks affecting our travel providers and/or customers

The risks in this case are not as high as for the communities where we operate, and the impact tends also to be limited to very specific cases. As a prevention and mitigation measure, our 24 hour 'Follow-the-Sun' customer service 🌐 is prepared to provide extra support in case of need.

🌐 See 'Social Commitment' p. 79

🌐 See 'Customer service' p. 71

iii. Physical risks affecting Amadeus operations.

Amadeus operations rely on two basic kinds of infrastructure:

- Commercial and support organisations with 71 offices across the world
- The processing of data that is mainly carried out in our data processing centre in Germany

The probability of any severe event affecting any of our offices worldwide is relatively high, but fortunately mitigation of impact is facilitated by communication technology that in most cases permits uninterrupted customer service. On the other hand, our Risk & Compliance office manages directly all infrastructure related risks at our data processing centre, where the most strict prevention measures are implemented.



2) Regulatory risks

Since the Kyoto Protocol entered into force in 2005, many countries have introduced or are about to introduce climate change related regulation. A principal focus of these regulations is the reduction of greenhouse gas emissions, particularly of CO₂, as well as the promotion of renewable sources of energy. At the moment we identify two kinds of environmental regulations that may pose a risk and potentially an opportunity for Amadeus:

i. Carbon reporting regulations

It is becoming common for countries to promote the reporting of carbon emissions especially for corporations above a certain size. Amadeus can help corporations gather the data required for this kind of reporting. Should these regulations become too complex or heterogeneous they, may pose a risk to Amadeus since it will become costly and complex to help corporations report their emissions. For this reason, the Industry Affairs team is working with several stakeholders, including the European Union and ICAO to promote an industry standard methodology to estimate emissions related to travel.

ii. Regulations that impose charges on emissions and/or emissions reductions

The most important example of this kind of regulation affecting Amadeus is the implementation in the aviation sector of the EU Emissions Trading Scheme. The implementation of a regional emissions market in a global sector like aviation may create competitive and political disruptions. Therefore the main risks

associated with these regulations are the uncertainty and the additional costs that, at least in the short term, this may mean for the industry. At the moment we do not expect a significant impact of these regulations in the short term for Amadeus, given the current relatively low cost of compliance with the scheme, which is unlikely to bring travel demand down, and also due to the geographical diversification of Amadeus' business.

On the other hand, in a context of increasing costs of using fossil fuels, any IT solution that includes in its value proposition a reduction of fuel consumption and emissions becomes more attractive to customers.

3) Reputational risks

Travellers and the general public are increasingly aware of climate change risks and expect environmentally responsible operations from companies. Even though Amadeus' exposure to the general public is limited, we need to prioritise compliance with industry environmental standards to make sure that our performance excels.

The implementation of the Amadeus Environmental Management System provides a solid reference of our performance evolution and permits the easy identification of areas for improvement. Additionally, Amadeus has been included in external sustainability like the Dow Jones Sustainability Index (DJSI) and the Carbon Disclosure Project (CDP). These indices provide recognition to those companies that demonstrate a special commitment to sustainability indices.

The opportunities for Amadeus related to climate

change are divided into two categories:

1) Opportunities for new products and services

As pointed out above, corporations are getting more and more involved in the reporting of emissions associated with their operations, including emissions linked to the business travel of employees. Taking advantage of the data and information processed by Amadeus in relation to the Distribution line of business Amadeus can offer solutions that display emissions during the booking process (currently available in the Amadeus corporate booking tool), compare alternatives for travel so that the traveller is informed about the most environmentally friendly alternative, provide post-trip reports to corporations so they can measure, report and follow up on their impacts and facilitate mitigation measures like carbon offsetting programmes.

2) Opportunities for a more attractive value proposition

Amadeus IT solutions generally improve efficiencies for our customers. These efficiencies translate in many cases into better environmental performance, particularly in relation to reduced fuel consumption and emissions for our travel provider customers. Examples of these solutions include Amadeus Altéa DC, implemented for airlines and ground handlers; Airport IT solutions such as Sequence Manager, which reduces the amount of time spent by ground movements and queuing of aircraft; and Amadeus Airport Common Use Service, which helps airports reduce energy costs, etc.

See 'Amadeus industry relations' p. 17

See 'Amadeus participation in joint industry initiatives' p. 90

See 'Environmental benefits of Amadeus solutions' p. 87

See 'Amadeus operations' p. 80

See 'Distribution' p. 32

See 'Environmental benefits of Amadeus solutions' p. 87

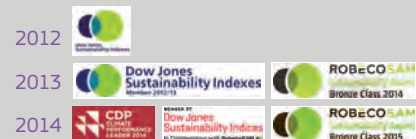
Amadeus and sustainability indices

Sustainability indices provide a valuable benchmark to evaluate how we compare to other companies and industries regarding sustainability performance. They also help identify areas for improvement and contribute to gaining visibility internally and externally about our performance.

Our strategy and clear position on key environmental topics have also permitted Amadeus to join and remain for now three consecutive years in the Dow Jones Sustainability Index (DJSI)*. The DJSI evaluates sustainability performance in the economic, social and environmental dimensions. Only the top 10% of scorers for each activity sector enter the index.

On the other hand, Amadeus was included for the first time in 2014 in the Carbon Performance Leadership Index of the CDP**. The CDP evaluates both the disclosure and transparency of information with a score that ranges from 0 to 100; and the performance with a score that ranges from E to A. Amadeus' score in 2014 was 93 in the disclosure evaluation and an A in performance.

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.



- * The Dow Jones Sustainability Indices (DJSI), launched in 1999, are a family of indices evaluating the sustainability performance of the largest 2,500 companies listed on the Dow Jones Global Total Stock Market Index.
- ** The Carbon Disclosure Project (CDP) is an international, not-for-profit organisation providing the only global system for companies and cities to measure, disclose, manage and share environmental information.
- ***The Robecosam Sustainability Awards 2015 corresponds to 2014 data in the performance evaluation.

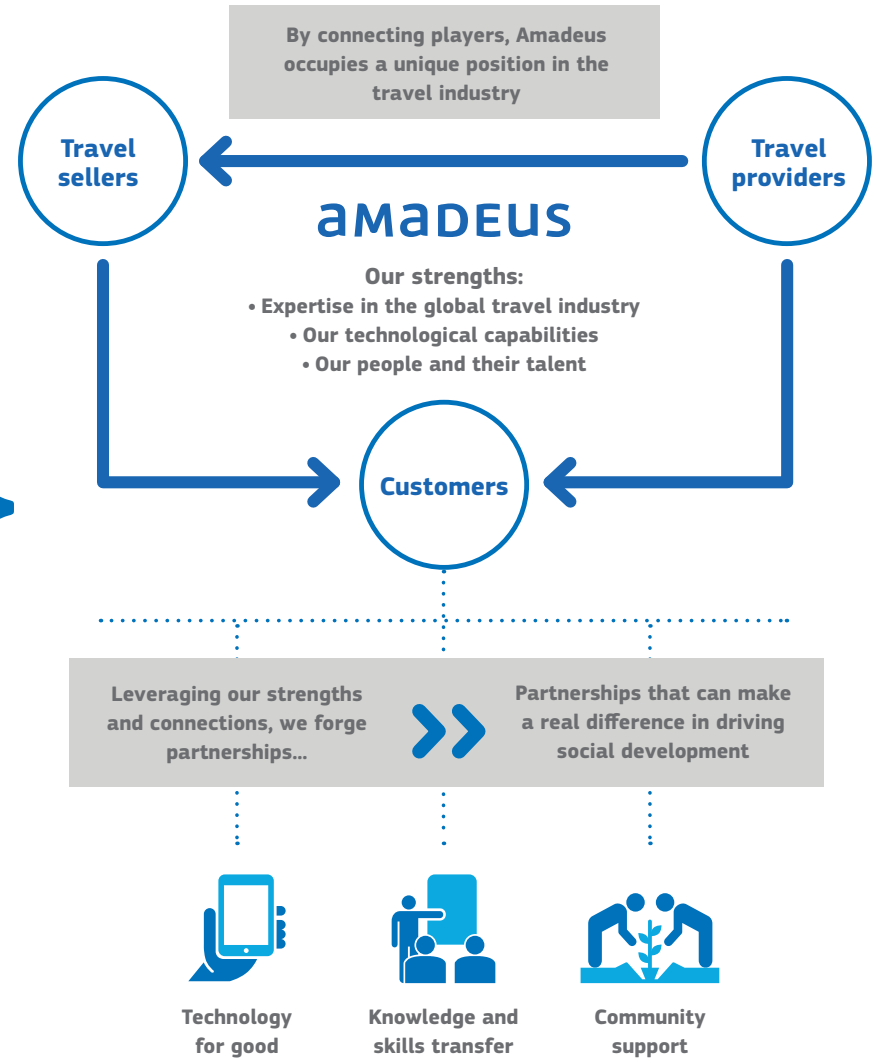
6.2. Social commitment

Amadeus' social responsibility: a catalyst for change

At Amadeus we believe that our economic performance, together with our ability to contribute to sustainable development, are what will enable us to succeed. Our social responsibility plays a unique role in achieving this.

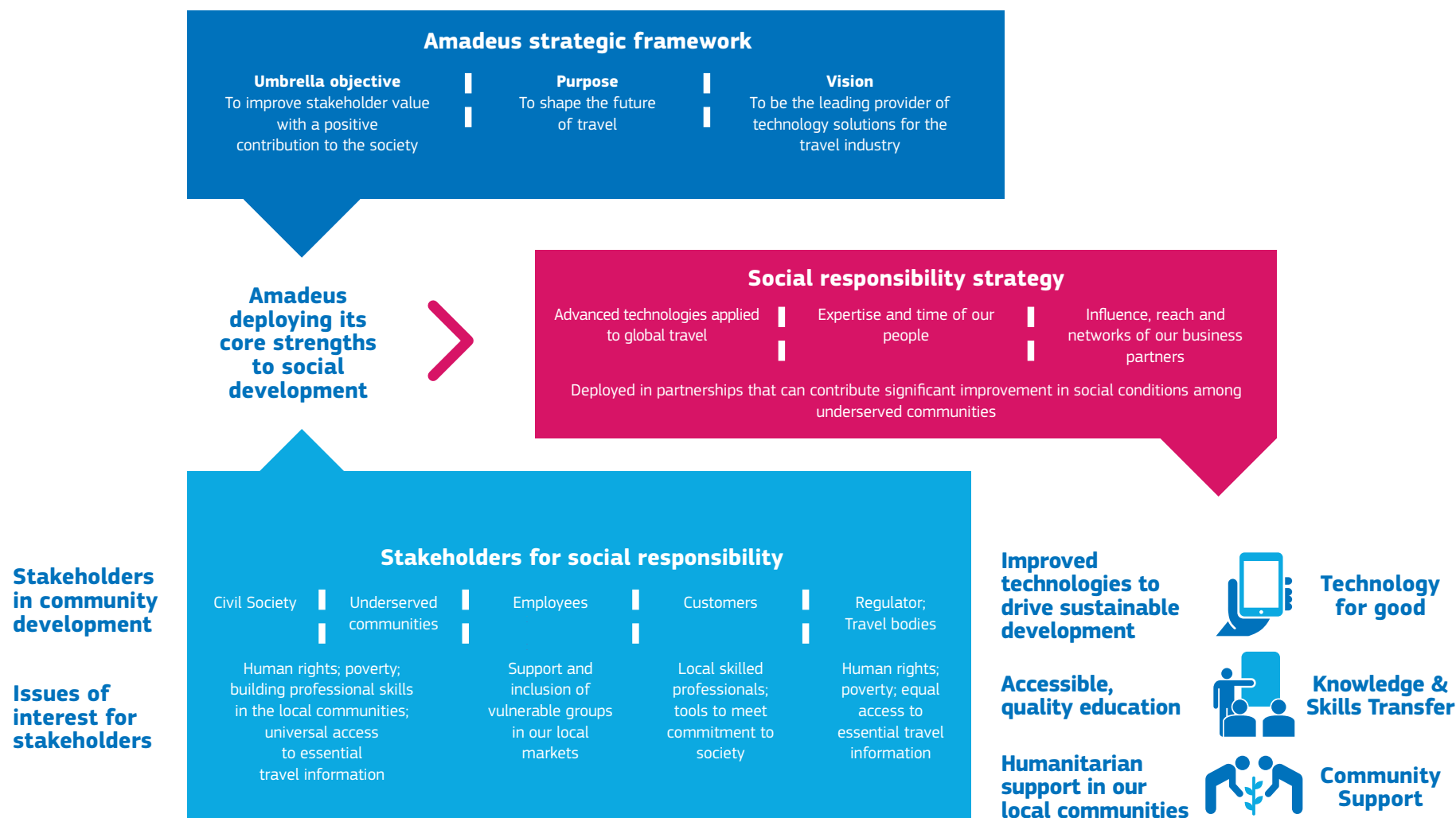
To support social development, we tap into the vast opportunities that the world's travel sector has to offer. We involve our business, our people and our partners in the sector, to contribute to change through development projects, education and initiatives for the welfare of underserved communities – especially in the markets where we operate.

**Our role as
a bridge
between travel
providers and
travel buyers
globally,
places us in a
unique position
to make a
significant
social
contribution**



Amadeus' strategy in social responsibility is to use the core strengths of our business and the opportunities in the global travel industry, in order to

help alleviate widespread social challenges that our stakeholders identify and that we are best placed to answer.

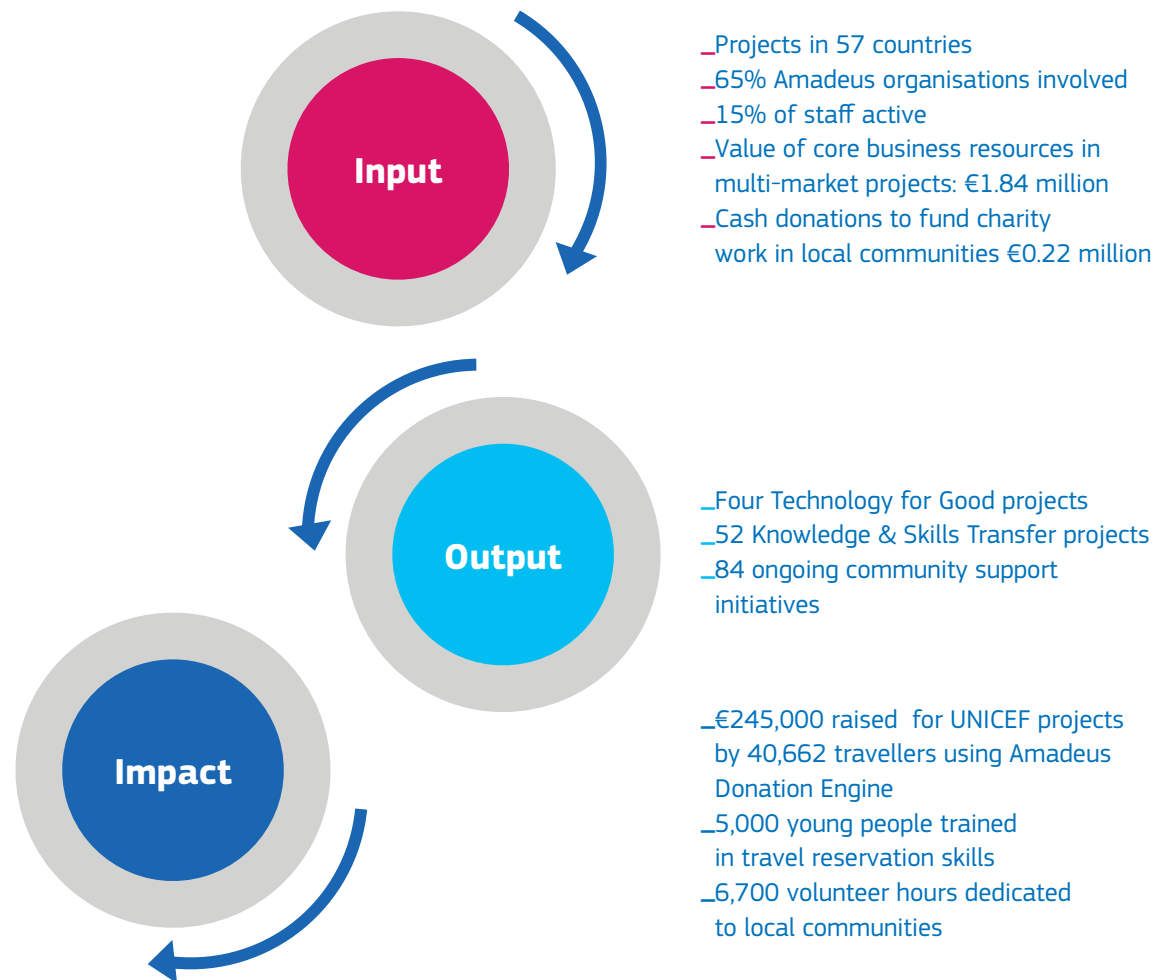


The result: scope and impact of social projects with external partners in 2014

Once again, 140 projects and initiatives were carried out with measurable impact in 57 countries. All these initiatives were identified and developed in partnership with external social stakeholders, in the three core programme areas in which we deliver our commitment to society: Amadeus Technology for Good, Amadeus Knowledge & Skills Transfer and Amadeus Community Support programmes.



Visit the Amadeus Corporate Social Responsibility Map online, www.amadeus.com/csrmmap



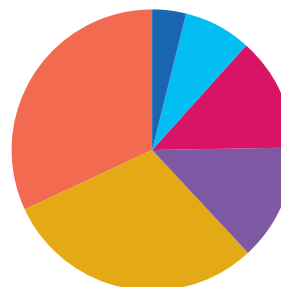
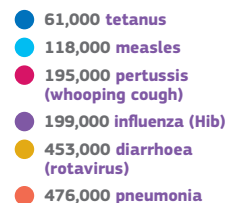
Amadeus Technology for Good Programme: shaping the future through a sustained source of funding for development projects



Despite geopolitical and economic challenges, travel and tourism is an area of economic growth. International tourism went up by 4.7% in 2014. Destinations worldwide received some 1,138 million international tourists during this time, and there are indications that the trend is continuing*. It is this potential that the Amadeus Technology for Good programme has tapped into, to build a sustainable source of funding to answer a global human rights challenge – ensuring survival and welfare of the world's most disadvantaged children.

Technology for Good involves the use of our technology to drive sustainable, social development initiatives. A year ago, under this programme, Amadeus, the United Nations International Children's Emergency Fund (UNICEF) and Spanish airline Iberia, launched a global online donation initiative for the travel sector. Travellers could contribute towards the funding of UNICEF's projects around the world, by making a micro donation when buying their tickets on any one of Iberia's more than 40 country websites.

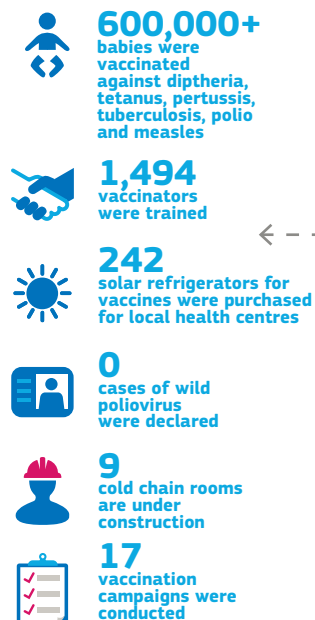
THE NEED: Number of children dying in a year, due to avoidable diseases (Source: UNICEF)



Amadeus is providing a donation engine that can be integrated with travel booking websites. This enables thousands of willing travellers around the world to donate to UNICEF projects for children.



Results obtained in Chad from January 2013-June 2014 (includes contribution of IB.com and other corporate partners)



Chad is one of the world's eight most critical countries where vaccination programmes are lacking. Before UNICEF's initiative, two out of every three children had not received any vaccination. In 2011, Chad was the country with the second highest number of polio cases in the world.

* United Nations World Tourism Organisation: World Tourism Barometer January 2015

Engaging the industry for unprecedented impact

The programme is now open to expansion. The latest addition of Finnair with its 37 country websites was a perfect illustration of why Amadeus is best placed to deliver a multi-market, multi-currency, technology solution of this nature. Deploying the Amadeus donation engine, which powers the online donation process, requires multiple skills: product management, developers, payment and integration specialists, e-commerce and airline IT, customer support and legal and communication specialists. It is their valuable input that builds and supports the programme.



From left: Pekka Vauramo, CEO of Finnair, Marja-Riitta Ketola, Executive Director of the Finnish Committee for UNICEF, and Luis Maroto, President & CEO of Amadeus

Through the UNICEF programme, we can and are starting to engage key travel industry players in collaboration that is relevant to their business and that has potential to deliver major impact. Finnair decided to join the programme to bring fresh growth to their long-standing charity programme and incorporate a new digital approach, in line with their overall business strategy. As with Iberia, this too is a flagship social responsibility project for them.

The result of this programme is proof of the still unfulfilled potential of using travel and technology to boost social advancement. It further challenges us to build ever more innovative travel technology applications, ones that empower the travel sector to fulfil its transformative potential for good – to achieve socially profitable outcomes impossible to achieve by a single organisation alone.

‘Thanks to the support of Iberia, Amadeus, and other donors around the world, UNICEF has been able to strengthen its programme in Chad, vaccinating more than 600,000 infants against diphtheria, tetanus, polio, whooping cough, tuberculosis, and measles. Commitment by private enterprise is essential for the accomplishment of UNICEF’s mission, which is to make real changes to the lives of millions of children.’ – UNICEF

‘We are really proud to have been pioneers in a project like this, with the aim of improving living conditions for children all over the world. We hope that in 2015 our customers will continue to support this campaign, and we can move a step closer to the eradication of these diseases.’ – IBERIA

Solutions to ensure that essential travel information is accessible

More than 15% of the world’s population live with some form of disability*. These include functional limitations from birth, illness, accident, or impairments due to aging, or even temporary disabilities. Or simply, users impacted by poor communication infrastructure in their regions. Further, international organisations and some regulators increasingly remind us that ‘advocating for and advancing universal access in travel and tourism is both a question of rights and a question of ethics’**. And that ‘increased accessibility in tourism benefits people with disabilities and special needs while entailing significant economic opportunities for the sector’***.

In shaping the future of travel, we believe that all travellers have the right to access essential information on their travel booking and itinerary. As a result, Amadeus has started to address this need by gradually enhancing its technology used by travel service providers to offer travellers online booking and airport self-service. Amadeus’ first goal is to achieve compliance, by end 2015, with the international standard WCAG 2.0 (Web Content Accessibility Guidelines) for Amadeus Internet Booking Engine, the world’s most widely-used airline internet booking engine, which powers over 100 airline websites worldwide. While this first effort responds to a regulatory requirement with limited geographic scope for some of our customers, Amadeus has chosen to extend the reach of the functionality to all airlines using its flagship internet booking engine, and hence to benefit travellers all over the world.

* Source: World Health Organisation

** Source: World Travel and Tourism Council

*** Source: United Nations World Tourism Organisation

Amadeus solutions that are already accessible for travellers with disabilities are in the airport environment. They include the Amadeus Airport Flight Display System where content and control of presentation (font size, structure, colours) can be customised to meet accessibility requirements. Or, visual and audio paging is available as an alternative for communication. The Amadeus Reduced Passenger Mobility solution is another example that draws information from Amadeus Altéa Departure Control to user ground handlers, to notify them of special services needed by, for example, a physically impaired traveller. Our ambition is to gradually extend this accessibility to other Amadeus technology.

Social Responsibility Global Contest

From 12 May to 15 June 2014, a Global Contest engaged Amadeus people around the world in determining what could be our next global project in social responsibility and 49 ideas were shortlisted. Second place went to the idea: 'Accessible travel technology for visually impaired people'. The team dedicated the cash prize to promoting and creating awareness of an accessible hotel search and booking engine for the visually impaired. The engine is run by a specialised travel agency, Ilunion Viajes, owned by the Spanish national association for the blind.

Amadeus Knowledge & Skills Transfer Programme

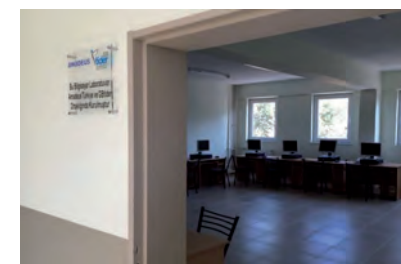
Bridging the gap between mainstream education and what the job market requires

Recent research carried out by the World Travel and Tourism Council has quantified the sheer scale of the human resource challenge in travel and tourism and the potential impact of the skill shortage on the 2024 projections for the sector. Over 14 million jobs globally are at risk in the travel and tourism industry, if governments and private sector companies do not act now to address the talent shortage in the industry*.

Amadeus Knowledge & Skills Transfer Programme seeks to close the gap between mainstream education curricula and what the job market requires of new graduates, first by educating the future workforce about the career opportunities in the sector, and second, by providing the necessary training and skills.

In 2014, our collaboration with more than 100 universities or training centre partners resulted in over 5,000 young people benefitting from the Amadeus Knowledge & Skills Transfer Programme, receiving either training in travel reservations, general business management and mentoring, or certifications in the Amadeus System.

* World Travel and Tourism Council, Global travel and issues for the travel and tourism sector published 11 February 2015



Computer class room equipped with computers donated by Amadeus in Soma, Turkey.

Amadeus collaboration in Europe

Of all the Amadeus regions, Central, Southern and Eastern Europe (CESE) has the largest amount of collaborative programmes with educational institutions. The projects range from digital inclusion in rural Turkey, thanks to computer donations to schools, through to the introduction of travel and tourism in secondary school curriculums in Croatia and global travel distribution skills in vocational institutes and universities. For instance in Latvia, approximately 300 students benefit annually from the partnerships between Amadeus and nine educational institutions to teach travel industry-related skills. In Cyprus, the Cyprus Higher Hotel Institute, the Ministry of Labour and Social Insurance and Amadeus' country office have joined forces to provide customised training to unemployed people.

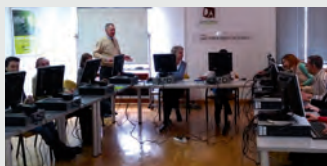
GTTP Annual Student and Teacher Awards

Amadeus has been actively involved with the Global Travel and Tourism Partnership (GTTP) for nearly 15 years. The activities developed together vary from local funding to locally mentoring in secondary schools in East Africa. This year, in addition, we hosted GTTP's annual student and teacher awards, where the national winners of the GTTP's 2014 Student Research Competition shared their findings on applying technology in a sustainable way to enhance the visitor experience in their countries.

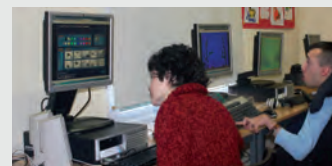


The GTTP annual student and teacher awards, hosted at the Amadeus Executive Briefing Centre in Nice, brought twenty-two high school students from Brazil, Canada, China, Hong Kong, Hungary, Ireland, Jamaica, Kenya, Russia, South Africa, and the United Kingdom to showcase their bright ideas on how to shape a sustainable future of travel.

To support training online for disadvantaged communities, in 2014, Amadeus offices donated 305 PCs, raising the total to 2,076 computers donated since the inception of our global PC Bank Programme in 2010.



Amadeus donated computers to non-profit Desarrollo y Asistencia to be used to teach computer skills to senior citizens.



Amadeus donated equipment to the Numen Foundation to facilitate the educational and social integration of disabled people.



Over 60 disabled people benefited from a PC room built with computers Amadeus donated to Grupo Envera.



PC donation, in collaboration with travel agency customer Deans Travel, to Mombasa Children's Home in Kenya.



Beijing Guang Ai Charity School, China: Improving children's learning environment through PC donations.

Amadeus Community Support Programme



While progress is being made in tackling global poverty, new challenges including the economic crisis, war or epidemics threaten to undermine the poverty reduction efforts.

It is against this backdrop that Amadeus carries out business in 195 countries, with a worldwide team of more than 13,200 people. These countries represent diverse economies, living standards and opportunities. Amadeus' Community Support Programme, which includes projects carried out jointly with local non-governmental organisations (NGOs), to benefit the less fortunate, contributes towards alleviating cases of poverty in some of the local communities.

Through sports for charity, market fundraising and cash donation, Amadeus staff funded the work of over 60 NGOs among the less fortunate in the Americas, Africa, Asia and Europe. Staff also dedicated over 6,700 hours to volunteering in the local communities.

Latin America

This year, our region-wide programme that brings enthusiastic volunteers from Amadeus and its customer companies to help the communities during one day, the Amadeus Volunteer Day in Latin America, was recognised externally in El Mensajero's Bitacora Awards. This external credit was well received by the 315 Amadeus employees and staff from 12 customers that were out in the community on 1 September 2014.



Award recognition for the 4th Latin America Volunteer Day.



North America

Amadeus subsidiary Newmarket International has been actively making a positive contribution to the community in North America. Through payroll giving, fundraisers and cash donations, Newmarket International funded over 60 charities in 2014, and the staff dedicated over 1,000 hours of paid work time to volunteering in the local communities.



Newmarket International supporting the local community.



Amadeus employees in Miami donated 300 pairs of shoes to Soles4Souls to advance its anti-poverty mission.

Asia-Pacific



1. & 2. 450 children from 15 NGO-supported schools in Bangalore participated in the Secure Giving initiative of Concern India Foundation.
3. Amadeus Bangkok staff support Friends International, a not-for-profit that works towards a child-safe network in Cambodia.
4. Amadeus Malaysia staff equip children for school at Malaysia Sithamani Orphanage

Europe

In Western Europe, funds raised through sports and charity markets along with volunteer time were dedicated to supporting local causes, including cancer associations, inclusion of disabled people, restauration



Employees from Amadeus Spain, Morocco and Madrid raised funds in the Rock'n'Roll marathon for a not-for-profit in India, Magic Bus, that supports underserved children and the national cancer association in Spain.



Amadeus staff in the UK organised a charity market to support the local brain cancer association, Braintrust.

of tourism sites in Italy and families with little resources. Country offices involved included UK, Italy, France, Spain and Benelux countries.



300 kilometres were clocked up by our 20 sporty Amadeus champions who participated in the 24 hour sports challenge in Nice to support disabilities in the workplace.

Africa

In Sub-Saharan Africa, Amadeus focuses on child welfare, working with local organisations such as the Angel Centre for orphans in Kenya or St Laurence Children's Haven in South Africa. In West Africa, the focus is on women's empowerment initiatives such as Nebeday in Senegal. Nebeday builds capacities for participatory management of natural resources by and for local communities.



Amadeus East Africa bringing a much needed contribution to support Angels Centre, an abandoned children's home in Kenya.

We have achieved measurable and positive results in our external social responsibility programme

Growing our social contribution: 2015-2018 Plan

While we are achieving measurable and positive results in our external social responsibility programme, there is still significant margin to improve and grow our contribution. In 2014, a cross-functioning senior management team across Amadeus worked together to analyse, develop and propose a plan that will evolve our strategy further, between 2015 and 2018. The three-year plan will evolve the current management structure, mechanisms and tools to embed social responsibility in the organisation, grow staff involvement, raise social responsibility skills across the employee base and sustain project work. As key stakeholders, Amadeus employees were also involved in the process. Through a global contest, they contributed ideas for new signature programmes that can leverage Amadeus core strengths and resources to provide solutions to relevant social needs in the marketplace.



The representative behind the idea for a global partnership with a disaster relief organisation.



Global Brand team representative for the idea to develop a booking engine for visually impaired people.



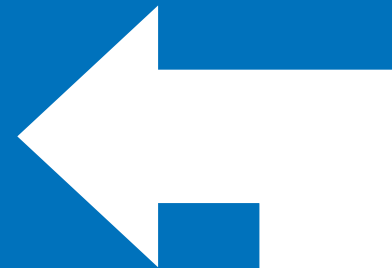
Bangkok representative for the idea to support a child-safe advocacy network in tourism regions.



Employees
from **+118**
different countries speaking
+50 different
languages



Madrid Headquarters
certified as
Top Employer
for 3rd time



Amadeus people



In 2014
€7.2 million

invested in
staff training



+14%

increase in staff
numbers since 2012

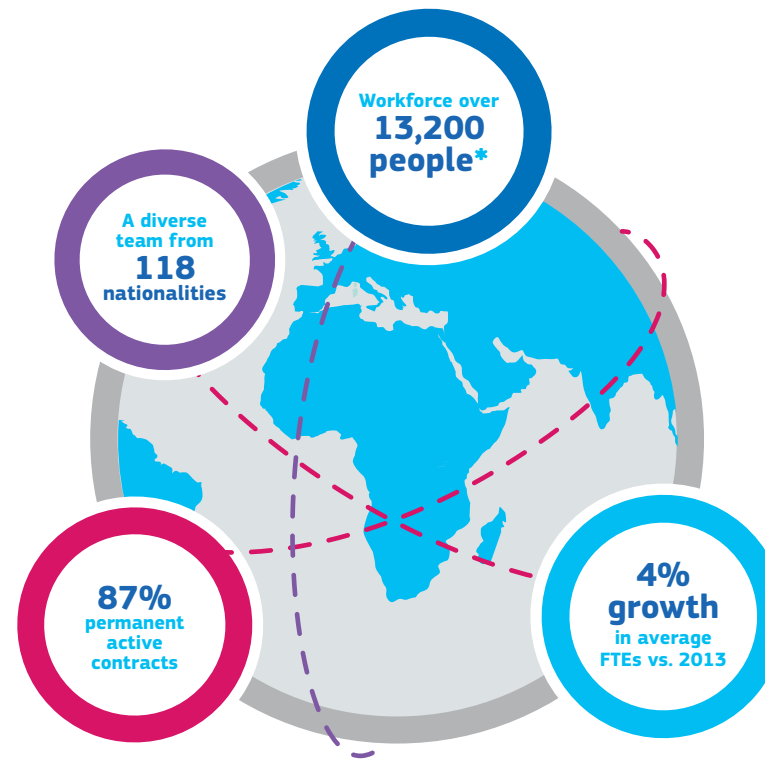
Amadeus people

With over 13,200 employees worldwide, Amadeus has a common purpose of shaping the future of travel together with our stakeholders. This purpose drives our collective ambition, growth and success. Our experience, expertise and value-driven leadership make the difference to our customers and stakeholders in the industry.

Being a 'knowledge and innovation driven company', people are our most important assets. The talent, expertise and commitment of our employees have made us a global technology leader in the travel industry. Our objective is to continue attracting the best talent to Amadeus. We are committed to providing a workplace that recognises performance and that empowers employees to pursue professional development opportunities. We are proud of a company culture that encourages diversity and inclusion, aims for continued high engagement and fosters collaboration and innovation. This chapter showcases some of the initiatives that we have put in place to retain this competitive advantage.

In 2014, our number of employees further increased. This growth was driven by the acquisitions of Newmarket International, UFIS and i:FAO, plus the growth in some of our sites, particularly in our R&D centre in Bangalore.

Key figures_A truly global company



Moreover, during 2014, we have continued building our initiatives to provide best-in-class human resources practices, which help us to attract and retain the talent we need to support our growth in our increasingly competitive landscape.

* Figures in full-time equivalents (FTEs) as at 31 December 2014. FTE is the headcount converted to a full-time basis, e.g. and employee working part-time covering 80% of a full-time schedule is considered 0.8 FTE.

7.1 Culture and values

Our culture

At Amadeus, our focus on people, communication and culture are key cornerstones of our success. We recognise that our business depends on the expertise, creativity, dedication and performance of our employees.

Focusing on people, communication and culture has enabled Amadeus to see its technology solutions implemented for clients in over 195 countries. Our global presence brings different viewpoints, languages

and cultural understanding, all of which resulted in a true appreciation for diversity within Amadeus. We see this also as an important driver for greater innovation.

As we continue to invest in comprehensive practices in terms of talent development and retention, in 2014 we have kept our turnover rate at 7%. Due to the growth pattern of Amadeus and prudent management, there have been no large-scale employee redundancies.

Total workforce (in FTEs) by type of contracts			
	2012	2013	2014*
Permanent staff	8,883	10,118	10,929
External Manpower	2,042	1,843	1,574
Temporary staff	113	160	105
Total	11,037	12,121	12,608

* Excluding 2014 acquisitions (Newmarket, UFIS and i:FAO) for comparability purposes.

Workforce by region (in FTEs)			
	2012	2013	2014*
Europe	7,974	8,452	8,622
Asia	1,581	2,081	2,205
North America	749	869	993
South America	539	498	507
Middle East and Africa	194	221	281
Total	11,037	12,121	12,608

* Excluding 2014 acquisitions (Newmarket, UFIS and i:FAO) for comparability purposes.

Employee diversity

Diversity and inclusion

Amadeus is committed to equality of opportunity, fairness, mutual respect and dignity at work for all employees. We value differences including gender, race, ethnicity, disability, sexual orientation and religion, and we are committed to provide an environment that will enable individuals and groups to contribute to their fullest potential.

At Amadeus, we strongly believe that diversity and inclusion adds value to our company, our customers, our employees, our shareholders, our suppliers and the communities in which we live and work.

With more than 13,200 people worldwide, multiculturalism, respect and openness are at the heart of our corporate identity. Altogether our employees speak over 50 languages and they enrich Amadeus with their different experiences and backgrounds. At our main sites in Spain, France and Germany, our workforce includes 118 nationalities. We are aware of the value of such a diverse workforce and we like to keep this alive and further strengthen it. We explicitly outline cultural awareness as the primary core competency required of our employees.

The wide range of nationalities present at Amadeus provides us with an important cultural background that is embedded in our company. Additionally, many of our employees work in different geographical and cultural environments from their own. These developmental

7. Amadeus people

assignments allow them to accelerate their own personal and professional growth and, at the same time, contribute to keeping Amadeus as the culturally rich company it is today.

Gender diversity

We continue promoting gender diversity across the organisation leveraging our Amadeus Women Network programme. The Amadeus Women Network's goal is to enhance the professional development and career evolution of women within Amadeus, and to improve work-life balance.

The Network has grown to a significant size with specific presence in our major sites in Nice, Erding, Madrid and Bangalore plus in our offices in Sao Paulo, Sydney, Miami, Dubai, Antwerp and London.

In December 2014 – sponsored by the Senior Vice President of Human Resources, Communication and Branding – the Amadeus Women Network held its second annual flagship event with the participation of Dr Sonja A. Buholzer, an international speaker on women leadership development.

Furthermore, we ensure that our recruitment practices are 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.

Moreover, we encourage executive search firms to provide us with diverse lists of candidates. The same opportunities for professional development are offered to all employees.

Amadeus ensures that our salary systems are designed to avoid discrimination based on gender and to promote equal pay. Procedures are in place across the company to ensure that managers are aware of their responsibilities with regards to equality.

Generational diversity

We are aware of the impact of social and technological changes in younger generations, their different learning and communication styles, their work-life balance needs, and preferred ways for their contributions to be recognised. As they join our workforce, we are introducing initiatives to increase the awareness of the needs and preferences of different generations. Examples include our young professional network programme at Newmarket International, as well as flexible work concepts in our Madrid site or internal collaboration tools, which are available to all employees.

People with disabilities

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

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

We are also set on enlarging our pool of candidates by working with external organisations that help us source and recruit disabled staff. The Amadeus recruitment site for Nice includes a Handi Project page presenting Amadeus as an equal opportunities employer and encouraging candidates to send their curriculum vitae 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.

*Diversity Charter website www.diversity-charter.com

Building engagement and a company culture

Amadeus workshops

An important part of nurturing and engaging a great workforce is captured in our compass of ambition: an inspirational purpose with a common set of values, a clear understanding of our mission, strategy and results and a credible brand promise.

During 2014, we continued with our global Amadeus Workshops and our yearly employee forum, where we communicate our strategy and values to all our people. These centrally organised and locally delivered workshops are our annual communication tool, where all employees can receive in-depth information on Amadeus results and strategy. At the same time, values, culture and company purpose are reinforced. All employees receive the same sessions with the same messages across the company, helping all to feel part of Amadeus. More than 150 business leaders facilitated 198 sessions with the attendance of over 7,000 employees across the whole organisation. In 2014, participants rated the overall initiative as 'very good' and 90% found it 'useful' or 'very useful'.

We also continued innovating the delivery of the sessions, in previous years with virtual rooms and in 2014 introducing an interactive game on our products and services portfolio, with a special on-line contest with participation from various teams across the world.

The 2014 workshops were the internal platform from which our 'Shape the future of travel' purpose was presented to all employees, providing a clear understanding of Amadeus' strategy and promoting our vision of 'shaping the future of travel' with a special focus on our products and services.

Employee engagement

Engagement is a priority not only for human resources teams, but for all Amadeus leaders, managers and employees in all geographies. Since 2010, engagement has been progressively embedded in both our human resources and business strategies, and it is an essential part of the company-wide performance indicators.

In 2014 we conducted our Global Engagement Survey where employees had their say about how to make Amadeus a great place to work. With an overall participation rate of 90% across Amadeus and a significant, continuous improvement of 2.2% in our overall score since the previous survey, it is clear that our employees believe engagement is important. After receiving the engagement results, all teams reviewed them together. More than 1,490 team action plans have been created and registered across the organisation, and more than 640 Amadeus teams registered their follow-up on the progress of the actions they agreed on.

Engagement means more than a percentage in a survey, and Amadeus recognises the need to work on engagement on a day-to-day basis at all levels of the organisation. To ensure high-level support to both managers and staff, a network of 38 internal engagement coaches have been trained and certified; they have been coaching teams and managers globally. The constant up-skilling of our Human Resources Business Partners in Engagement, as well as the roll-out 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 and people management, a specialised in-depth, three-hour engagement workshop for leaders and managers was delivered internally. Over 50% of managers at Amadeus have received this advanced training on the link between engagement and what it means to be an Amadeus leader, people management and their role in the engagement cycle. Our research shows managers who participated in this training increased their engagement score by 16%. Managers are also regularly invited to attend webinars on specific aspects such as best practices sharing, engaging small teams, fundamentals for new managers or how to create effective action plans. More than 1,900 Amadeus managers receive a monthly communication with further updates on engagement.

7. Amadeus people

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 in the increased follow-up on the plans. The quality of these plans has also increased, providing further evidence of both the support and the inclusion of engagement in day-to-day management activities.

Participants in Amadeus workshops



Communication and collaboration: working together

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

To enhance our existing internal communication / knowledge / collaboration intranet called 'Opera', in 2014 we launched MySite, a powerful people directory, to find and connect with other Amadeus colleagues around the world. Strong networks of professionals, across regions and functions are key to collaboration, learning and innovation. We also enabled functionalities to comment, rate and share content through our intranet. We will continue to enrich our systems with social media functionality to enable our people to communicate faster and more naturally, as well as to adapt to the expectations that new generations have of today's workplace.

Amadeus' leadership team continues playing a significant role in the internal communication strategy by facilitating information exchange and interaction at all organisational levels, for example throughout our '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-and also at local and regional employee forums.





Compensation and benefits

We seek to incentivise our employees through variable remuneration schemes linked to individual and company performance.

A competitive remuneration package is key to attracting and retaining the best talent. Amadeus offers comprehensive benefits packages tailored to the country in which they are offered. The majority of our permanent employees are offered a defined contribution retirement plan, life and disability insurance and a medical plan. In addition, employees traveling on business trips or on an international assignment are covered by emergency medical and security cover.

In 2014 we launched the second edition of the Share Match Plan. The plan offers employees in around 30 countries the opportunity to invest in Amadeus' shares with an additional 50% match provided by the company. The plan has a participation rate of over 40% of eligible employees.

7.2 Empowering Amadeus people

Developing our talent

Through a combination of e-learning and globally and locally delivered classroom training, we invest in the development of our people, and position them to deal with the needs of an ever changing market. Mentoring and coaching ensures that experience and lessons learnt are transferred through the successive levels of Amadeus. The sustained investment in development and long term retention has resulted in many of our people being recognised and respected as 'Experts' within the travel industry, and contributes to industry standard setting in many of the industry practices and innovations.

Amadeus continuously invests in the development and growth of our people. In 2014, Amadeus invested €7.2 million in training activities for our employees.

In 2014 we ran two more editions of the Amadeus Leadership Development Programme for Amadeus executives in conjunction with the IESE Business School in Madrid. A total of 50 participants were invited from all over the world, representing each of our business units and functions.

The aim of the programme was to develop the leadership skills of participants and keep them abreast of the latest academic and industry thinking, while assisting them to align and execute business



Luis Maroto, President & CEO, at Amadeus Leadership Development Programme session



Amadeus Leadership Development Programme participants

goals. Sessions were delivered by a combination of IESE professors and Amadeus top executives, thus combining academic sessions with those specific to the business and strategy of Amadeus.

Attracting talent

A key part of our success is the ability to attract and retain top talent from campuses and industry experts across our geographies. We continue to build our talent pool by recruiting new talent from some of the top engineering and business schools in Europe, US and Asia. Through many campus activities including 'Hackathons', joint projects with universities, internships and partnerships we continue to engage with the future talent of the industry.

Based in our Madrid office, Amadeus appointed Michael Bayle as the new head of our Mobile group. Michael brings expertise in mobile and digital media ecosystems, gained through a broad range of experience working in companies such as a mobile advertising house, a sports media corporation and a digital media company, where he also led mobile business units.

Sven Fuhrmeister joined our Global Operations group to lead our new operational improvement and projects division. Sven comes from SAP and brings a wealth of experience in transformational change and continuous improvement in operations.

To facilitate and accelerate this process we have implemented a number of global recruiting tools including social media which are today beginning to yield results in terms of ability to attract and drive cost effectiveness of the process.

Managing our leadership pipeline

Aligned with our business strategy, we take a long term view of our talent development and succession planning. We invest significant time in our leadership pipeline, planning across our management levels. Planning our leadership succession and our global footprint aligned with our customer needs and growth is an integral part of our talent strategy. A key aspect of our development focus in addition to product, technical and functional skills is our investment in our leadership pipeline.

We continue to invest in managing our leadership pipeline with a formal and disciplined talent review process at the CEO level. We reviewed over 800 of our most senior employees, assessing our future needs against our business strategy, reviewing our succession plans and the development plans of our emerging leaders. Through this process, we are able to plan ahead and manage our global talent needs with minimum business disruption. This process includes identifying and auctioning the development plans and reviewing the people portfolio risks.

We have developed a global framework of leadership competencies, which we are incorporating across all Human Resources processes.

The annual performance and development review process becomes instrumental to cascading our company goals. Objectives are reviewed twice a year. During these revisions, the line manager and employee meet up to examine the progress towards objectives, exchange feedback and discuss 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 91% of our employees had a performance and career development review.

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, 52% 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 that 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.

Workplace of the future

We constantly look for new practices to enable a work environment that reflects our business and people needs: a workplace that fosters innovation, collaboration and social interaction, an engaging and highly productive workplace of the future. In addition to reshaping our physical workspace and improving our digital workplace, we have implemented flexible working options for our employees such as teleworking or adjustable work schedules.

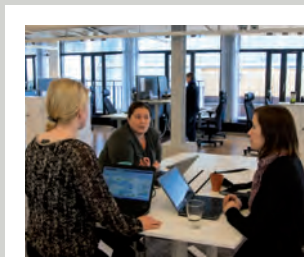


BelAir project

Recent trends on working environment evolution and the deployment of new project methodologies such as 'scrum' and 'agile' led to diverse group dynamics: formal meetings, short meetings, brainstorming, informal chats, brief face-to-face discussions, etc. Collaboration and information sharing takes place all around.

At our R&D centre in Nice (France), we proactively look for innovative ways to manage these demands. Our team started piloting a new campus concept, an office layout that included innovative areas that encourage interaction and facilitate our employees' daily work.

Following a successful pilot of the new workspace, the team is approaching a large scale deployment at our new facility building, which will host about 1,400 employees.



Activity-based office

When planning the relocation to a new office, our management team in Stockholm (Sweden) engaged our employees to assess the best way to organise the new workplace. Our employees at the Stockholm office increasingly had contact with other parts of the world, working on both regional and global projects. Decisions needed to be made more quickly, and feedback and inputs were coming from many places. Clearly the office dynamic had evolved and the organisation needed to adapt. Together with an external agency, a local employee team mapped how people worked and studied how office space was used. As a result, an activity-based design was incorporated into the new premises, a flexible office that includes a mix of areas for formal and informal collaboration and an environment that facilitates the exchange of information and empowers our employees. Other Amadeus sites, like Sydney (Australia) have followed a similar process.

7.3 Health, safety and employee wellbeing

Beyond legal requirements, we have proactively developed initiatives to improve employee health and wellbeing at work, and considered Amadeus' 'duty of care', which forms part of our focus on employee satisfaction.

Some of these initiatives include short and long-term action plans to reinforce healthy behaviours. In some locations, employees are regularly trained for first aid and doctors are regularly present on site. In order to prevent the spread of sickness, communications and poster campaigns on hygiene are carried out throughout Amadeus.

For instance, our Amadeus London office and NewMarket headquarters in the US offered health events where our employees received cholesterol and blood sugar screening, plus additional wellbeing and health information. Our commercial offices in Benelux – and in the 'work-life balance' programme of our Madrid headquarters during the health week – organised sessions on different approaches to stress management, among other activities.

In relation to health and safety records, Amadeus has a low injury and accident rate as a result of its activities taking place in an office environment. In 2014, there were 110 accidents, of which 55 took place while employees were travelling to or from work.

New Amadeus brand launch

For the last two years, Amadeus has been on a journey to evolve our brand from a technology partner to a company that shapes the future of travel in collaboration with customers and industry partners.

Back in 2012, we decided that we wanted our brand to talk about why we exist as a company, what we believe in and care about – our purpose as an organisation. We wanted to discover what we have always been about and what we want to be in the future. We interviewed customers, investors, industry bodies, recruiters and

universities, and we held focus groups with employees from all our business units and in every region of the world. We wanted to hear opinions from many different places and points of view.

We have listened carefully and after much debate – and the involvement of more than 500 people – we collectively concluded that Amadeus is, and always has been, excited about the idea of shaping the future of travel, facilitating the entire travel journey from door-to-door while improving the travel experience.



Our new visual and verbal identity

On the back of our new brand strategy, our next step was to evolve our visual and verbal identity – how we look and how we talk – to reflect our purpose and ambition for the future.

We co-created our new visual identity with employees, and tested it with customers and other stakeholders around the globe. As a result, we continue to be a company identified with the blue colour, but with a new logo, new secondary colours, new shapes, new photo styles – and using an open, relevant and visionary speech.

Talking about the future

If we want to be known for shaping the future of travel, we have to have an opinion and we have to talk and spark debate about it. So we launched the communication platform www.shapethefutureoftravel.com, where customers and other players in the industry have space to do just that – talk about and experience the future of travel. We also produce thought leadership papers 🍇 on a regular basis.

Going forward, we need to continue proving that we shape the future of travel by living up to our purpose at every touch point both internally and externally, be it through sales, our products and services, our communication, or all the industry papers we publish.

Because only together, as one company and with both customers and industry partners, can Amadeus shape the future of travel.

🍇 See 'White papers', p. 69

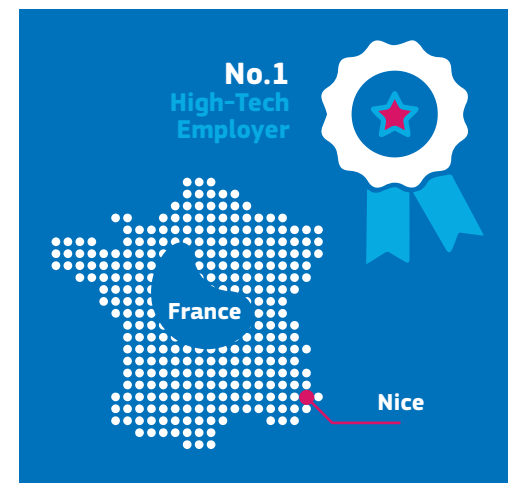
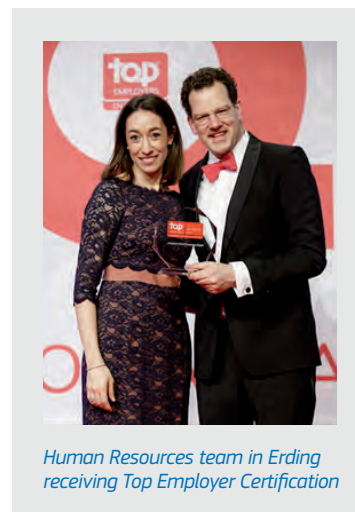


7.4 External recognition

Amadeus is honoured to have received numerous awards for our working environment and our human resources practices. A selection is featured here.

Our headquarters in Madrid (Spain) and our operations centre in Erding (Germany) have been certified as Top Employer for the third and for the second time respectively. This certification is issued by the Top Employers Institute to companies that demonstrate the highest standards of Human Resources practices, continuously improve employee conditions, and lead the way in the development of their people.

Our largest site worldwide by number of employees, in Nice (France), was voted the number one company in the technology sector in the survey organised by the French business magazine 'Capital'. The survey was carried out by Statista, a specialised institute. Respondents were asked to provide their opinion about Human Resources policies of their own company and of others. Questions were related to work conditions, work-life balance, leadership style, gender equality, career path and their level of engagement towards the organisation.



Share Match Plan

Our Share Match Plan received two awards in 2014. In April, the plan came first in the 'Best Plan Effectiveness' category at the prestigious Global Equity Organization awards. Global Equity Organization is a US based organisation dedicated to sharing and promoting advanced knowledge of equity compensation and in the design and administration of share plans.

In November, the Share Match Plan received an award for 'Most Effective Communication of an Employee Share Plan' at the annual ifs ProShare Awards ceremony. This is the second consecutive year that the plan has been recognised by the ifs ProShare judges, having finished first in the 'Best New Share Plan' category in 2013.

The ifs ProShare Awards recognise excellence in the field of employee share ownership. When reviewing the entries, the ifs ProShare judges focused on four criteria:

- _The link to corporate objectives
- _The effectiveness of the communication strategy
- _The ease of enrolment
- _The overall success of the plan, as measured by the number of employees who enroll

The external recognition on both sides of the Atlantic mirrors the internal popularity of the plan.



*Global Equity
Organization Award*



ProShare Awards Ceremony



‘A key moment in 2014 was rolling out the new Amadeus brand – following two years of research to clarify and align our beliefs and direction.

Changing the way we looked and spoke was much more than an end

in itself. Today branding is not about shiny logos and clever tag lines. Superficial cosmetics are dangerous now that anyone can evaluate a company, and immediately share their experiences globally. How we present ourselves must be a reflection of who we really are. Today's key brand word is credibility, credibility, credibility. Meticulously managing trust by keeping promises: products and services that work and generate business value; a healthy company in the market for the long run; an unshakeable thirst to shape the future of travel through sustainable innovation.

That's why we involved all our stakeholders: customers through suppliers, employees and beyond to investors.

Checking assumptions, validating ideas.

And that's why a cross-functional team including branding, human resources, marketing and more managed the project – carefully preparing the launch internally over a whole year, before going live externally.

I'd like to thank each of the team personally for their hard work and contributions!

Branding in Amadeus is now everyone's responsibility, and only by embracing this can we truly shape the future of travel.’

Huibert-Jan Evekink,
*Director
Employee and Brand Engagement, Amadeus*



Market capitalisation

**€14,808
million**

as of December
2014



Share performance since

**IPO in 2010:
+200%**

Our commitment to shareholders



50%
pay-out
ratio 2 years running

Our commitment to shareholders

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 regard 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 del Mercado 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.

2014 was an intense year in terms of Investor Relations activity, with the team fully committed to achieving the above-mentioned objectives and expanding by 6% its reach in terms of number of investors contacted:

[_Amadeus participated in 22 investor conferences](#) throughout Europe and the US, where meetings were held with over 500 investors and nearly 300 firms, either through one-on-ones or group meetings.

[_The Investor Relations team spent 19 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 230 investors. We visited, among other cities, New York, London, San Francisco, Boston, Paris, Frankfurt, Stockholm and Toronto.

[_In the offices of Amadeus in Madrid](#), the Investor Relations team conducted nearly 200 conference calls and face-to-face meetings with investors from around the globe.

[_The Investor Relations department also held more than 73 meetings](#) with analysts from different broker houses, some of which were initiating coverage of the company and including the first US-based analyst. As a result, the number of analysts following the stock increased by year-end to 36.

All this interaction with investors and analysts proved particularly successful in 2014, as the Investor Relations team was awarded Best IR in the Technology & Communications sector at the IR Magazine European Awards once again. Amadeus was also ranked 12th in the Global Top 50 Awards recognising excellence in investor relations around the world and conducted by IR Magazine with BNY Mellon.

In 2014 for the third consecutive year Amadeus has been included in the two possible Dow Jones Sustainability Indices (DJSI) categories: DJSI World and DJSI Europe. Being included for three consecutive years is a significant achievement as it requires a continuously improved level of excellence both compared to our past and to other companies in our sector. Remaining in DJSI Europe was especially difficult this year since only 11 companies were added to the overall index and 35 were deleted. Only those companies among the approximately top 10% of scorers of the eligible group enter the index.

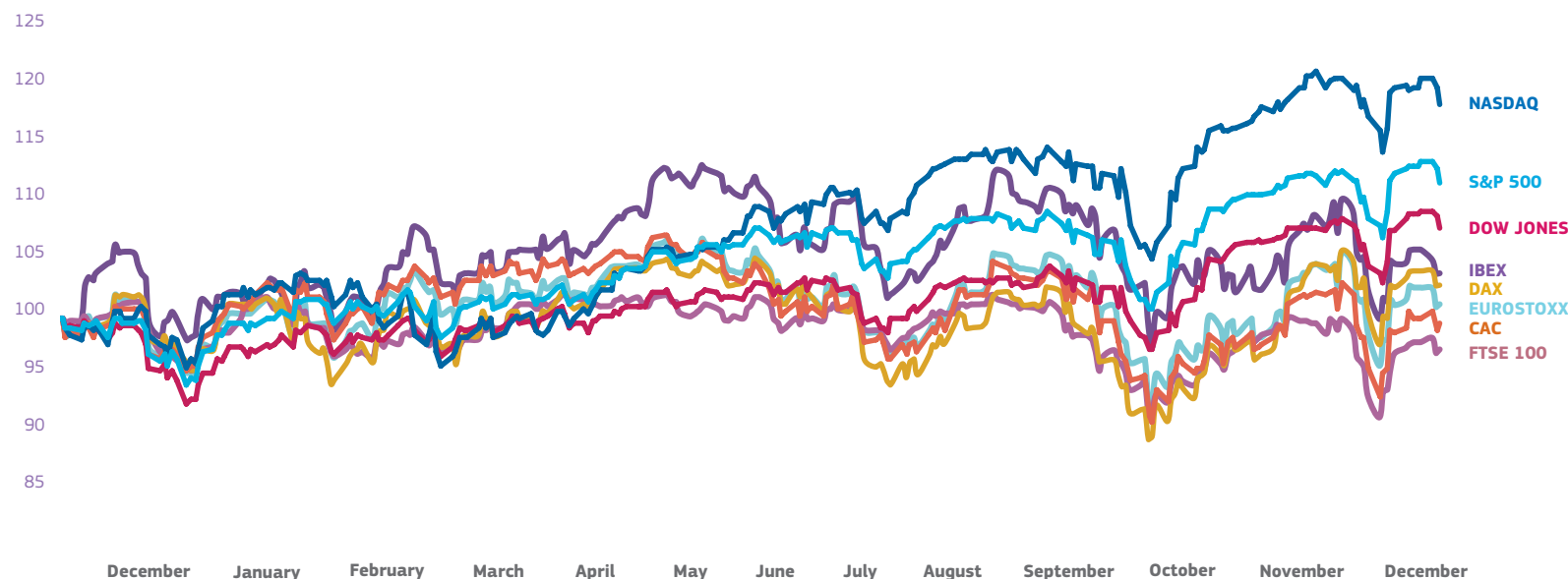
The stock market in 2014

Following very solid growth during 2013, the 2014 performance was much more moderate. An uncertain European outlook for economic recovery, as well as concern regarding Russia and Greece, led to very modest growth: the EURO STOXX 50 (benchmark index for the European equity market) only grew +1.2%. Within Europe we had mixed performances as the IBEX 35 increased +3.7% and

the German DAX +2.7%, while the CAC 40 and FTSE 100 both decreased slightly. US indices showed good performance in 2014, mainly towards year-end thanks to improved economic prospects, higher consumer confidence and lower unemployment. On 31 December, the NASDAQ had increased 17.9%, followed by the S&P 500 (+11.4%) and the Dow Jones (+7.5%).

The sharp fall in oil prices in the last quarter has also influenced all markets. Amadeus competitors Sabre and Travelport are now quoted on public markets following their IPOs on 16 April and 24 September respectively. Both stocks performed positively, reaching year-end with a +12.5% increase for Travelport and +26.7% growth for Sabre since IPO.

Equity capital markets performance in 2014



A strong increase in the last two months of the year allowed the stock to reach a historical maximum of €33.2



Our performance in 2014

Following the remarkable increase of +63.3% in 2013 of Amadeus' share price (Newmarket acquisition announced in December 2013), a solid +6.4% growth was achieved in 2014, outperforming our underlying markets.

The first half of 2014 finished slightly below year-end 2013, due to the contagion effect from ODIGEO and airline profit warnings. In the second half, our stock suffered a drop in July and August, linked to the negative sentiment in the travel and software sectors, the Russia and Ukraine geopolitical situation and a weak market performance. A second decrease in early October due to the Ebola outburst and weak macro perspectives was successfully reverted. Indeed, a strong increase in the last two months of the year allowed the stock to reach a historical maximum of €33.2 on 24 December 2014.

Our market capitalisation as at 31 December 2014 was €14,808 million. The average daily trading volume was close to 3.5 million shares, for a total traded volume of

€26.1 billion for the year. The proportion of our stock in free float increased during the year to 95.9%, due to Air France and Malta Pension Investments selling respective stakes of 2.8% and 3.0% in the market, as well as an Amadeus share buy-back programme initiated on 11 December 2014.

Since its inclusion in the IBEX 35 on 3 January 2011, Amadeus has increased its weight in the index. By 31 December 2014 it was the eighth largest company, with a weight of 3.1%.

In 2014, adjusted earnings per share stood at €1.53, and on 31 December 2014 the price to earnings ratio was 21.6x.

Key Amadeus share data

Analysts' recommendations

Thirty-six financial analysts follow the Amadeus equity story and regularly publish research reports about Amadeus. At the end of 2014, 56% of those analysts had a 'buy' recommendation for our stock, followed by 36% with 'neutral' ratings. Only 8% had an underweight recommendation. As of 31 December 2014, the average target price was €34.1.

Amadeus key trading data at year-end

	2013	2014
Number of shares issued	447,581,950	447,581,950
Share price (figures in €)	31.11	33.09
Market capitalisation (figures in € million)	13,922	14,808
Earnings per share (adjusted profit share) (figures in €)	1.39	1.53
Dividend per share (figures in €)	0.63	0.70
Dividend yield (%)*	2.0%	2.1%
Pay-out ratio (%)	50%	50%
Price to earnings ratio (x)	22.3x	21.6x

* Based on year-end share price.

Amadeus key trading data for the year

	2013	2014
Change in share price (%)	63.3%	6.4%
Number of trading days	255	255
Maximum share price (figures in €)	31.11	33.20
Minimum share price (figures in €)	18.20	25.94
Weighted average share price (figures in €)*	23.79	30.02
Average daily volume (number of shares)	3,034,684	3,451,541
Average daily volume (figures in € thousand)	68,961	102,307
Annual volume (figures in € thousand)	17,585,060	26,088,200

* Excluding cross trades.

Share performance of Amadeus since the IPO launch in 2010



Shareholder remuneration

Amadeus has proven to operate a solid and resilient business model that generates strong free cash-flow, allowing for continued and sustained investment in R&D and innovation as well as shareholder remuneration, while maintaining a flexible financial capital structure.

Dividend payments

At the General Shareholders' Meeting held on 26 June 2014, our shareholders approved the annual gross dividend from the profit of the year 2013. The total value of the dividend was €279.7 million, representing a pay-out of 50% of the 2013 reported profit for the year, or €0.625 per share (gross), which is a 25% increase over the prior year. Regarding the payment, an interim amount of €0.30 per share (gross) was paid up on 31 January 2014 and the complementary dividend of €0.325 per share (gross) was paid up on 29 July 2014.

On 11 December 2014, the Board of Directors of Amadeus IT Holding, S.A. proposed a 50% pay-out ratio for the year 2014 (the maximum percentage within the 40% to 50% approved pay-out range).

In June 2015, the Board of Directors will submit to the General Shareholders' Meeting for approval of a final gross dividend of €0.70 per share, including an interim dividend of €0.32 per share (gross), which was paid in full on 30 January 2015. Based on this, the proposed appropriation of the 2014 results included in our 2014 audited consolidated financial statements of Amadeus

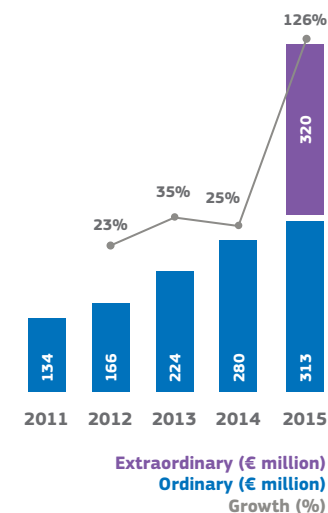
IT Holding, S.A. and subsidiaries, includes a total amount of €313.3 million corresponding to dividends pertaining to the financial year 2014.

Share buy-back programme

The Board of Directors of Amadeus, at the meeting of 11 December 2014, agreed to undertake a share buy-back programme, in accordance with the authorisation granted by the Annual General Shareholders' Meeting held on 20 June 2013, in order to reduce the share capital of the company (subject to agreement at the Annual General Shareholders' Meeting in June 2015). The programme will remain in force until 29 May 2015 and the maximum investment will be €320 million, not exceeding 12,500,000 shares (or 2.79% of the share capital of the Company).

The share repurchase programme constitutes an extraordinary shareholder remuneration event which together with the annual ordinary dividend will bring substantial shareholder remuneration growth. Since the Amadeus IPO, shareholder remuneration has grown consistently, evidencing its importance within the Amadeus capital allocation process.

Amadeus shareholder remuneration



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 Investor Relations 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 and 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](#) (Investor Relations email group and telephone number).

[_Thought leadership and industry reports](#).

During 2014 the Investor Relations website had over 175,000 page views by more than 65,000 unique visitors (representing an increase of 14% over 2013).





6 Board
meetings held
in 2014

A large, light blue stylized number '9' is positioned on the left side of the slide. A white arrow points from the bottom of the '9' towards the bottom right of the slide.

Corporate governance: transparency and integrity

CEO appointed



Executive Director
in 2014

Corporate governance: transparency and integrity

The corporate governance policies and procedures that 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 in the year 2012 (a new revision is in progress due to the new amendment to the Spanish Company Capital Act that came into force on 1 January 2015). They are the following:

[_Company bylaws](#)

(updated in 2012 with a minor amendment in 2014)

[_Regulations of the Board of Directors](#)

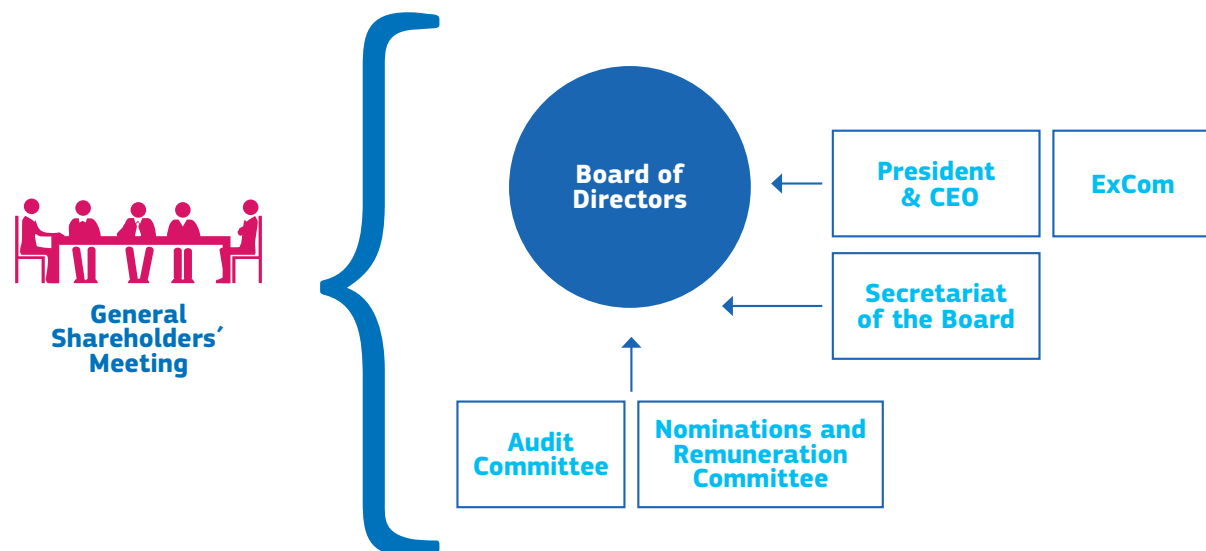
(updated in 2012 with a minor amendment in 2014)

[_Regulations of the General Shareholders' Meeting](#)

(updated in 2012)

[_Internal rules of conduct](#) relating to the securities market

Amadeus corporate governance structure



General Shareholders' Meeting

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, 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.

Board of Directors

The Board of Directors is the highest body of representation, administration, direction, management, and control of the company; it 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).

Directors were re-elected for an additional one year term:

_Mr José Antonio Tazón
 _Mr David Webster
 _Mr Francesco Loredan
 _Mr Pierre-Henri Gourgeon
 _Mr Stuart McAlpine

Following new drafting of the aforementioned Article 35 of the Bylaws, Dr Roland Busch and Mr Marc Verspyck were also each appointed for three year terms. The existing vacant seat on the Board of Directors was created by Mr Dupuy's resignation (proprietary Director) and will be covered in due time by the General assembly of Shareholders, upon a proposal from the Nominations and Remuneration Committee to the Board.

The financial expertise, broad management skills and dedication of the independent Directors as well as the industry knowledge of the other external 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 an appropriate balance in the Board composition with quality and efficient performance.

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 Nominations and

Remuneration Committee about their classification as 'independent'.

As a result of the amendment to Article 35 of the Bylaws of the company (term of office) in the last Ordinary General Assembly of Shareholders of 26 June 2014, the following

The incorporation of the first executive of the company to the Board as Executive Director reinforces the channel of information between the Board of Directors and the company's management team, which is very convenient in order to achieve greater efficiency in the Board's discussion and decision-making process.

Composition of the Board of Directors

Name or corporate name of Director	Position on the Board	Date of first appointment	Nature
Mr José Antonio Tazón	Chairman	02/12/2008	Independent
Mr Guillermo de la Dehesa	Vice Chairman	29/04/2010	Independent
Mr Luis Maroto	CEO	26/06/2014	Executive
Mr Marc Verspyck	Director	26/06/2014	Other external
Dame Clara Furse	Director	29/04/2010	Independent
Mr David Webster	Director	06/05/2010	Independent
Mr Francesco Loredan	Director	21/02/2005	Independent
Mr Pierre-Henri Gourgeon	Director	29/12/2005	Other external
Dr Roland Busch	Director	01/07/2013	Other external
Mr Stuart McAlpine	Director	21/02/2005	Independent
Open vacancy	Director		
Mr Tomas López Fernebrand	Secretary (non director)	18/01/2006	
Mr Jacinto Esclapés	Vice Secretary (non director)	18/01/2006	

Remuneration policy

With respect to remuneration for the Chairman and non-executive directors, we offer competitive fees commensurate with the required time commitment and responsibilities. Every two years, the committee reviews the non-executive director fee data from comparable companies in the main European indices including the IBEX 35. For 2015, 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 of the Board in their condition as such 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.

The Executive Director receives an annual base salary, payable monthly, for the performance of executive duties at the company. The purpose of this element is to reflect the market value of the role, attract talent and reward skills and experience. The total remuneration of the Executive Director (CEO) is made up of various components, primarily consisting of: (i) base salary; (ii) short-term variable remuneration; (iii) long-term variable remuneration; and (iv) other remuneration (board fees, benefits and pension).

During the fiscal year of 2014, six Board meetings were held, all of them with 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 (Executive Director since June 2014).

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:

Member	Position
Mr Guillermo de la Dehesa*	Chairman
Mr Pierre-Henri Gourgeon**	Member
Dame Clara Furse	Member
Mr David Webster	Member
Mr Marc Verspyck***	Member

* Mr de la Dehesa replaced Mr Webster as Chairman of the Committee on 30 July 2014.

** Mr Gourgeon replaced Mr Dupuy in the Committee following the resignation of the latter.

*** Mr Verspyck replaced Mr Boireau in the Committee once the term of office of the latter expired.

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 financial statements, internal control, and risk management framework so that main risks are identified, managed and disclosed properly.

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 Audit 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 Board (acting as 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 2014, the Audit Committee prepared the mandatory annual report for the fiscal year of 2013 on its operation, covering the following areas:

- Competency and duties of the Audit Committee.
- Composition of the Audit Committee.
- Operation.
- Items discussed by the Audit Committee during fiscal year 2013 (External Audit, Internal Audit, Risk Management and Other items).
- Incidents and proposals for improving the company's rules of governance.

Nominations 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, as well as the remuneration policy of the Members of the Executive Committee; 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.

Members of the Nominations and Remuneration Committee

Dame Clara Furse*	Chairman
Mr Francesco Loredan	Member
Mr Guillermo de la Dehesa	Member
Mr David Webster**	Member
Dr Roland Busch	Member

* Dame Clara Furse replaced Mr Guillermo de la Dehesa as Chairman of the Committee on 4 November 2014.

** Mr Webster replaced Mr Bourigeaud in the Committee following the resignation of the latter.

The Nominations 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 Nominations and Remuneration Committee members, some members of the Amadeus management team regularly attend the meetings.

In 2014, the Nominations and Remuneration Committee prepared the mandatory annual report for the fiscal year of 2013 on its operations, covering the following areas:

- Competencies and functions of the Nominations and Remuneration Committee
- Composition of the Nominations and Remuneration Committee
- Operation
- Matters dealt with in fiscal year 2013
- 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 Board (acting as 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.



Amadeus Executive Committee



* Eberhard Haag, EVP, Technology, retired in July 2014. His responsibilities have been taken over by Wolfgang Krips.
 ** Also responsible for Risk & Compliance, CISO and Industry Affairs.

Within Amadeus' governance structure, the Board of Directors has the highest management 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 26 June 2014, Mr Luis Maroto joined the Board of Directors as Executive Director and he was appointed CEO (Consejero Delegado) on 16 October 2014.

On the other hand, the Amadeus Executive Committee (ExCom) is led by the company's CEO (Consejero Delegado), 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 that 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 2014 we reinforced training and awareness of several policies to prevent and control specific unethical practices such as fraud, bribery and corruption. We also have reinforced awareness of a policy on gifts and entertainment, and additionally have implemented a 'Whistleblowing Policy'.

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.

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 general policy for managing and monitoring risk is carried out through procedures, methodologies and tools such as the Corporate Risk Map, which permits 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 Organisations of the Treadway Commission) methodology, a widely-used framework in not only the

US 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 probability/impact following uniform procedures and standards that are common to the entire Group in order to determine their relevance. Impact is determined by both the financial and the reputational aspect.

Prioritise these risks according to their level of probability/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 and workshops are conducted 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.

The latest Corporate Risk Map at Group level made in 2014 defines the 15 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 and geopolitical environment, 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, security and compliance risks. Some of these risks have evolved from the previous Corporate Risk Map and a few others have arisen as newly identified.

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 application 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. At Amadeus we value our reputation, and have thus carried out our first Reputational Risk Map exercise, 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.

Finally, a Risk Map on criminal risks was made in 2014 in order to have an assessment of probability and impact for Amadeus as a company with respect to recent developments in Spanish Criminal Law.

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

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 financial statements, internal control and risk management framework, so that main risks are identified, managed and disclosed properly.

Risk Steering Committee

During 2014, 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 & Compliance Office

The Risk & 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.

Group Internal Audit

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 team carries out its 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 2014 represented 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 complement of assurance activities.

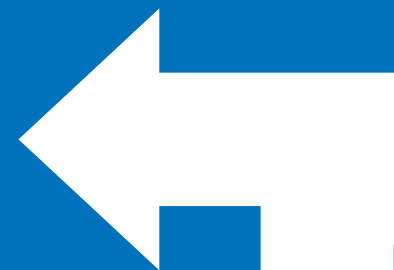




Connectivity



Sustainability



10

**Facing
the future**



Personalisation



‘Our commitment to sustainability, personalisation and connectivity’

As the famous quote reads, the future comes one day at a time. Shaping the future of travel demands persistent dedication and team work from all our people across business units, geographies and cultures. The solid and stable performance of Amadeus over the years provides a robust base from which to work towards a sustainable and profitable future for Amadeus and for the travel industry as a whole.

During 2014 we added three new companies into the Amadeus family, which together account for more than 600 people. Their diverse backgrounds and expertise further enrich our geographical presence and business scope, strengthening our confidence in a promising future. I would like to give a warm welcome to all new employees joining us from our recent acquisitions in the hotel (Newmarket

International), airport IT (UFIS Airport Solutions) and corporate travel solutions (i:FAO Group) units.

Amadeus is a culturally rich company with a workforce that represents 118 nationalities and speaks more than 50 languages. Many of our employees work in a different country from their own, enhancing the cultural experience of working at Amadeus. We count on the talent and expertise of our people and on our global presence to shape the future of travel.

We have identified three major trends that will be critical to the next generation of travel: sustainability, personalisation and connectivity.

First, our efforts regarding a sustainable travel industry involve a broad range of actions, teams and



Confidence
in a promising future



Connecting
travellers all
over the planet

external partnerships. During 2014 we have been particularly gratified by the launch of IT solutions that not only provide operational and economic benefits for our airport customers, but also reduce fuel consumption, emissions and noise. This benefits a wide range of stakeholders including airlines, ground handlers, airport municipalities and ultimately travellers and the society as a whole. At the same time, the rest of our environmental and social programmes continue to grow, and our strategy aims at making a positive contribution to society and the environment, maximising the use of our resources, expertise and network in the travel industry.

Second, the exponential growth of technology is paving the way for revolutionary changes in the travel experience – from the planning stage of a trip to its completion. Interaction is enriched, information

‘During 2014 we added three new companies into the Amadeus family, which together account for more than 600 people’

is made easily available and communication is facilitated. Ultimately, travellers will be able to personalise their travel experience to a level we can only begin to imagine. Travel reviews, wearable technology, personalised offers and big data analytics are examples of areas Amadeus is exploring in this fascinating field.

Third, we want to facilitate a connected travel experience that releases the traveller from the complicated task of coordinating connections between means of transportation or managing disruptions. In this respect, Amadeus is working on projects like multimodal transport opportunities or seamless connectivity between airports and airlines.

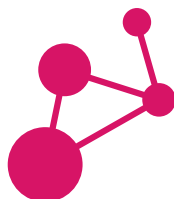
Finally, this report intends to honour our commitment to transparent information by providing a comprehensive view of our company and our specific operations in 2014. I would like to thank the large number of people who have contributed to the preparation of this document, and to extend this gratitude to all Amadeus employees for their motivation and work in shaping the future of travel.

I hope you have found the Amadeus Global Report 2014 clear and of interest.

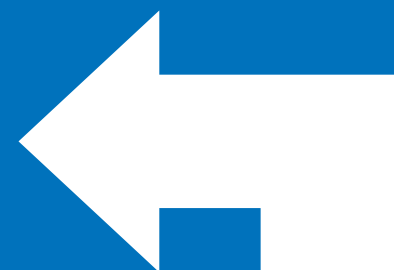
Tomas López Fernebrand
*Senior Vice President, General Counsel
 and Corporate Secretary, Amadeus*




Sustainable
travel



Innovative
solutions



A large, stylized letter 'A' in a light blue color is positioned on the left side of the slide. A white arrow points horizontally from the right side of the 'A' towards the right edge of the slide. The background is a solid dark blue.

Annex 1

About this report

1. Overall scope and methodology

Amadeus Global Report reviews the Amadeus business and its performance in 2014 from a business, financial and sustainability perspective. The document reflects the impact of the activities of Amadeus, as well as its contribution to sustainability objectives. Alongside our financial results it also includes our reflections on facing the challenge of industry sustainability in the long term.

Sustainability reporting guidelines from the Global Reporting Initiative (GRI) have served as a principal reference in identifying relevant topics and metrics. The Amadeus Global Report 2014 has received the Application Level Service icon from the Global Reporting Initiative (GRI) for the self-declared Application Level A+. Application Level A+ corresponds to the highest level of disclosure and includes the external verification of the report by an independent organisation (PwC). GRI tables can be viewed and downloaded at www.amadeus.com/globalreport2014

In the drafting process of the Amadeus Global Report 2014, the International Integrated Reporting Council (IIRC) guidelines towards integrated reporting have been taken into account throughout the document. Thus, the report aims at being 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.

Materiality analysis

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

[_The environmental impact of Amadeus](#)

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.

[_The workforce at Amadeus](#)

The vast majority of our workforce hold advanced levels of education. Consequently, we have relatively low exposure to risks related to human rights affecting our employees.

[_Amadeus providers](#)

Regarding our supply chain, most of our external providers can be included under the following categories:

- [_Consulting and marketing services](#)
- [_Hardware providers](#)
- [_Software providers](#)
- [_Data communication providers](#)

Approximately 55% 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.

Amadeus materiality matrix

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.

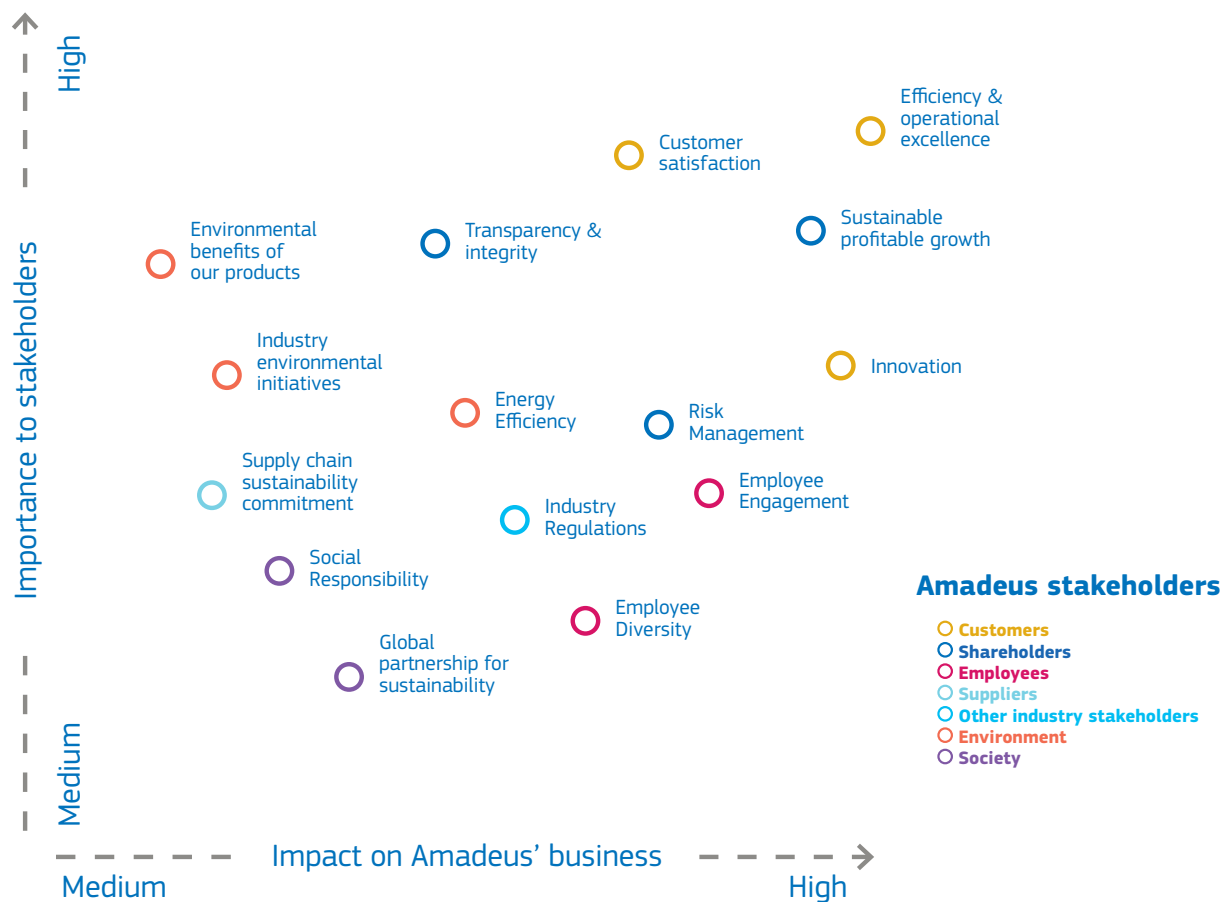
When reviewing the matrix, it is important to note the following:

_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

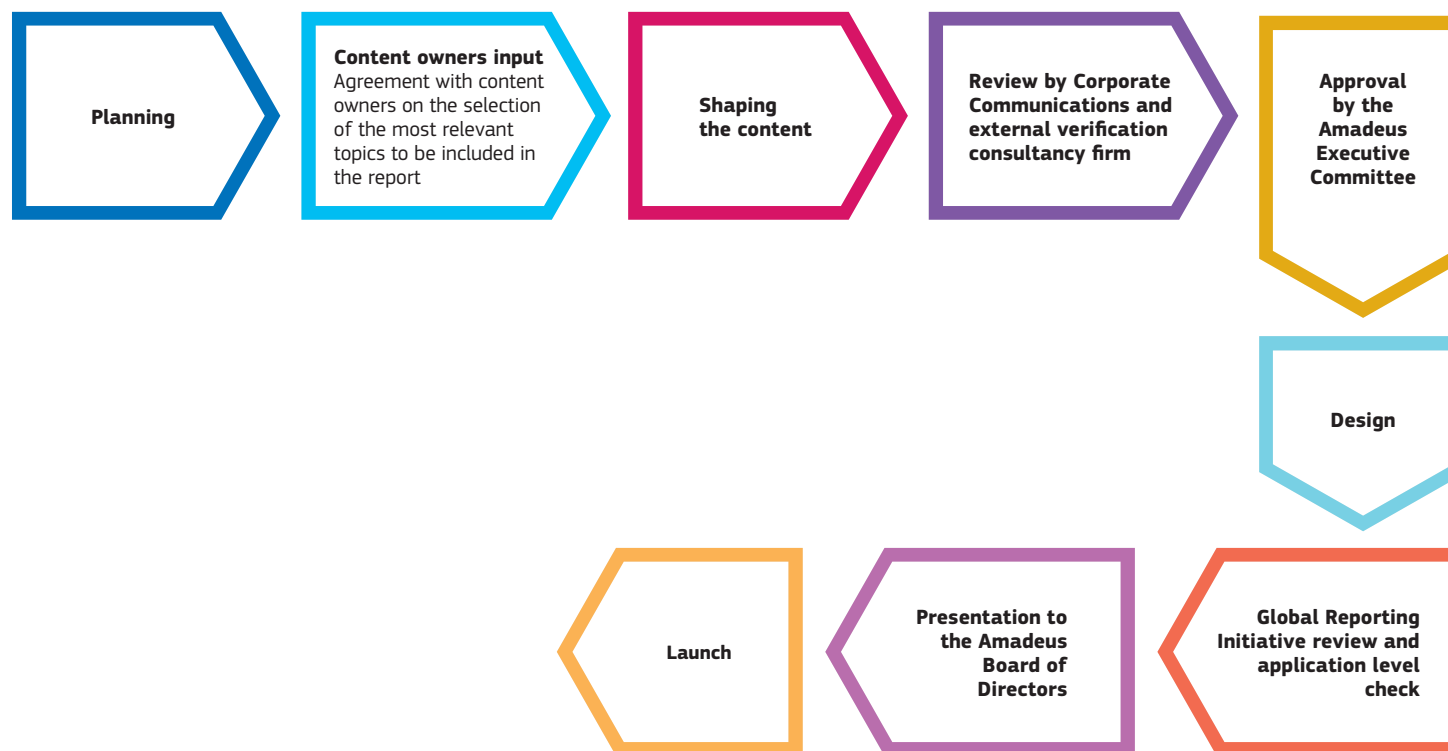


Producing the Amadeus Global Report

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 2014. The chart below 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 the 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 approximately 90 % of the total 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.



2. Amadeus external reporting

Amadeus external reporting aims to ensure clear communication as well as transparency in relation to the company's performance.

The Amadeus Global Report 2014 provides a full picture of the performance of Amadeus in 2014. In addition to this publication, other documents provide further insight into Amadeus business activities:

- Annual Corporate Governance Report.
- Consolidated Annual Accounts and Management Review.
- Quarterly results announcements.
- Extensive information about Amadeus can be found at www.investors.amadeus.com.
- Updates to our blogs and social media on www.amadeus.com offer additional information on Amadeus news. The Amadeus corporate blog received over half a million visits in 2014. Our social media following grew to 127,000 followers across our social channels, with most activity concentrated on LinkedIn, Facebook and Twitter.

● See 'Investor Relations website' p.125

Communication with our stakeholders

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.

Stakeholder	Communication channel
Employees and external candidates	<ul style="list-style-type: none"> — Direct engagement through local, regional and global Human Resources teams — Engagement surveys across all sites — Employee Box mail — Intranet (Opera) — www.amadeus.com/careers — #amadeustravelshapers
Shareholders	<ul style="list-style-type: none"> — Direct engagement through our Investor Relations team and various regular reports — Roadshows and conferences — amadeus.com (specific area for investors) — Investor Relations Inbox
Customers	<ul style="list-style-type: none"> — Direct engagement through our local, regional and global sales, as well as Customer Management Teams around the world — Customer Loyalty Programme — Local customers' support — Global Help Desk and service management centres
Suppliers	<ul style="list-style-type: none"> — Direct contact through the Amadeus Corporate Purchasing department, other internal units and local teams across our offices worldwide — Social responsibility and environmental surveys
Industry partners	<ul style="list-style-type: none"> — Direct engagement through participation in main industry associations — Amadeus blog
Governments, authorities and regulatory bodies	<ul style="list-style-type: none"> — Direct contact through our Industry Affairs team and local Amadeus General Managers — Participation in various related meetings and events — amadeus.com (specific area for industry affairs)
Society and the environment	<ul style="list-style-type: none"> — Direct engagement through our Industry Affairs team and various multi-stakeholder panels — Press releases — Social media — Industry Affairs Box mail — Collaboration in joint social responsibility and environmental initiatives



**INDEPENDENT REVIEW REPORT
OF THE CORPORATE RESPONSIBILITY INDICATORS CONTAINED IN THE GLOBAL
REPORT 2014 OF THE AMADEUS IT HOLDING, S.A.**

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

We have reviewed the Corporate Responsibility indicators in the Annex 3 "GRI Tables" of the Global Report 2014 of Amadeus IT Holding S.A. (hereafter Amadeus) for the year ended 31 December 2014, relating to the Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) version 3.1 (hereafter GRI-G3.1 Guidelines).

Responsibilities attributable to Amadeus Management

Amadeus Management is responsible for the preparation, content and presentation of the Global Report 2014, in accordance with the GRI G3.1 Guidelines. Management is also responsible for defining, implementing, adapting and maintaining the internal management and control systems from which the information is obtained.

Our responsibility

Our responsibility is to issue an independent review report, in which we express a limited assurance conclusion based on the procedures applied in our review in accordance with the ISAE 3000 Standard, Assurance Engagements Other than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standard Board (IAASB) of the International Federation of Accountants (IFAC) and with the Guidelines on the review of Corporate Responsibility Reports issued by the Chartered Accountants Association of Spain.

Procedures carried out

For the purposes of issuing this report we have applied analytical procedures and tests which are briefly described below:

- Meetings with the personnel of various Amadeus units involved in the preparation of the Global Report 2014, to get to know the process of compiling and validating data for the indicators presented in the "GRI Tables" of the Global Report 2014 and to obtain the necessary information to carry out an external review.
- Review of the 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 Global Report 2014, based on Amadeus' understanding of its stakeholder requirements.
- Analysis of whether the indicators of the Global Report 2014 are in line with the GRI G3.1 Guidelines for the preparation of reports.

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R. M. Madrid, hoja 87.250-1, folio 75, tomo 9.267, libro 8.054, sección 3ª. Inscrita en el R.O.A.C. con el número S0242 - CIF: B-79 031290



- Verification, through sample-based testing reviews, of the quantitative and qualitative information for 2014 regarding the indicators included in the basic general and specific content proposed in the GRI G3.1 Guidelines, included in the Annex 3 "GRI Tables" of the Global Report 2014. We have also verified whether they have been properly compiled from data provided by Amadeus' information sources.

The scope of a limited review is substantially less than that of reasonable assurance work. Therefore the assurance provided is therefore also less. This report may under no circumstances be taken to be an audit report.

Independence and Quality Control

We have complied with the Code of Ethics issued by the International Ethics Standards Board for Accountants (IESBA) which includes independence and other requirements based on the main principles of integrity, objectivity, professional competition and due care, confidentiality and professional conduct.

Our firm applies the International Standard on Quality Control 1 (ISQC), and therefore maintains a comprehensive quality control system with documented policies and proceedings related to compliance of ethical requirements, professional standards and legal and regulatory requirements applicable.

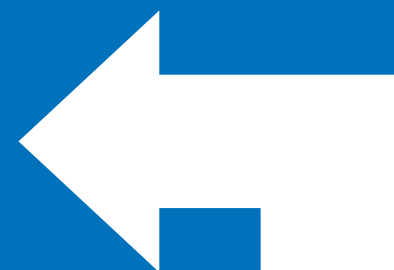
Conclusion


As a result of our review, no issues have come to light that lead us to believe that the Corporate Responsibility indicators in the Annex 3 "GRI Tables" of the Amadeus Global Report 2014, contain significant mistakes or have not been prepared, in all material respects, in accordance with the GRI G3.1 Guidelines.

PricewaterhouseCoopers Auditores S.L.

Mª Luz Castilla

29 April 2015



A large, stylized graphic on the left side of the page. It features a light blue letter 'A' with a darker blue outline. Below the 'A' is a white arrow pointing to the right, which is partially overlaid by a dark blue rectangular block at the bottom left.

Annex 2

Glossary of terms and acronyms

Annex II Glossary

A_

A4A: refers to 'Airlines For America'.

AACO: refers to 'Arab Air Carrier Organisation'.

ACO: refers to 'Amadeus Commercial Organisation'.

ACH: refers to 'Airlines Clearing House'.

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.

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.

Air Travel Agency bookings: air bookings processed by travel agencies using our distribution platform.

Amadeus Excellence Awards: is a corporate event to recognize extraordinary achievements and behaviors in Amadeus, as well as enabling best practice sharing and valuable networking building. Open to all permanent staff and ACOs who are at least 75% owned, the Awards have four categories linked to the strategic pillars of Amadeus and one of the core enablers for success which is collaboration.

Ancillary services: can be defined as additional services provided to customers beyond the ticket. Typical examples for airline ancillary services include baggage fees, priority seating, catering on board, etc.

APAC: refers to 'Asia-Pacific'.

API: refers to 'Application Programming Interface'. It is a language that enables communication between computer programs.

ASTA: refers to 'American Society of Travel Agents'.

ATOC: refers to 'Association of Train Operating Companies'.

B_

BI: refers to 'Business Intelligence'.

BSP: refers to 'Bank Settlement Plan'. It 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.

C_

CDP: refers to 'Carbon Disclosure Project'. It is an international, not-for-profit organisation providing the only global system for companies and cities to measure, disclose, manage and share environmental information.

CESE: refers to 'Central, Eastern and Southern Europe'.

CISO: refers to 'Chief Information and Security Office'.

CMMI: refers to 'Capability Maturity Model Integration'. It 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', the Spanish Securities Market Regulator. It is the agency in charge of supervising and inspecting

the Spanish stock markets and the activities of all the participants in those markets.

Code-sharing: it 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'. It is a computer network containing travel related information such as schedules, availability, fares and related services, which also enables automated travel related transactions between travel providers and travel agents.

Crypto-currency: it is a medium of exchange using cryptography to secure the transactions and to control the creation of new units. Crypto-currencies are a subset of alternative currencies, or specifically of digital currencies.

CSL: refers to 'Customer Loyalty Strategy'.

CSS: refers to 'Customer Satisfaction Strategy process'.

D_

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 and Russia), and
2. bookings of other types of travel products, such as hotel rooms, car rentals and train tickets.

DJSI: refers to 'Dow Jones Sustainability Index'. Launched in 1999, DJSI are a family of indices evaluating the sustainability performance of the largest 2,500 companies listed on the Dow Jones Global Total Stock Market Index.

DMO: refers to 'Destination Management Organisation'.

D&A: refers to 'Depreciation and Amortisation'.

E_

EBITDA: refers to 'Earnings before Interest, Taxes, Depreciation and Amortisation'.

EC: refers to 'European Commission'.

ECAC: refers to 'European Civil Aviation Conference'. It 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.

ECB: refers to 'European Central Bank'.

ECTAA: refers to the 'European Travel Agencies' and Tour Operators' Association'.

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'. It 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.

EPS: refers to 'Earnings Per Share'.

ERA: refers to 'European Rail Agency'.

ET TSA: refers to the 'European Technology and Travel Services Association'.

ETC: refers to 'European Travel Commission'. It is a non-profit organisation whose main objectives are the promotion of Europe as an attractive tourist destination, to assist members of the National Tourist Offices (NTOs), to exchange knowledge and work collaboratively, as well as to provide industry partners and other interested parties with easy access to material and statistics regarding inbound tourism to Europe.

EU: refers to 'European Union'.

EU Industrial R&D Investment Scoreboard: it is a scoreboard published by the European Commission which contains economic and financial data for the world's top 2500 companies ranked by their investments in Research and Development (R&D). The sample contains 633 companies based in the EU and 1867 companies based elsewhere. The Scoreboard data are drawn from the latest available companies' accounts, i.e. usually the fiscal year 2013/14.

Exabyte: one exabyte is equal to 10¹⁸ bytes of digital information. This is equivalent to approximately 21 million tablets with a capacity of 128 gigabytes each.

EVP: refers to 'Executive Vice President'.

F_

FSC: refers to 'Full Service Carrier' (also known as Network carriers).

FTE: refers to 'Full-Time Equivalent' employee. It is the

headcount converted to a full-time basis, e.g. an employee working part-time covering 80% of a full-time schedule is considered 0.8 of a FTE.

FX: refers to 'Foreign Exchange'.

G_

GDS: refers to 'Global Distribution System'. It is a computer network containing travel related information such as schedules, availability, fares and related services, which also enables automated travel related transactions between travel providers and travel 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.

GHG Protocol: refers to The 'Greenhouse Gas Protocol'. It 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'. It 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.

H_

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.

I_

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.

ICAO: refers to the 'International Civil Aviation Organisation', is a UN specialised agency, created in 1944. ICAO works with 191 Member States and global aviation organisations to develop international Standards and Recommended Practices (SARPs) which States reference when developing their legally-enforceable national civil aviation regulations.

ICH: refers to 'International Clearing House'.

IEA: refers to the 'International Energy Agency', is an autonomous organisation which works to ensure reliable, affordable and clean energy for its 29 member countries and beyond. The IEA's four main areas of focus are: energy security, economic development, environmental awareness, and engagement worldwide.

IFRIC: refers to 'International Financial Reporting Interpretation Committee'.

IIRC: refers to 'International Integrated Reporting Council', 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.

Induced contribution: the broader contribution to GDP and employment of spending by those who are directly or indirectly employed by the Travel and Tourism industry.

Interlining: refers to commercial agreements between airlines to handle passengers travelling on itineraries that require more than one airline.

IPO: refers to 'Initial Public Offering'.

IT: refers to 'Information Technologies'.

J_

JV: refers to 'Joint Venture'.

K_

KPI: refers to 'Key Performance Indicator'.

L_

LATAM: refers to 'Latin America'.

LBO: refers to 'Leveraged Buy-Out'.

LCC: refers to 'low-cost carriers'.

Light ticketing: a ticket that is created and not sent to the Bank Settlement Plan (BSP). The booking and data flow is the same as in the traditional booking process.

LTM: refers to 'Last Twelve Months'.

M_

Market share: is calculated based on the total volume of travel agency air bookings processed by the global or regional CRSs. It excludes air bookings made directly through in-house airline systems or single country operators, the latter primarily apply to China, Japan, South Korea (until the migration of Topas' connected travel agencies to Amadeus at the end of the third quarter of 2014) and Russia. Also excludes bookings of other types of travel products, such as hotel rooms, car rentals and train tickets.

MEA: refers to 'Middle East and Africa'.

MENA: refers to 'Middle East and North Africa'.

MIDT: refers to 'Marketing Information Data Tape'.

MIT: refers to 'Massachusetts Institute of Technology'.

N_

NDC: refers to 'New Distribution Capability'. It is a program (NDC Program) launched by IATA for the development and market adoption of a new, XML-based data transmission standard (NDC Standard) between airlines and travel agencies.

NECSE: refers to 'Northern, Eastern, Central and Southern Europe'.

n.m.: refers to 'not meaningful'.

O_

OAAT: refers to 'Open Allies for Airfare Transparency'.

OECD: refers to the 'Organisation for Economic Co-operation and Development'. It is a forum of countries describing themselves as committed to democracy and the market economy, providing a platform to compare policy experiences, identify good practices and coordinate domestic and international policies of its members'. The countries members of this organization are: Australia, Austria, Belgium, Canada, Chile, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Korea, Luxembourg, Mexico, Netherlands, New Zealand, Norway, Poland, Portugal, Slovak, Republic Slovenia, Spain, Sweden, Switzerland, Turkey, United Kingdom and the United States.

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.

P_

PATA: refers to 'Pacific Asia Travel Association'.

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.

PCI DSS: refers to 'Payment Card Industry Data Security Standard', is a proprietary information security standard for organizations that handle branded credit cards from the major card brand. Mandated by the card brands and run by the Payment Card Industry Security Standards Council, the standard was created to increase controls around cardholder data to reduce credit card fraud via its exposure.

Petabyte: one petabyte is equal to 10^{15} bytes of digital information (1,000,000,000,000,000 bytes).

PMS: refers to 'Property Management Systems'.

PNR: refers to 'Passenger Name Record'. It is 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).

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' and defined as $\text{PUE} = \frac{\text{Total Facility Power}}{\text{IT Equipment Power}}$. 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.

R_

R&D: refers to 'Research and Development'.

S_

SNCF: refers to 'Société Nationale des Chemins de Fer français'.

SVP: refers to 'Senior Vice President'.

T_

TAP TSI: refers to 'Telematics Applications for Passenger Services Technical Specifications for Interoperability'.

TI: refers to 'Travel Intelligence'.

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

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.

TTA: refers to the 'Travel Technology Association'.

U_

UNICEF: refers to 'United Nations Children's Fund'.

UNWTO: refers to 'United Nations World Tourism Organisation'.

US: refers to 'United States'.

W_

WTAAA: refers to 'World Travel Agents Association Alliance'.

WTTC: refers to 'World Travel and Tourism Council'.



Annex 3

GRI Tables



Annex 3_GRI Tables

Tables related to Human Resources information



Breakdown by professional category

	2012	2013	2014*
VPs and directors	2%	2%	1%
Senior managers and managers	23%	21%	23%
Staff	75%	77%	76%

* All Amadeus Group companies, excluding 2014 acquisitions (Newmarket. UFIS and i:FAO).

Employee turnover rate

	2012	2013	2014*
Turnover rate	6.9%	6.9%	7%

* All Amadeus Group companies, excluding 2014 acquisitions (Newmarket. UFIS and i:FAO).

Turnover by region

	2014**
Europe*	5.8%
Asia	11.9%
North America	4.7%
South America	9.3%
Middle East and Africa	4.8%

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

** All Amadeus Group companies, excluding 2014 acquisitions (Newmarket. UFIS and i:FAO).

Employee turnover rate

	2012	2013	2014*
Number of new employee hires	1,164	1,775	1,707
Employee turnover by gender			
Number of men who left Amadeus	313	414	484
Number of women who left Amadeus	273	255	264

* All Amadeus Group companies, excluding 2014 acquisitions (Newmarket. UFIS and i:FAO).

Employee hires by region

	2014*
Europe	937
Asia	451
North America	206
South America	75
Middle East and Africa	38

* All Amadeus Group companies, excluding 2014 acquisitions (Newmarket. UFIS and i:FAO).

Number of employees with disabilities

	2012	2013	2014*
Total	74	78	79

* All Amadeus Group companies, excluding 2014 acquisitions (Newmarket. UFIS and i:FAO).

Health and safety			
	2012	2013	2014*
Injury rate	0.73	0.7	2.14
Lost day rate	0.01	0.01	0.02
Common illness rate %	2.04	2.09	1.79
Absentee rate %	2.3	1.62	1.51

* All Amadeus Group companies, excluding 2014 acquisitions (Newmarket. UFIS and i:FAO).

Health and safety - 2014* Rates by region				
	Injury rate	Lost day rate	Common illness rate	Absentee rate
Europe*	2.18	0.02	1.94	1.57
Asia	0	0	1.23	1.28
North America	0	0	1.49	1.59
South America	11.88	0.36	2.54	0.20
Middle East and Africa	37.52	0.11	1.67	1.67

* All Amadeus Group companies, excluding 2014 acquisitions (Newmarket. UFIS and i:FAO).

Percentage of employees covered by collective bargaining agreements			
	2012	2013	2014*
Total	53%	54%	52%

* All Amadeus Group companies, excluding 2014 acquisitions (Newmarket. UFIS and i:FAO).

Number of employees by professional category and gender			
	2012	2013	2014*
VPs and directors	141	147	148
Men	124	128	128
Women	17	19	20
Senior managers and managers	2,091	2,256	2,565
Men	1,429	1,564	1,799
Women	662	692	766
Staff	6,931	8,099	8,532
Men	4,024	4,860	5,143
Women	2,907	3,239	3,389
Total	9,163	10,502	11,245

* All Amadeus Group companies, excluding 2014 acquisitions (Newmarket. UFIS and i:FAO).

Health and safety - 2014* Accidents						
	2012		2013		2014	
	During working hours	To/from work	During working hours	To/from work	During working hours	To/from work
Number of accidents resulting in lost days	10	20	10	32	27	32
Number of accidents not resulting in lost days	23	30	26	13	28	23
Number of fatal accidents	0	0	0	0	0	1

* All Amadeus Group companies, excluding 2014 acquisitions (Newmarket. UFIS and i:FAO).

Code of Professional Behaviour training	
Number of employees trained in 2014	966
Percentage of employees trained in 2014	9%
Number of training hours	380

Board composition			
	2012	2013	2014
Woman	9%	9%	10%
Other than Spanish	73%	73%	70%
<30 years	0%	0%	0%
Between 30 and 50 years	9%	18%	30%
>50 years	91%	82%	70%

Anti-Fraud Policy training			
	2012	2013	2014*
Top management trained	100	124	126
% over top management	61%	74%	85%

* All Amadeus Group companies, excluding 2014 acquisitions (Newmarket, UFIS and iFAO).

Hours of training by employee category			
	2012	2013	2014*
VPs and directors	1,092	2,975	2,595
Senior managers and managers	24,839	22,264	29,822
Staff	117,197	187,534	207,300
Total	143,128	212,773	239,717
E-learning hours**			
Total	23,139	22,608	9,531

* All Amadeus Group companies, excluding 2014 acquisitions (Newmarket, Ufis and iFAO)

** Due to a system upgrade, 2014 e-learning hours correspond to 4 months activity

Tables related to Environmental information

Paper consumption					
	Top ten Amadeus Sites				Bangalore
	2011	2012	2013	2014*	2014
Paper consumption top ten Amadeus sites (kg)	77,830	64,819	62,254	52,620	1,828
Number of employees top 10 Amadeus sites	7,728	8,130	8,577	8,645	959
Paper consumption per employee (A4 sheets / working day)	9.2	7.2	6.6	5.5	1.7

Fossil fuels					
	Top ten Amadeus Sites				Bangalore
	2011	2012	2013	2014	2014
Natural gas (GJ)	19,959	22,287	24,189	21,129	0
Trend Natural gas	(15%)	12%	9%	-13%	-
Diesel (GJ)	1,743	1,239	1,203	1,730	848
Trend Diesel	(3%)	(29%)	(3%)	44%	65%

Electricity consumption

	Top ten Amadeus Sites				Bangalore 2014
	2011	2012	2013	2014	
Number of employees top 10 sites	7,728	8,130	8,577	8,645	959
Electricity consumption offices top 10 sites (GJ)	110,276	105,086	113,159	106,598	9,852
Electricity consumption per employee and year (GJ)	14	13	13	12	10
Electricity consumption Data Centre (GJ)	135,044	140,113	141,825	155,208	n.a.
Number of transactions processed by Data Centre (Millions)	948	1,091	1,174	1,288	n.a.
Energy required per 1 million transactions (GJ)	143	128	121	121	n.a.
Total Electricity Consumption top 10 sites, including Data Centre (Gj)	245,320	245,199	254,984	261,806	n.a.

Electricity generation

	Energy content per type of fuel used (GJ)						
	Coal	Fuel oil	Natural gas	Biomass	Waste	Other*	Total
Top 10 Amadeus sites	58,465	5,779	50,046	4,265	2,418	66,589	187,562
Data Centre (Erdding)	189,753	8,417	68,884	18,113	6,730	55,339	347,237
Bangalore	19,025	953	4,060	58	0	1,572	25,668

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 Amadeus Sites				Bangalore 2014
	2011	2012	2013	2014	
Scope 1. Direct emissions (fossil fuels)	1,175	1,263	1,361	1,236	58
Scope 2. Indirect emissions from purchased electricity	26,016*	26,568*	26,816*	27,562	2,509
Scope 3. Indirect emissions from other sources	5,093	5,393	6,218	7,519	985
Natural gas (m ³)	522,307	583,221	633,015	552,938	-
Diesel (L)	45,147	32,087	31,157	44,807	21,964

*Correction from previous report

Water consumption

	Top ten Amadeus Sites				Bangalore 2014
	2011	2012	2013	2014	
Water consumption top 10 Amadeus sites (m ³)	168,869	191,799	176,772	195,373	10,133

Waste

	Top ten Amadeus Sites				Bangalore 2014
	2011	2012	2013	2014	
Total estimated waste top 10 Amadeus sites (kg)	181,996	177,357	204,141	260,105	46,264

GRI tables

STANDARD DISCLOSURES PART I: Profile disclosures						
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
1. Strategy and Analysis						
1.1	Statement from the most senior decision-maker of the organization.	Fully	Pg. 4-5			
1.2	Description of key impacts, risks, and opportunities.	Fully	Pg. 4-5, 35, 43, 90-92, 133-134			
2. Organizational Profile						
2.1	Name of the organization.	Fully	Cover			
2.2	Primary brands, products, and/or services.	Fully	Pg. 35, 42, 51-52, 55, 60-61			
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	Pg. 12-13, 31			
2.4	Location of organization's headquarters.	Fully	Pg. 13			
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	Pg. 13			
2.6	Nature of ownership and legal form.	Fully	Pg. 12			
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	Pg. 13, 31-33, 40-41, 72-73			
2.8	Scale of the reporting organization.	Fully	Pg. 8-9, 13			
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	Pg. 12			
2.10	Awards received in the reporting period.	Fully	Pg. 116-117			
3. Report Parameters						
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 2013.			
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. 142-145			

STANDARD DISCLOSURES PART I: Profile disclosures

Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
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 organizations.	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. 142-145			
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. 142-145			
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	Pg. 160-177			
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	Pg. 146-147			
4. Governance, Commitments, and Engagement						
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	Corporate Annual Governance Report 2014, pg 8-9			
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	The Chair of the Board of Directors is not an executive director.			
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	Corporate Annual Governance Report 2014, pg.12			
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	Pg. 112-113, 132, 145			

STANDARD DISCLOSURES PART I: Profile disclosures						
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	Corporate Annual Governance Report 2014, pg. 16			
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	Pg. 130-132			
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. 131, 158			
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. 14, 133-135			
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	Amadeus reviews sustainability performance once a year.			
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	Pg. 133-135			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	Pg. 133-135			
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	Pg. 21-24, 80, 90, 94-95, 142			
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	Pg. 21-23, 25-27			
4.14	List of stakeholder groups engaged by the organization.	Fully	Pg. 145			

STANDARD DISCLOSURES PART I: Profile disclosures						
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	Pg. 142-143, 145. We identified our stakeholders in our materiality analysis, reviewing which stakeholders are principally influenced by Amadeus, or from whom we receive influence, mainly considering economic, social and environmental aspects.			
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	<p>'Amadeus works with key stakeholders regularly (see pg. 145). 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:</p> <ul style="list-style-type: none"> - Employees: direct engagement through HR team and surveys across various sites (pg. 107, 109). - Shareholders: direct engagement through our investor relations team and various regular reports (pg. 120, 125). - Customers: direct engagement through our sales and customer management teams across the world (pg. 13, 72-75). - Suppliers: direct engagement through our purchasing department and local teams across our offices worldwide (pg. 145). - Industry partners. Direct engagement through participation in different industry associations (pg. 21-23, 90, 94-95). - Governments, authorities and regulatory bodies. Direct contact through our Industry Affairs Group and participation in various related meetings and events. (pg. 21-24). - Society and environment: direct engagement through our industry affairs team and various multi-stakeholder panels (pg. 80-81, 94).' 			
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	Pg. 142-145			

Annex 3_GRI Tables

STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)							
G3.1 DMAs	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
DMA EC	Disclosure on Management Approach EC						
Aspects	Economic performance	Partially	Pg. 8-9, 80, 94, 111	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.	Not available	This indicator is not available at the date of preparing this report due to the absence of a formal procedure for reporting the required information.	2016
	Market presence	Partially	Amadeus employee recruitment is based principally on talent and performance. All other things being equal, we prefer local recruitment.	Proportion of senior management hired and definition of senior management used	Not available	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.	2016
	Indirect economic impacts	Fully	Pg. 94-103				
DMA EN	Disclosure on Management Approach EN						
Aspects	Materials	Fully	Pg. 81-85				
	Energy	Fully	Pg. 82-84				
	Water	Fully	Pg. 81				
	Biodiversity	Not			Not material	All of Amadeus sites are situated in areas where the impact over biodiversity is very limited.	
	Emissions, effluents and waste	Fully	Pg. 81				
	Products and services	Fully	Pg. 84-85				
	Compliance	Fully	Amadeus has not received any significant fines or sanctions for non-compliance with environmental laws and regulations.				
	Transport	Not			Not available	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.	2016
Aspects	Overall	Partially	Pg. 80-81	Information on expenditure and investments	Not available	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.	2016
DMA LA	Disclosure on Management Approach LA						
Aspects	Employment	Partially	Pg. 106-107	Breakdown by gender	Not available	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.	2016
	Labor/management relations	Fully	Pg. 112				
	Occupational health and safety	Partially	Pg. 114	No breakdown by gender. Occupational disease rates are not reported	Not available	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.	2016

STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

G3.1 DMAs	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
Aspects	Training and education	Partially	Pg. 111	Breakdown by gender	Not available	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.	2016
	Diversity and equal opportunity	Partially	Pg. 107-108 (In 2014 the number of employees with disabilities represented the 1% of total employees), 154, 156.	Breakdown of minority group by gender	Not available	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.	2016
	Equal remuneration for women and men	Partially	Pg. 108, 111	Ratio of basic salary and remuneration	Proprietary information	This indicator regarding Amadeus Human Resources policies is considered confidential. However, a statement on equal remuneration for men and woman is disclosed.	
DMA HR Disclosure on Management Approach HR							
Aspects	Investment and procurement practices	Partially	Pg. 145	Percentage and total number of significant investments that include clauses on HR	Not available	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.	2016
	Non-discrimination	Fully	No discrimination incidents were reported at Amadeus in 2014.				
	Freedom of association and collective bargaining	Fully	During 2014 Amadeus has not identified any operations in which the right to exercise freedom may be at significant risk.				
	Child labor	Fully	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.				
	Prevention of forced and compulsory labor	Fully	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.				
	Security practices	Not			Not applicable	As a leading provider of advanced technology solutions for the global travel industry, Amadeus is not exposed to significant security risk.	
	Indigenous rights	Not			Not applicable	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.	
	Assessment	Not			Not available	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.	2016
	Remediation	Fully	During 2014 Amadeus has not identified any grievances related to human rights filed, addressed and resolved.				

STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)							
G3.1 DMAs	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
DMA SO Disclosure on Management Approach SO							
Aspects	Local communities	Partially	Pg. 96	Quantitative data on impact assesment 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.	2016
	Corruption	Fully	Pg. 133-135				
	Public policy	Fully	Pg. 21-23				
	Anti-competitive behavior	Fully	In 2014, there were no legal actions for anti-competitive behavior, anti-trust and monopoly practices.				
	Compliance	Fully	In 2014, Amadeus did not receive any significant fines or sanctions for non-compliance with laws and regulations.				
DMA PR Disclosure on Management Approach PR							
Aspects	Customer health and safety	Partially	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.	Percentage of significant products and services categories subject	Not available	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.	2016
	Product and service labelling	Partially	Pg. 74-75	Results of surveys measuring costumer satisfaction	Not available	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.	2016
	Marketing communications	Not			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.	
	Customer privacy	Fully	In 2014 there were no complaints regarding breaches of customer privacy and losses of customer data.				
	Compliance	Fully	Amadeus did not receive any fines related to non-compliance with laws and regulations concerning the provision and use of products and services.				

STANDARD DISCLOSURES PART III: Performance Indicators								
Economic								
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in	PwC
Economic performance								
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	Pg. 9. Retained earnings, pg. 5 Amadeus Annual Accounts 2014.					✓
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Partially	Pg. 90	Quantitative estimation of the financial implications of climate change. Risks due to physical and regulatory changes associated with climate change.	Not available	This indicator is not available at the date of preparing this report due to the absence of a formal procedure for reporting the required information.	2016	✓
EC3	Coverage of the organization's defined benefit plan obligations.	Partially	Pg. 111	Level of participation in retirement plans and conditions of the plans.	Proprietary information	This information regarding Amadeus Human Resources policies is considered confidential.		✓
EC4	Significant financial assistance received from government.	Fully	The total amount of government grants received from the French Tax Authorities is KEUR 20,164 and KEUR 18,704 for the years ended on 31 December 2014 and 2013, respectively.					✓
Market presence								
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Not						
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Not			Not applicable	The main suppliers of Amadeus (by spend) are in the majority large multinational companies e.g. hardware, software and network providers. Amadeus spend in suppliers is mainly driven by the three main sites in Erding Madrid and Nice.		✓
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Partially	Amadeus employee recruitment is based principally on talent and performance. All other things being equal, we prefer local recruitment.	Proportion of senior management hired and definition of senior management used	Not available	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.	2016	✓
Indirect economic impacts								
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	Pg. 94-103					✓
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Not						

STANDARD DISCLOSURES PART III: Performance Indicators								
Economic								
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in	PwC
Materials								
EN1	Materials used by weight or volume.	Fully	Pg. 158					✓
EN2	Percentage of materials used that are recycled input materials.	Not			Not available	Amadeus uses recycled paper but does not currently have a formal procedure for monitoring the percentage of paper used that is recycled.	2016	✓
Energy								
EN3	Direct energy consumption by primary energy source.	Fully	Pg. 158					✓
EN4	Indirect energy consumption by primary source.	Fully	Pg. 159					✓
EN5	Energy saved due to conservation and efficiency improvements.	Fully	Pg. 84-85					✓
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	Pg. 86-89					✓
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Not						
Water								
EN8	Total water withdrawal by source.	Fully	Pg. 159. Total water consumption in 2014: 205,505 m3. Running water from municipality: 105,320 m3 Water from own wells: 100,186 m3					✓
EN9	Water sources significantly affected by withdrawal of water.	Not						
EN10	Percentage and total volume of water recycled and reused.	Not						
Biodiversity								
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Not			Not applicable	Amadeus sites are not situated in areas with high-biodiversity value.		✓

STANDARD DISCLOSURES PART III: Performance Indicators								
Economic								
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in	PwC
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not			Not applicable	Amadeus sites are not situated in areas with high-biodiversity value.		✓
EN13	Habitats protected or restored.	Not						
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Not						
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not						
Emissions, effluents and waste								
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	Pg. 81-83, 159					✓
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	Pg. 81-83, 159					✓
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	Pg. 86-89					✓
EN19	Emissions of ozone-depleting substances by weight.	Not			Not applicable	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 Nice.		✓
EN20	NOx, SOx, and other significant air emissions by type and weight.	Not			Not applicable	Amadeus is a leading provider of advanced technology solutions for the global travel industry, and thus emits insignificant amounts of other air emissions.		✓
EN21	Total water discharge by quality and destination.	Not			Not applicable	All the water consumed (EN8) is discharged to the sewage system or used for irrigation purposes.		✓
EN22	Total weight of waste by type and disposal method.	Partially	Pg.159	Disposal Method used to manage the waste	Not available	Currently there is no formal procedure for reporting waste disposal method among all Amadeus sites and therefore the data obtained is very heterogeneous.	2016	✓

STANDARD DISCLOSURES PART III: Performance Indicators								
Economic								
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in	PwC
EN23	Total number and volume of significant spills.	Not			Not applicable	Amadeus is a leading provider of advanced technology solutions for the global travel industry and thus its operations do not generate spills.		✓
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not						
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not						
Products and services								
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	Pg. 87-88					✓
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not			Not applicable	Amadeus is a leading provider of advanced technology solutions for the global travel industry. We do not sell products with packaging.		✓
Compliance								
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	Amadeus has not received any significant fines or sanctions for non-compliance with environmental laws and regulations.					✓
Transport								
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Not			Not available	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.	2016	✓
Overall								
EN30	Total environmental protection expenditures and investments by type.	Not			Not available	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.	2016	✓

SOCIAL: Labor Practices and Decent Work								
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in	PwC
Employment								
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Partially	Pg. 107, 156, 157	Break down by gender. Data on employment type	Not available	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.	2016	✓
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Partially	Pg. 156	Total new hires are not break down by age group or region and no rate of new hires is reported. Turnover rate is not reported by age group	Not available	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.	2016	✓
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Not						
LA15	Return to work and retention rates after parental leave, by gender.	Not			Not available	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.	2016	✓
Labor/management relations								
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	Pg. 157					✓
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Partially	Pg. 112	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.	Not available	Prior to any substantial change in the organization, Amadeus has direct contact with the work councils. If notifications to the employees have to be made, timelines are agreed with the work council representatives from each country.	2016	✓

Annex 3_GRI Tables

SOCIAL: Labor Practices and Decent Work								
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in	PwC
Occupational health and safety								
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Not						
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Partially	Pg. 157	No breakdown by gender. Occupational disease rates are not reported	Not available	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.	2016	✓
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	Pg. 114					✓
LA9	Health and safety topics covered in formal agreements with trade unions.	Not						
Training and education								
LA10	Average hours of training per year per employee by gender, and by employee category.	Partially	Pg. 158	No breakdown by gender	Not available	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.	2016	✓
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Not						
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Partially	Pg. 112	Breakdown by gender	Not available	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.	2016	✓
Diversity and equal opportunity								
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	Pg. 108 (In 2014 the number of employees with disabilities represented the 1% of total employees), 156, 158.	Breakdown of minority group by gender	Not available	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.	2016	✓
Equal remuneration for women and men								
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Not			Proprietary information	This indicator regarding Amadeus Human Resources policies is considered confidential. However, a statement on equal remuneration for men and woman is disclosed.		✓

SOCIAL: Human Rights								
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in	PwC
Investment and procurement practices								
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Partially		Percentage and total number of significant investments that include causes on HR	Not available	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.	2016	✓
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Partially	Pg.133	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken	Not available	For 2014, Amadeus has not performed a Corporate Following up on the Social Responsibility and Environmental questionnaire sent out to key suppliers during 2012 and 2013. In 2014 Corporate Purchasing's initiatives were focused on the action plan that was defined as an output from such questionnaire. Next year's questionnaire will determine if this improving trend (2012 and 2013 results were already very positive) keeps ongoing in the future.	2016	✓
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Fully	Pg. 133, 158					✓
Non-discrimination								
HR4	Total number of incidents of discrimination and corrective actions taken.	Fully	No discrimination incidents were reported at Amadeus in 2014.					✓
Freedom of association and collective bargaining								
HR5	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.	Fully	Pg. 133-134. During 2014, in our regular screening exercise, Amadeus has not identified any operations in which the right to exercise freedom of association and collective bargaining may be at significant risk.					✓
Child labor								
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Fully	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.					✓
Prevention of forced and compulsory labor								

Annex 3_GRI Tables

SOCIAL: Human Rights								
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in	PwC
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Fully	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.					✓
Security practices								
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Not			Not applicable	As a leading provider of advanced technology solutions for the global travel industry, Amadeus is not exposed to significant security risk.		✓
Indigenous rights								
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not			Not applicable	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.		✓
Assessment								
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Not			Not available	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.	2016	✓
Remediation								
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Fully	During 2014 Amadeus has not identified any grievances related to human rights filed, addressed and resolved.					✓
SOCIAL: Society								
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in	PwC
Local communities								
S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Partially	Pg. 96	Quantification of impact assessments and ongoing monitoring	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.	2016	✓
S09	Operations with significant potential or actual negative impacts on local communities.	Not			Not applicable	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/ smallcommunity. 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.		✓

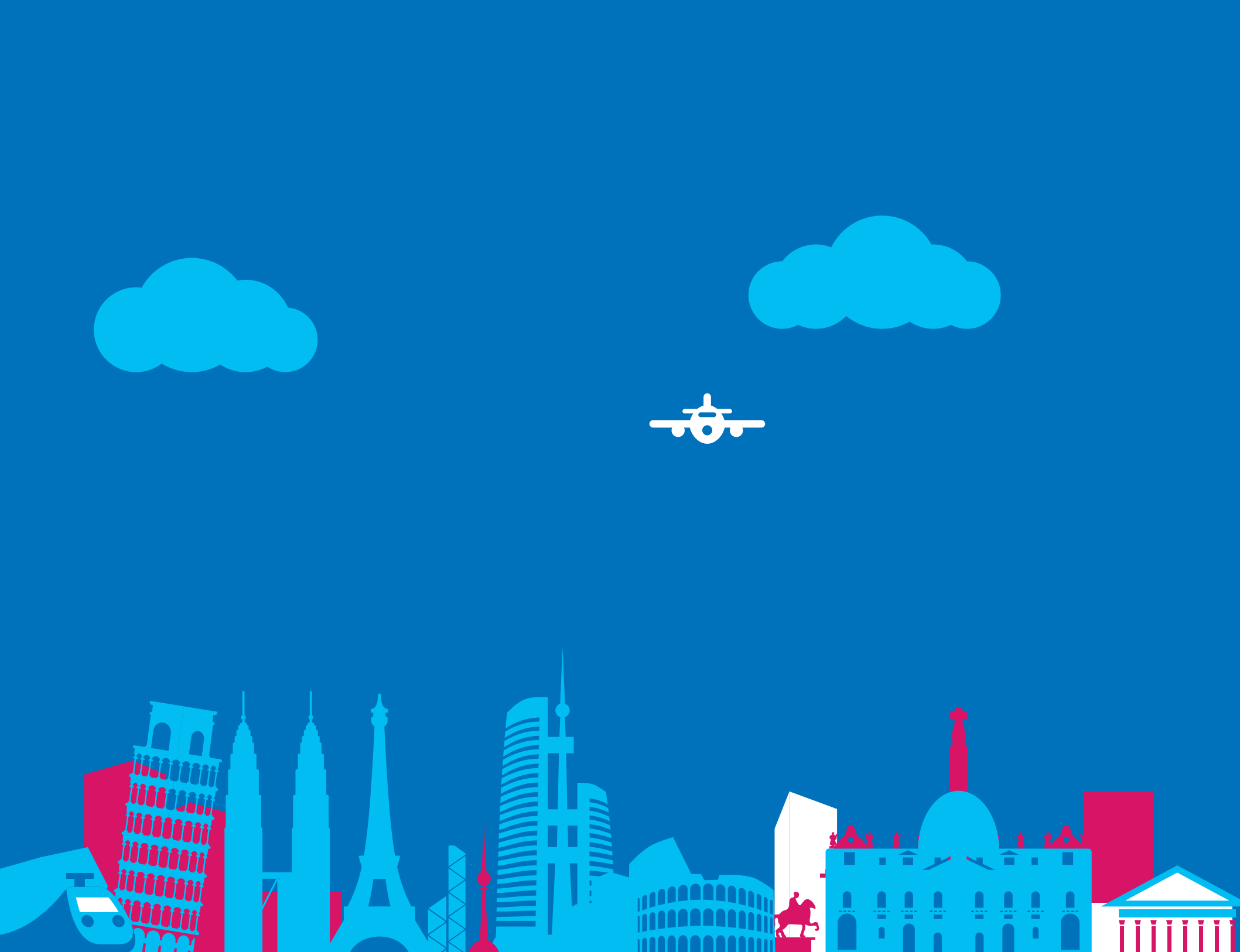
SOCIAL: Society								
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in	PwC
S010	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Not			Not applicable	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.		✓
Corruption								
S02	Percentage and total number of business units analyzed for risks related to corruption.	Fully	Pg. 135. The number of analyzed units in 2014 was 15, which represents 15% of all Amadeus Group units'.					✓
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	Pg. 158					✓
S04	Actions taken in response to incidents of corruption.	Fully	In 2014 Amadeus did not identify any incidents of corruption.					✓
Public policy								
S05	Public policy positions and participation in public policy development and lobbying.	Fully	Pg. 21-23					✓
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Not						✓
Anti-competitive behavior								
S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	In 2014, there were no legal actions for anti-competitive behavior, anti-trust and monopoly practices.					✓
Compliance								
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	In 2014, Amadeus did not receive any significant fines or sanctions for non-compliance with laws and regulations.					✓

Annex 3_GRI Tables

SOCIAL: Product Responsibility								
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in	PwC
Customer health and safety								
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Partially	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.	Percentage of significant products and services categories subject	Not available	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.	2016	✓
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Not						
Product and service labelling								
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Not			Not 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.		
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Not				"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.		

SOCIAL: Product Responsibility								
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in	PwC
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Partially	Pg. 89-91	Results of surveys measuring customer satisfaction	Proprietary information	Amadeus considers this information very confidential and sensitive.		
Marketing communications								
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Not			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			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 2014 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 of the Sustainable Reporting Guidelines of the Global Reporting Initiative (GRI) version 3.1 (G3.1).



Let's shape
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