

Chapter 06

Innovation



To connect and advance the global travel ecosystem, Amadeus prioritizes innovation as a key driver of growth, efficiency and differentiation. Innovation helps us delight customers, attract and retain talent, meet the highest environmental, social and governance (ESG) standards, and boost our reputation.

Our traveler-centric innovation ecosystem fosters internal and external collaboration across diverse domains, enabling us to deliver solutions that meet the traveler's needs as well as travel industry challenges and opportunities.

Since 2022, we've established a corporate framework to oversee innovation holistically, fostering synergies and conducting regular assessments.

Anticipating the future: foresight-driven innovation

In 2025 we strengthened our innovation approach by integrating foresight to anticipate trends and accelerate impact. Foresight acts as our compass, guiding strategic decisions through the analysis of emerging technologies, market shifts and societal changes. Through scenario planning and foresight workshops, we explore possible futures and chart pathways that keep us ahead of disruption.

In 2025 we propelled our innovation forward by:

- Leveraging foresight to align our innovation efforts with our strategy.
- Forging stronger ties with Google and the global IT services firm Tata Consultancy Services (TCS).
- Accelerating idea exploration through our Nexwave business incubator.
- Exploring a new approach with stronger customer engagement through Futurize, our bottom-up innovation program in India.

This year our foresight processes supported key endeavors, such as leveraging generative AI (GenAI) and agentic AI to transform travel, aligning our innovation priorities with our long-term objectives.

Innovation ecosystem



Our innovation goals:

1. **Delighting customers**
2. **Enabling new growth**
3. **Driving operational excellence**
4. **Unlocking our people potential**
5. **Elevating our environmental & social engagement**



Travel industry and entrepreneurial ecosystem

Amadeus Ventures

Amadeus Ventures was established in 2014 to identify and collaborate with startups at the intersection of travel and technology. The program has evolved into a strategic capability supporting Amadeus' growth objectives through targeted investments. It also delivers regular venture capital foresight to Amadeus senior management, as well as a proactive growth pipeline and transaction advisory support to Amadeus business units.

Investment criteria for the program focus on strategic alignment, financial considerations and opportunities for strategic collaboration where Amadeus can add value. Portfolio companies receive not only funding but also access to industry expertise, Amadeus platforms, opportunities for commercial collaboration and co-marketing initiatives with Amadeus customers.

Amadeus Startup Universe

Created in 2018, the Amadeus Startup Universe showcases startups and scaleups worth promoting. Through increased exposure to new ideas from startups, we seek to contribute to the innovation efforts of our industry by exploring emerging technologies through field testing together with our customers.

Medium-low impact



Since the inception of Startup Universe, the Ventures team, has screened more than 4,000 startups and completed 23 investments across Europe, Israel and the United States, spanning areas such as AI, data, and sustainability. The program currently comprises 9 active portfolio companies.



4,000 startups



23 investments



9 active portfolio companies

The Amadeus Startup Universe currently includes 54 companies.

Strategic alliances: co-innovating with our partners



In 2025 we deepened partnerships with leading technology companies to transform travel through innovation. These alliances combine our industry expertise with cutting-edge technologies to deliver tangible benefits for customers worldwide.

Recognizing that no single company can cover every aspect of the traveler journey, we rely on strategic partnerships more than ever to solve complex challenges faster, enhance operational efficiency and unlock new opportunities for growth.

1. Our platform for connecting metasearch partners to airline content.

2. Google's flight search service.

3. Our next-generation airline retailing solution.

4. Google's system that enables airlines and partners to create and manage flight offers.

Microsoft

Our alliance with Microsoft continues to accelerate cloud adoption and AI innovation across travel.

In 2025, joint investments advanced Amadeus' AI initiatives, driving smarter traveler journeys and improving workforce productivity. From

the integration of Cytric Easy (our corporate travel management solution) with Microsoft Teams and Copilot, to operational solutions like Amadeus Advisor (our travel retail advisory tool), this collaboration delivers tangible transformation for customers.

See p. 30, "Corporations/Cytric Easy," [↗](#)
p. 37, "Developing our partner ecosystem," [↗](#)
p. 47, "Travel intelligence," [↗](#) and
p. 36, "Supporting airline transformation with agentic AI." [↗](#)

Google

Our partnership with Google, formalized in late 2024, marks an important expansion of our strategic alliance network. This collaboration strengthens our multicloud strategy and accelerates AI innovation across travel.

Together, we're migrating key components to Google Cloud; enhancing flight search accuracy through the integration of Amadeus MetaConnect¹ with Google Flights;² modernizing airline retailing by combining Amadeus Nevio³

with Google's offer management system (QPX);⁴ and exploring GenAI to deliver more personalized travel experiences.

See p. 37, "Developing our partner ecosystem." [↗](#)

IBM

Our long-standing partnership with IBM combines IBM's technology and consulting expertise with our deep travel industry knowledge.

This year we're focusing on exploring the potential of quantum computing, particularly for airport-related processes and advancing enterprise AI capabilities.

Red Hat, an IBM business, remains a key contributor to our multicloud strategy and application architecture.

Accenture

Our partnership with Accenture reached new milestones in 2025, extending beyond airline digital transformation and into the advertising and media space. We also deepened our collaboration in AI-driven projects to the hospitality sector. And

we expanded our go-to-market collaboration both in travel and adjacent sectors.

Copilot, Accenture and Amadeus were honored with the Red Dot Design Award for excellence in product design.

Building on the success of Amadeus Cytric Easy integrated with Microsoft Teams and

See p. 47, "Travel intelligence." [↗](#)

Tata Consultancy Services (TCS)

We've strengthened our global collaboration with TCS to extend across all areas of Amadeus, accelerating innovation and delivering enhanced capabilities for customers.

Together, we're creating new assets linked to Amadeus Nevio aimed at improving the customer service experience and supporting our clients in delivering more efficient and personalized interactions.

Nexwave: the Amadeus business incubator

Medium-low impact



Nexwave is a hub incubating long-term growth bets on behalf of our business lines. Our mission is simple: we identify winning opportunities and take them from idea to scale. We do this by focusing on what matters most: the traveler. By understanding their needs and challenges, we design innovations that make trips smoother, more connected and more enjoyable.

Our incubations

We've seen several advancements in our incubations during 2025, including:

Amadeus Hey! Our traveler engagement solution helps travel brands stay connected with customers throughout the trip. It offers real-time services such as flight updates, lounge access, and destination tips. It's quickly gaining broad adoption across the industry, with around 30 customers signed (10 of them in 2025) and approximately 20 others already live. This year, we've expanded Hey! with new use cases targeting airports.

Amadeus Travel Storefront. This is a new way for travel advertisers to inspire and guide travelers, from social media inspiration to booking decisions. Travel Storefront signed its first contract in 2025 and is now preparing to scale. This year we've designed the Minimal Lovable Product (MLP),⁵ paving the way for accelerated innovation and future growth.

5. A Minimal Lovable Product (MLP) is an early version of a product designed to deliver enough polished functionality for users to find it valuable and engaging, going beyond a basic Minimum Viable Product (MVP).

Beyond these successes, Nexwave continues to explore a portfolio of incubations directly aligned with Amadeus' strategic priorities. We're currently working on the following solutions to tackle key industry challenges:

- Automating and enriching digital travel ad campaign management to help brands reach travelers more effectively.
- Tracing hotel distribution through a wholesale marketplace to bring transparency and efficiency.
- Boosting revenues by sharing real-time events among travel players.
- Reinventing business travel for SMEs to make corporate journeys simpler and smarter.

Together, these initiatives reflect how our commitment to innovation drives tangible impact.

Incubation methodology

Nexwave follows a rigorous incubation framework inspired by the Lean Scaleup methodology, emphasizing the challenge of scaling solutions effectively within a corporate context. We start by identifying real problems for travelers and travel companies, then test solutions quickly and refine them based on feedback.

All these decisions are made by our Executive Incubation Board (EIB), composed of ExCom members, giving incubations strategic weight and strong backing for future integration. Once an idea proves viable and scalable, we accelerate its growth to ultimately add it to our business lines' portfolios.



Bottom-up innovation: empowering employees to shape our future

Medium-low impact



At Amadeus we believe innovation should emerge from all levels of the organization. In this scope, we've set different initiatives to

foster creativity from our employees, support the incubation of their ideas and reward them.



Lift: a corporate bottom-up program

The Amadeus Lift intrapreneurship program is a bottom-up initiative designed to uncover growth opportunities emerging directly from employees. Through annual company-wide campaigns, ideas are collected, strategically selected by business units' leadership, and then incubated with dedicated coaching, innovation methodologies and funding—reinforcing both our innovation culture and employee engagement.

The program explores ideas that leverage existing Amadeus assets or that experiment with new technologies. Lift also welcomes sustainability initiatives, contributing to better environmental or social impact for the customer or Amadeus.

Three editions of the Lift program have been completed since 2022, with more than two-thirds of the explored ideas handed over to our business lines for inclusion in their product roadmap.

Unlocking staff creativity

As showcased with our Lift intrapreneurship program, we believe that innovation also comes from employees who want to contribute to our future successes. To support this, we've implemented various initiatives that foster a culture of innovation and creativity among our staff, including:

Idea factories: Initiatives where employees can submit ideas, comment on them and participate in workshops to make them executable.

Learning programs: Programs designed to impart new skills and knowledge on various topics related to innovation, such as design thinking or Lean Startup.

Innovation challenges: Events such as hackathons where employees work in teams to solve real-world problems related to a specific theme (e.g. sustainability, customer experience or social impact) and create working prototypes in a limited time.

In 2025 special attention was given to our Bangalore site through our Futurize hackathon, which generated over 380 ideas that fed both the Nexwave and Lift pipelines.

Intellectual property

IP in 2025: innovation, inclusion and impact

Intellectual property (IP) anchors Amadeus' technical leadership, driving innovation, diversity and strategic value.

In 2025 we strengthened open innovation, equipped sales teams with IP-based tools and published advances that delivered business impact.

Innovation

IP ensures that ideas flow responsibly. From open-source software to research papers, we share knowledge while securing freedom to operate. AI and other emerging technologies are embedded into IP processes, such as prior art searches, enabling us to identify original innovation, protect it, strengthen our position and accelerate collaboration with partners.

Inclusion

Diversity sparks creativity. We leverage patents, open-source contributions and trade secrets to safeguard innovation. At the same time, we promote sustainability and accessibility across our initiatives. Endeavors like our Inventor Days and Patent Walls celebrate our talent all over the world.

Impact

IP enables collaboration. By embedding IP awareness across teams and tailoring strategies to each business line, we strengthen negotiations and partnerships.

Looking ahead

Amadeus will continue to expand open-source initiatives, champion sustainability and keep celebrating talent, raising the bar for IP excellence across the travel industry.

Key figures on patents

188 granted patents in 2025¹

766 granted patents in our portfolio² as of December 31, 2025

60 patent filings in 2025³

1. Granted patents including the validation countries from a granted patent. The "validation countries" are the jurisdictions where a granted European patent has effect after the grant, provided they meet national requirements. A granted European patent has no geographical protection without validation in selected countries.

2. Any year, and including European patent validations.

3. First and second filing, can be multiple countries per invention family.



Research

Medium-low impact



Research is a key driver of innovation for any company, and in 2025 we focused our research efforts on the following two areas:

- Service to business lines: Amadeus' research supports our business lines by delivering modern components for multiple applications, such as voice-to-voice—a new, AI-enhanced way to interact with people.
- Agentic AI: Our research teams provide comprehensive support to Amadeus' AI Center of Excellence. In 2025 the primary emphasis was on advancing agentic AI systems by tackling their well-known challenges, such as decision traceability, response speed, operational costs, and ensuring ethical and unbiased outcomes.

See p. 61, “Unlocking new business opportunities.” [↗](#)

Innovation to enhance our processes

In 2025 process mining was applied across almost all the value streams of Amadeus' finance function, providing full transparency into how processes actually run. This visibility helps uncover bottlenecks, inefficiencies and improvement opportunities.

The resulting insights enable our finance function to make data-driven decisions, enhance execution and deliver tangible value through more efficient and optimized operations.

