amadeus
Your technology partner

Corporate Responsibility Report 2011

An economic, social and environmental overview

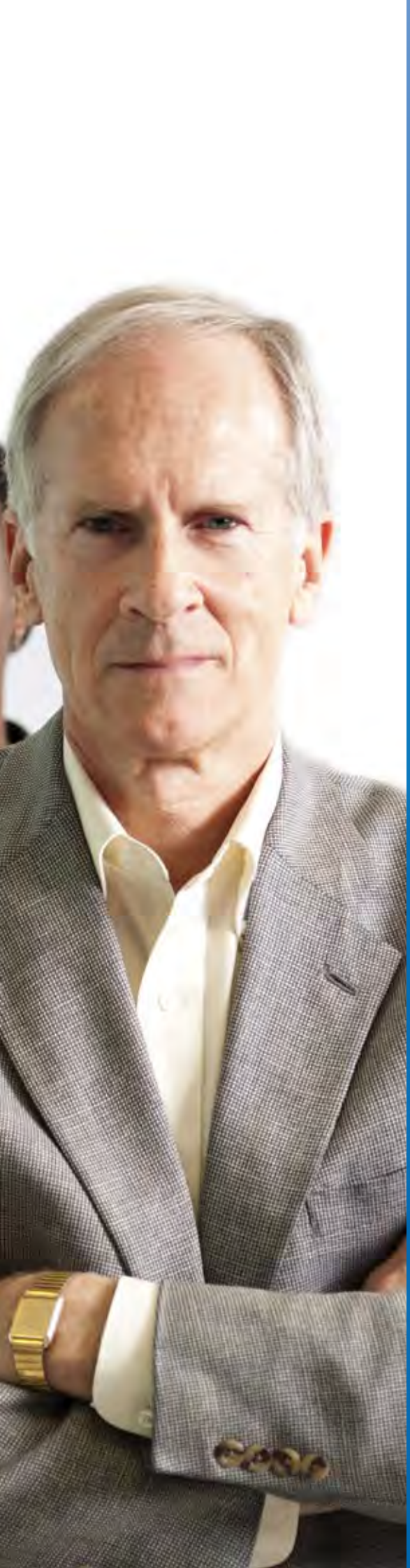




All people featured in the photographs in this Corporate Responsibility Report are Amadeus employees at locations across the world.

Certain monetary amounts and other figures included in this report have been subject to rounding adjustments. Any discrepancies in any tables between the totals and the sums of the amounts listed are due to rounding.

For the purposes of comparability, the results of 2010 and 2011 have been adjusted to exclude extraordinary items related to the IPO and the sale of Opodo.



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Global Reporting Initiative™

Statement
GRI Application Level Check

GRI hereby states that **Amadeus IT Holding, S.A.** has presented its report "Corporate Responsibility Report 2011" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

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

Amsterdam, 18 April 2012

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative

A+ GRI REPORT GRI CHECKED

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

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

***Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 4 April 2012. GRI explicitly excludes the statement being applied to any later changes to such material.*

Letter from the President & CEO



Luis Maroto, President & CEO

Striving to excel in everything we do is at the core of who we are in Amadeus. With more than 463 million bookings processed worldwide in 2011 and 439 million Passengers Boarded[1] handled in the same period, excellence is fundamental to the way we engage with our stakeholders (customers, employees, shareholders, partners, providers, etc.) and to the way we respond to their expectations. This has shaped not only the way we provide technology solutions to our customers, but also how we invest and innovate, how we develop our people and their talent, and how we collaborate with third parties.

As a global business, understanding key market dynamics, the needs, and the technical requirements of our customers is fundamental to building and maintaining mutually beneficial long-term relationships. The importance of our local presence with 73 Amadeus Commercial Organisations (ACOs) covering 195 countries, the setting up of our regional organisation allowing us to adapt our offering to our customers and their market specificities; and the strength of the global support organisation, all these combined result in improved flexibility and higher customer satisfaction.

In 2011 we further optimised our global footprint through the implementation of transparent and responsible processes, improving our supply chain and the way we work with each other.

Through the Risk and Compliance Office we have defined global policies that help us monitor and manage the most relevant risks that could compromise the fulfilment of our mission as a leading provider of technology solutions for the travel and tourism industry.

Innovation is one of the principal drivers of the success of Amadeus. Today we enjoy an outstanding competitive positioning, with our R&D investment since 2004 totalling more than €2 billion. With 16 R&D centres around the world and a team of over 4,000 people dedicated to enhancing Amadeus' value proposition for our customers, we were recognised for the second year in a row as the 'Most Admired Technology Provider' in the 2011 Reader's Choice Awards from The Beat. Along with our partners American Express Global Business Travel and Microsoft, we were also awarded the 'Travel Team of the Year' at the 2011 Business Travel Award.

At Amadeus we are proud of our leading position and the opportunities we have to help make our community a better

1 Passengers Boarded (PB): actual Passengers Boarded onto flights operated by airlines using at least the Amadeus Altéa Reservation and Inventory modules. A PB is the key metric for charging in the Amadeus IT transactional revenue business line.

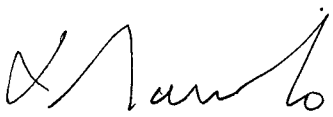
place. We acknowledge that, although we have a low direct environmental impact, as a leading technology provider we have the responsibility to minimise the impact of our operations whilst helping the travel industry in its efforts towards sustainability. We do so by developing technology solutions that help airlines and other industry players reduce emissions and by working with industry stakeholders to improve the environmental performance in our industry.

To achieve our social objectives, we draw resources from our business and partner with industry players to combine our technology excellence and global reach with their expertise and valuable contribution. In 2011 Amadeus formally subscribed to the UNWTO Global Code of Ethics for Tourism, a set of principles that guide the development of tourism, helping to maximise its socio-economic benefits whilst minimising its negative impact on the environment, cultural heritage and societies at a worldwide level.

Amadeus' people, our company culture, our values and behaviours are unique assets. Our robust business model coupled with continuity in leadership and employees have allowed us to continuously grow. We believe in protecting the rights and dignity of each member of our company and we stand for equal opportunity and fair treatment for all, rejecting any form of discrimination. The combination of talent and global thinking, a common multinational approach, engagement and the diversity of our teams are at the basis of our success.

As we continue to provide technology solutions to the travel and tourism industry, our mission as a corporation goes beyond simple commercial growth to ensure that we make a positive contribution to our industry and to society in general.

In these pages you will read some of the ways in which we are doing so. As we look at the future with confidence, I encourage you to discover this work and in what we do every day, how we at Amadeus make a positive difference to the travel industry, to our employees, to our shareholders and to our community.



Luis Maroto
President & CEO





01

Economic, social and environmental performance indicators

1. Economic, social and environmental performance indicators

Figures in million euros except otherwise indicated	2010	2011
Economic dimension		
Adjusted[2] profit from continuing operations	403.5	487.2
Reported Revenue[3]	2,593.6	2,707.4
EBITDA	976.4	1,039.0
Distributed Economic Value [4]	2,180.0	2,032.4
Total billable travel transactions processed (million)[5]	849.9	947.6
Dividends[6]	134.3	165.6
Market share of air travel agency bookings[7]	36.7%	37.7%
Volume of purchases	621.5	607.2



2 Excluding after-tax impact of (i) amortisation of PPA and impairment losses, (ii) changes in fair value from financial instruments and non-operating exchange gains / (losses) and (iii) extraordinary items related to the sale of assets and equity investments, the debt refinancing, the United Airlines IT contract resolution and the IPO.

3 The reported revenue in 2011 excludes a one-time payment received from United Airlines in relation to the IT contract resolution, which was recognised as revenue. For purposes of comparability, the revenue associated to the resolution of the Altéa contract with United Airlines in 2011, as well as certain costs of migration that were incurred in relation to this contract, have been reclassified from the Revenue and Other operating expenses captions, respectively, to the Other income / (expense) caption.

4 Distributed Economic Value is defined on page 24.

5 Total billable travel transactions processed include air and non air travel agency bookings, Passengers Boarded (PBs), and e-commerce passenger name records (PNRs).

6 Final dividends for 2011 are subject to approval at the Shareholders' General Meeting, to be held in June 21, 2012.

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

Figures in million euros except otherwise indicated	2010	2011
Social dimension		
Total employees	10,270	10,222
Percentage of women	42%	41%
Percentage of employees who report being satisfied at Amadeus[8]	67%	67%
Total employee training hours	151,812	172,790
Number of countries where Amadeus carries out community development initiatives	50	45
Number of corporate volunteers	123	699
Contributions in-kind to community initiatives	2	1.8
Environmental dimension		
Electricity consumption (MWh)[9]	67,874	68,149
Paper consumption (t)[10]	87.4	86.0
Water consumption (m^3)	180,818	168,869
CO_2 emissions (t CO_2)[11]	24,783	23,419

8 This is the result of the employee engagement survey carried out in 2010. The survey will be repeated in 2012.

9 Electricity consumption represents the top ten Amadeus sites worldwide.

10 Paper consumption represents the top ten Amadeus sites worldwide.

11 Includes CO_2 emissions from scope one (fossil fuels from top ten Amadeus sites), scope two (purchased electricity from top ten Amadeus sites) and scope three (business air trips from top seven Amadeus sites and top ten sites for paper emissions).





02

Profile and business areas

2. Profile and business areas

2.1 Amadeus, the history of a leading company

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

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

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

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

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

Shareholder structure as of December 31, 2011

Shareholders	Shares	% Ownership
Société Air France	68,146,869	15.22%
Lufthansa Commercial Holding, GmbH	34,073,439	7.61%
Iberia, Líneas Aéreas de España Sociedad Anónima Operadora, SAU	33,562,331	7.50%
Free float	309,008,039	69.04%
Treasury shares (1)	2,093,760	0.47%
Board of Directors	697,512	0.16%
Total	**447,581,950**	**100.00%**

(1) Voting rights suspended for as long as the shares are held by our company.

Management team	
Luis Maroto	President & CEO
Jean-Paul Hamon	Executive Vice President, Development
Eberhard Haag,	Executive Vice President, Global Operations
Tomás López Fernebrand	Vice President, General Counsel and Corporate Secretary
Sabine Hansen Peck	Vice President, Human Resources, Communication and Branding
Ana de Pro	Chief Financial Officer
Julia Sattel	Vice President, Commercial, Airline-IT
Holger Taubmann	Vice President, Commercial, Distribution
Francisco Pérez-Lozao	Vice President, Commercial, New Business

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

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

In April 2010, Amadeus returned to the Spanish stock exchanges and in January of 2011, we joined the blue-chip index Ibex-35.

On the previous page is a table with the shareholder structure as of December 31, 2011, and Management team. Below is the composition of the Board of Directors as of December 31, 2011:

Board of Directors		
José Antonio Tazón García	Chairman	Others(1)
Guillermo de la Dehesa Romero	Vice-Chairman(2)	Independent
Dame Clara Furse	Board member	Independent
Bernard Bourigeaud	Board member	Independent
David Webster	Board member	Independent
Pierre Henri Gourgeon	Board member	Proprietary (Air France)(3)
Christian Boireau	Board member	Proprietary (Air France)
Stephan Gemkow	Board member	Proprietary (Lufthansa)
Enrique Dupuy de Lôme Chavarri	Board member	Proprietary (Iberia)
Francesco Loredan	Board member	Others(4)
Stuart McAlpine	Board member	Others(4)
Tomás López Fernebrand	Secretary (non-Director)	
Jacinto Esclapés Díaz	Vice-Secretary (non-Director)	

(1) Following the recommendation from the Compensation and Nomination Committee, based upon its verification of the fulfillment of the conditions required by the Regulations of the Board and Spanish corporate governance legislation and recommendations, in the meeting held on February 23, 2012 the Board of Directors of the Company classified the Chairman of the Board Mr. José Antonio Tazón García under the category of "Independent Director". Mr José Antonio Tazón García was the General Manager (CEO) of the Executive Committee of the Amadeus Group until December 31, 2008, and subsequently joined the Board of Directors under the category of "Others".

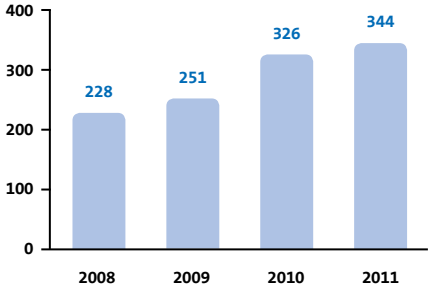
(2) Mr. de la Dehesa replaced Mr. Dupuy as Vice-Chairman effective February 26, 2011.

(3) In the meeting held on April 19, 2012, the Board of Directors of the Company classified Mr. Gourgeon under the category of "Other".

(4) In the meeting held on April 19, 2012, the Board of Directors of the Company classified Mr. Loredan and Mr. McAlpine under the category of "Independent Director".

2.2 Amadeus today

Amadeus investment in R&D (million €)



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

Customer groups include providers of travel services and products such as airlines (network, domestic, low-cost and charter carriers), hotels (independent properties and chains), tour operators (mainstream, specialist and vertically integrated players), insurance companies, road and sea transport companies (car rental companies, railway companies, ferry lines, cruise lines), travel sellers and brokers (offline and online travel agencies) and travel buyers (corporations).

Amadeus operates under a transaction-based business model that offers IT solutions to virtually all players in the travel industry. The Amadeus system processed 947 million total billable travel transactions in 2011, an 11.5% increase over 2010.

Amadeus has central sites in Madrid (corporate headquarters and marketing), Nice (product and development) and Erding (operations – data processing centre) and regional offices in Miami, Buenos Aires, Bangkok and Dubai. At a market level, Amadeus maintains customer operations through 73 local Amadeus Commercial Organisations (ACOs) covering 195 countries. The Amadeus group employs 10,222 employees worldwide, with 123 nationalities represented at the central offices.

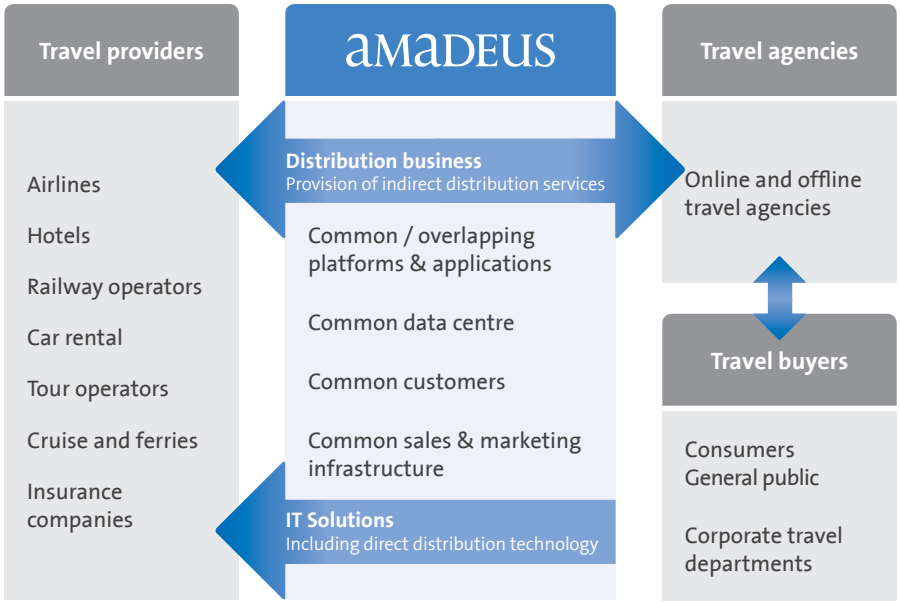
Overview of the company's business and activities

We have turned innovation into our growth driver, placing ourselves at the forefront of technology development for the travel sector. Since 2004, the company has invested around 2 billion EUR in R&D (344 million EUR in 2011). The 2011 European Union Industrial Research and Development (R&D) Investment Scoreboard, an annual report published by the European Commission, highlighted Amadeus as one of the leading companies in Europe for investment in R&D.

Amadeus' technology increasingly embraces open systems which provide clients with greater flexibility and features, as well as competitive, functional and operational benefits. Today, 85% of our software portfolio is open system based. This commitment to product innovation and technological excellence has, in our view, given us a first-mover advantage in areas such as airline e-commerce technologies and has enabled us to build a powerful processing platform, which we continuously seek to enhance through functionality and efficiency improvements.

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

Our business structure

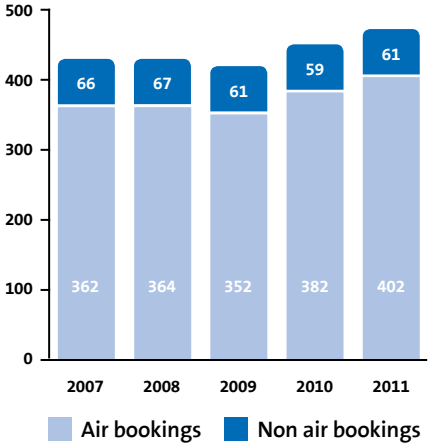


The travel process step by step





TA bookings (millions)



Distribution

Amadeus is the largest GDS provider serving the worldwide travel and tourism industry, with an estimated market share of air travel agency bookings of 37.7% in 2011. Amadeus holds the number one position in travel distribution in Western Europe and Central, Eastern and Southern Europe, as well as in faster growing emerging regions such as the Middle East and Africa and the Asia-Pacific region. This solid position permits Amadeus to offer extensive distribution reach for global and local travel content. Over 91,000 travel agencies worldwide - both offline and online - use the Amadeus system and over 67,000 airline sales offices use it as their internal sales and reservations system. As of the end of 2011, Amadeus gave access to bookable content from over 420 airlines, 30 car rental companies (representing 35,400 car rental locations), 22 cruise lines, 288 hotel chains and more than 110,000 hotels, 206 tour operators, 102 rail operators and travel insurance in 76 markets, through 23 insurance provider groups with a wide range of local affiliates.

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

IT Solutions

The principal service of this business area is the Amadeus Altéa Suite, a new-generation customer management solution which addresses airlines' mission-critical operating functions and has three modules: Altéa Inventory, Altéa Reservation and Altéa Departure Control System. Altéa Suite is complemented by Altéa e-Commerce.

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

Our Altéa Suite presently consists of four main modules:

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

› **Altéa e-Commerce** a suite of solutions that seeks to improve the profitability and efficiency of the airline e-commerce sales and support process.

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

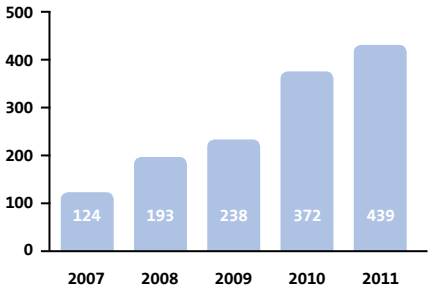
In 2011, the number of passengers processed through Amadeus Altéa was 439 million.

Amadeus is furthering and extending its IT solutions business with the on-going development of similar systems for rail companies, hotel chains – with the launch in 2011 of the New Businesses division.

New Business

Reflecting the evolution and growth of both Amadeus and the industry, Amadeus underlined its commitment to growing its New Businesses portfolio, with the strategic creation and development of the New Businesses unit including the Airport IT, Rail and Hotel divisions. The establishment of a unit dedicated to new business reflects the focus of Amadeus on building new lines of business and innovation.

Amadeus Altéa Passengers Boarded (PBs) (millions)



Airline IT		Other IT solutions
Amadeus Full Altéa Suite (PSS)	**Other airline IT**	**Non air**
Reservation	Global Services	Hotel IT
Inventory		
Departure Control	Revenue Integrity, e-Ticket Server	Rail IT
e-Commerce		Airport IT





03

Amadeus in 2011

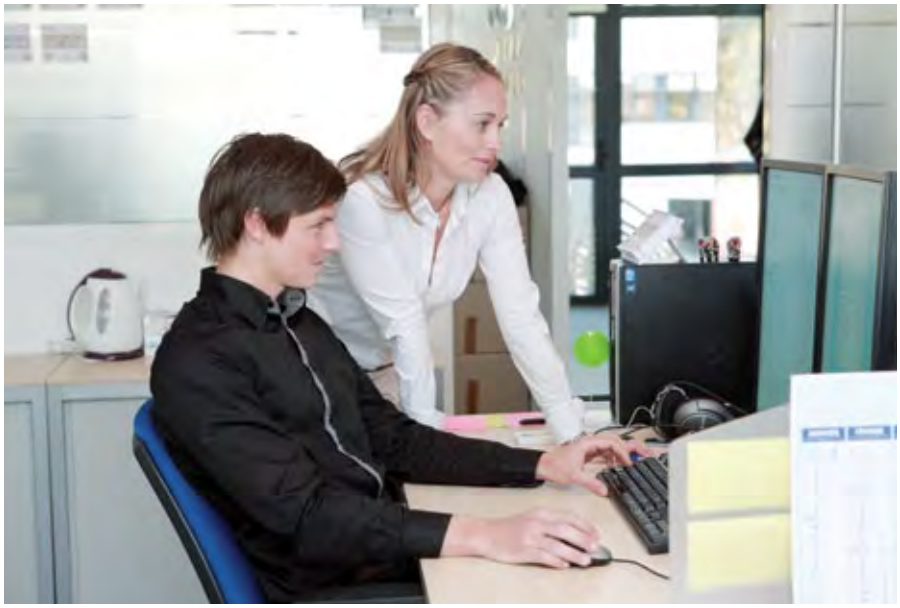
3. Amadeus in 2011

3.1 Facts 2011

Close to the one billion total billable travel transactions landmark

This success could only be achieved by our continued combined growth in both Distribution and IT Solutions. In Distribution, our global market share of travel agency air bookings[12] increased by 1.0 percentage point and total bookings (including non air) increased 5%; in IT Solutions, the Passengers Boarded total grew by 17.9% to reach 440 million and the number of migrated Altéa customers increased to 100 – significantly, further key airline contract signings for Altéa lifted the projected Passengers Boarded for 2014 to 735 million[13]. Further details are laid out below in the relevant sections.

As a result of our continued growth in all business areas, it should be highlighted that total billable travel transactions processed, which is a key metric for our overall business, increased by 11.5% to reach 947 million – edging us closer to the one billion landmark.



Establishment of New Businesses unit

The establishment of a unit dedicated to new business reflects the focus of Amadeus on building new lines of business. The commitment to continue growing and strengthening this priority area was further underlined with key strategic appointments in three of the main business areas within the New Businesses portfolio: airport, hotel and rail.

Sale of Opodo

In February Amadeus announced that it had reached an agreement with **AXA Private Equity** and **Permira Funds** for the sale of a 100% stake in Opodo – subject to the approval of regulatory authorities. This development followed previous communications that Amadeus was exploring and evaluating alternative options for Opodo. The agreed enterprise value was approximately €450 million, which represented a multiple of 11.7x the EBITDA of Opodo during the 2010 financial calendar.

In May the sale was approved by the **European Commission** under EU Merger Regulation. On June 30 Amadeus received the cash proceeds, which were subsequently used to pay down a bridge loan of €400 million.

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

13 2014 estimated annual PB calculated by applying IATA's regional air traffic growth projections to the latest available annual PB figures, based on public sources or internal information (if already on our platform).

Debt refinancing

- In May Amadeus announced an agreement to refinance its debt through a new senior unsecured credit facility, structured via a "club deal" for a total of €2.7 billion. This formed part of the Amadeus long-term strategy to strengthen its financial structure, by bringing more flexibility through extended maturity periods and improved terms and conditions, as well as significantly decreasing the cost of servicing debt.
- This refinancing was followed in early June by both Standard and Poor's and Moody's assigning Amadeus an investment grade rating.
- Included within this new financing package was a €400 million bridge loan, which was later fully amortised with the cash proceeds from the sale of Opodo (see above). Also included was a further €1.2 billion bridge loan.
- This bridge loan was partially amortised on July 2011 with the proceeds from a €750 million 5-year Euro Bond, successfully issued and priced on July 2011. The maturity date for this bond issue is July 15, 2016 and it has an annual coupon of 4.875%. The issue of this bond formed part of the company's financial strategy to diversify funding sources and extend maturity periods.

Exit of private equity owners

In October our private equity investors, **Cinven** and **BC Partners**, fully divested their final shareholding in Amadeus. This was widely anticipated by the market, following our successful IPO in April 2010 and the subsequent orderly divestments made by both investors, gradually reducing their stock holding at various points during 2010 and 2011.

Further solutions launches and new customers

- Continued progress in the development and launch of innovative customer solutions for travel agencies remained a priority during the year: Continuing to break the boundaries of online travel technology, Amadeus launched its latest inspirational shopping tool, Extreme Search, for online travel agencies worldwide. This followed a pilot with the leading Nordic online travel agency **European Travel Interactive (eTRAVELi)**. Extreme Search offers an intuitive search solution that revolutionises the way consumers search for travel online, allowing them to search by budget, type of activity or geography, rather than searching by traditional criteria such as origin and destination.
- Amadeus One, the next generation IT solution designed specifically to help U.S. corporate travel management companies boost productivity, achieved success in the region: **Omega World Travel**, the third-largest travel management company in the United States and with annual sales revenues in excess of $1 billion, selected the solution; And, **TS24**, the premier provider of corporate travel management services for over 15 years to customers in 48 countries, also selected Amadeus One to further enable its client-centric approach to corporate travel management.
- In North America Amadeus Selling Platform Connect was launched, the travel industry's first fully web-based booking solution for travel agents that will enable them to run their businesses and serve their clients, anywhere, anytime. Agents can access Amadeus Selling Platform Connect via a web browser from a range of devices including PCs, laptops, and tablets.
- Also in the region, Amadeus launched the Amadeus Partner Network, a unique global program uniting independent travel technology vendors and service providers with Amadeus to enable the delivery of innovative, impactful IT solutions to travel agencies worldwide. At the close of the year, the Amadeus Partner Program had 45 partner providers worldwide, including **Concur**, **ConTgo**, **Cornerstone**, **FlightStats** and **TravCom/BookingBuilder**. Users can review a catalogue of options and opportunities that have been developed, tested, and proven within the Amadeus environment, giving agencies confidence to tackle new IT initiatives that can drive more business and operational efficiencies.
- Two new solutions were launched in Asia-Pacific. Printmytrip for travel agents delivers bespoke itineraries and increased convenience for travellers – enabling travel quotations, itineraries and electronic tickets to be customised according to the needs of the traveller. Amadeus Business Travel Portal (ABTP), an online travel management solution, was launched for small and medium-sized corporate travel agencies in Japan. ABTP helps travel agencies that want to enhance customer service whilst allowing their corporate customers to enforce policy compliance.
- Various modules of the Amadeus Hotels Winning Package began use by two of Amadeus' largest travel management company customers. The new solution helps large TMCs optimise the integration, management and sale of GDS and non-GDS hotel content.

Airline IT - Altéa

- Amadeus maintained its track record in growing its customer base of airlines contracted to the Amadeus Altéa Suite, the fully integrated customer management solution for airlines[14]. Eleven contracts with new airlines were signed and the scope of an existing contract with **airberlin** was increased. Amadeus continued to deploy the required resources and investments necessary to adapt its platform to the needs and requirements of these new partners as they migrate onto the platform over the next few years. Based on signed contracts at the close of the year, we estimated that the number of Passengers Boarded will be more than 735 million by 2014[15], which would represent an increase of around 1.7x the 439 million PB processed by our Altéa platform during 2011.
- In total, twenty migrations were successfully completed: ten airlines migrated onto the Amadeus Altéa Reservation and Inventory modules, with a further ten migrating onto the Amadeus Altéa Departure Control module, including leading airlines such as the Latin American airline group **AviancaTaca**.

Awards

- Once again Amadeus' commitment to innovation was confirmed by top sector rankings as a European leader for R&D. Amadeus maintained its previous year's top sector rankings in the 2011 EU Industrial R&D Investment Scoreboard, an annual report published by the **European Commission**. The report examined the largest 1,000 European companies investing in R&D during 2010, according to the total amount invested.
- For the second year in a row, Amadeus was named "Most Admired Technology Provider" in the 2011 **Readers' Choice Awards for The Beat**, the industry-leading travel business newsletter. Amadeus was among the winners selected in six industry categories by The Beat readers, representing an audience of over 6,000 people from over 250 companies worldwide.
- Amadeus Asia-Pacific won the prestigious 2011 Airline IT Solutions Provider of the Year Award from **Frost & Sullivan**, which recognises innovative best practices in the aerospace and defense industry.
- For the third consecutive year, in the UK Amadeus was awarded Best Technology Provider at the **Travel Weekly Globe Awards**.
- Along with its partners **Microsoft** and **American Express Global Business Travel**, Amadeus was awarded the "Travel Team of the Year" at the 2011 **Business Travel Awards**. This award is a recognition of the group's work to address the challenges Microsoft faced with its new online travel initiative in Europe and to create a new way to deliver travel services for the Microsoft traveller.

14 The Amadeus Altéa Inventory System provides inventory control, schedule management, re-accommodation and seating management services; and the Amadeus Altéa Departure Control System provides check-in, boarding pass issuance, baggage management, and aircraft weight and balance services.

15 2014 estimated annual PB calculated by applying the IATA's regional air traffic growth projections to the latest available annual PB figures, based on public sources or internal information (if already in our platform).

3.2 Business unit evolution

At Amadeus, we are committed to creating value for our stakeholders. This commitment to growth and maintaining profitability is reflected in the results for 2011:

- The adjusted profit for the year 2011 increased 20.7%, reaching 487.2 million Euros.
- On a comparable basis, revenue increased by 4.4%, to 2,707.4 million Euros. 77% of revenues came from the Distribution area while 23% came from the IT Solutions business area.
- The EBITDA rose 6.4% to 1,039 million Euros.
- Total billable travel transactions processed increased 11.5%, reaching 947.6 million key billed transactions.
- Total dividends of 165.6 million Euros are to be paid in 2012 for the 2011 financial year, representing 36% of the reported profit for the year 2011.

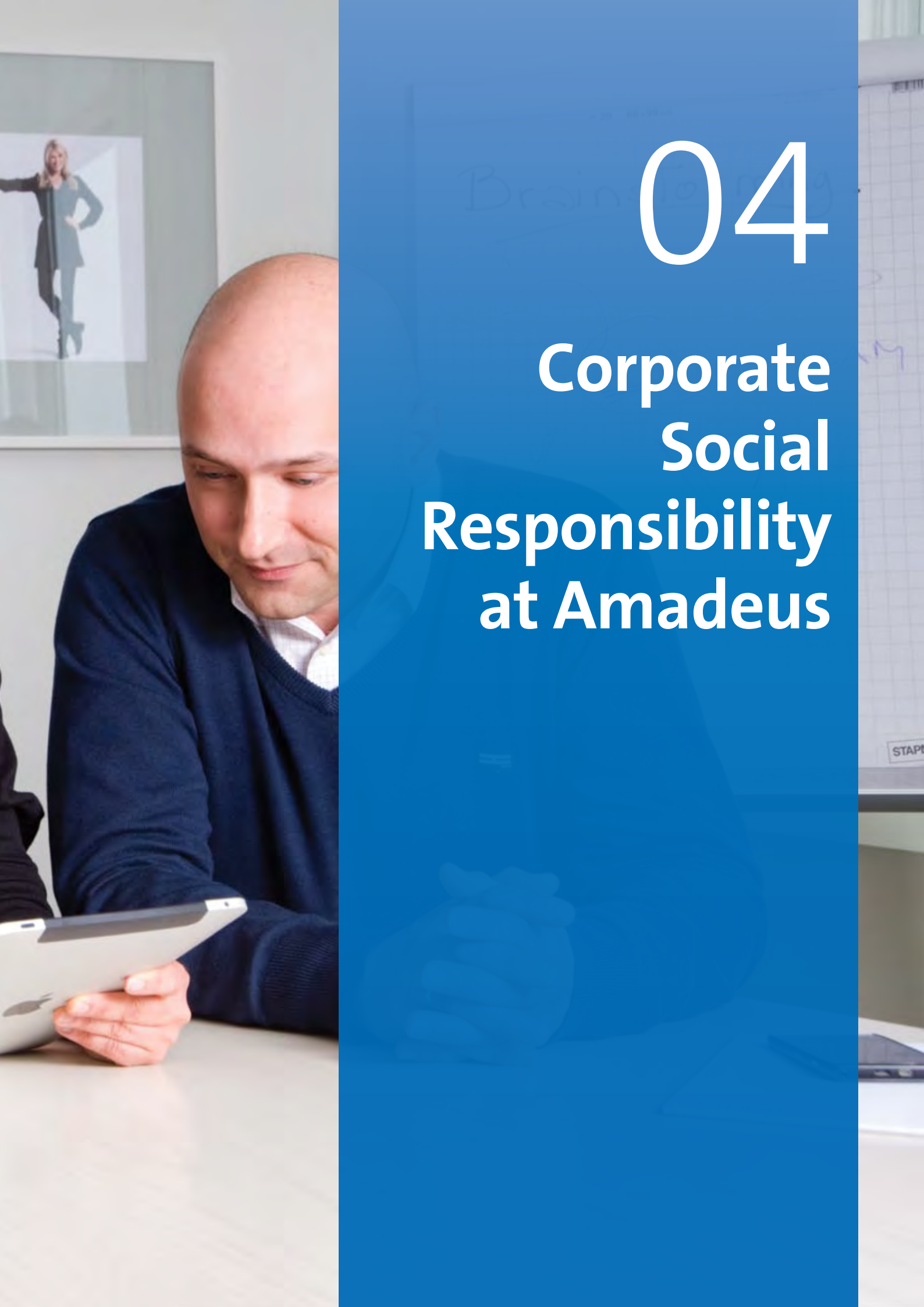
Distributed economic value

We define 'Distributed Economic Value' to be the direct monetary value or wealth created for the stakeholders of the Company. Amadeus' Distributed Economic Value in 2011 was a total of 2,032,369 Euros.

Figures in thousand €	2010	2011
Distributed Economic Value		
Operating cost	987,449	986,047
Payments to providers of capital	169,085	223,488
Employee wages and benefits	952,043	699,579
Payments to governments (corporate taxes)	71,462	123,255
Total economic value	**2,180,039**	**2,032,369**







04

Corporate Social Responsibility at Amadeus

4. Corporate Social Responsibility at Amadeus

HIGHLIGHTS 2011

- Broader scope of projects and activities, with more than 150 CSR active projects in 45 different countries.
- Integrated various activities and projects into CSR, gaining visibility and increased opportunities to expand reach.
- Global coordination with Amadeus organisations worldwide.

OUTLOOK 2012

- New strategy to maximise our potential contribution locally and for the industry as a whole.
- Increase participation in international CSR forums and cooperation with industry stakeholders in CSR projects.
- Improve Amadeus environmental reporting.

Corporate Social Responsibility (CSR) at Amadeus is the activity we carry out to live up to our social and environmental responsibilities in society, beyond our contractual or legal obligations as a company and individual staff members.

Our CSR framework, Travel Further, was born from an aspiration to deliver beyond what is required, encompassing our commitment to going beyond simple commercial growth to ensure a positive contribution to our industry and society in general.

From an environment perspective, Amadeus CSR activity aims to optimise the environmental performance of our operations, provide our customers with solutions that help them achieve their environmental objectives and cooperate with other industry stakeholders in common environmental projects.

AMADEUS CSR MISSION

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

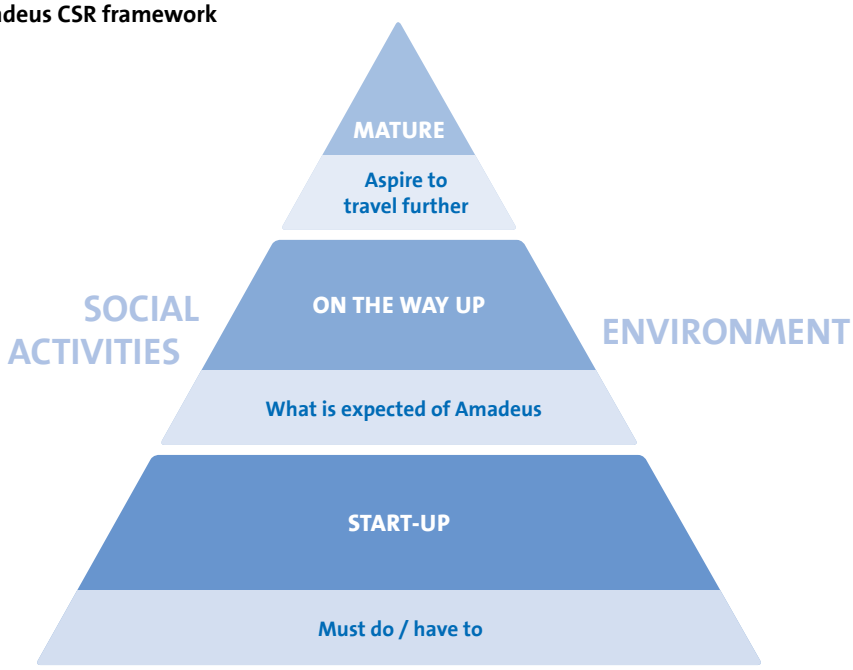
4.1 Amadeus CSR Framework

The CSR scope of action is immense, for this reason it is fundamental to establish a clear strategy, priorities, and analysis of our strengths in order to maximise the positive outcomes of our CSR actions.

Reaching excellence in CSR requires listening to the stakeholders with whom we interact: employees, shareholders, customers, partners, etc. and respond to their expectations and requirements regarding our CSR activities. These initiatives would include, for example, the logistical arrangements necessary to send computers for education purposes to various parts of the world, or the inclusion of an emissions display in our distribution platforms, so that our customers can evaluate the greenhouse gas emissions released as a consequence of trips booked through Amadeus Platforms.

Finally, we aspire to reach a point in which CSR is fully integrated into the company strategy and day-to-day operations, forming part of the company culture.

Amadeus CSR framework



4.2 CSR areas of activity

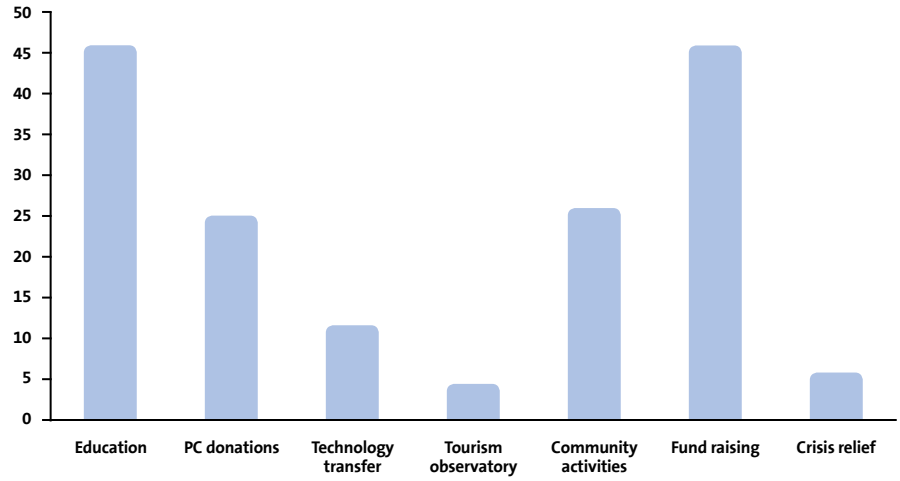


Since Amadeus operates in 195 countries, we believe it is very important to share best practices and take advantage of synergies and economies of scale for specific projects. This is particularly relevant for education or technology transfer projects.

Through our social initiatives we support social and economic development in the local communities where Amadeus is present. We enable projects that contribute to social welfare, working jointly with the communities that benefit. Our social commitment also involves contributions towards humanitarian initiatives, in partnership with others.

In 2011 Amadeus carried out 165 projects in 45 countries. The graph below illustrates the number of projects per category.

Number of Amadeus CSR projects per category in 2011



4.3 Coordination with industry partners

In Amadeus we recognise that we wouldn't be able to achieve much if we weren't working together with other stakeholders. Although we believe our technology and expertise can add a lot of value to CSR projects, we won't be able to accomplish the task on our own and we also need the help, expertise, coordination and participation of other industry players. This is a principal reason for our membership, participation or presence in various organisations and industry associations, some of which are reflected in the list below:

- **ACTE (Association of Corporate Travel Executives):** ACTE is a non-profit association which serves more than 6,000 executives in over 80 countries. Corporate travel buyers and suppliers work together in a mutual partnership, developing a unique and valuable educational resource for business travel professionals.
- **Airlines for America (A4A)**: Formerly known as Air Transport Association of America, Inc. (ATA), is the trade organisation for U.S. airlines.
- **CASMA (Computerised Airline Sales and Marketing Association):** CASMA addresses many complex travel distribution issues, sharing ideas and insights, and leading the way for industry-wide collaboration and communication.
- **ETTSA (European Technology and Travel Services Association):** Represents and promotes the interests of travel distributors with the industry, policy-makers, opinion formers, consumer groups and all other relevant European stakeholders. The association encourages and supports full transparency, fair competition and consumer choice in the travel distribution chain.
- **GBTA (Global Business Travel Association) Foundation:** The GBTA Foundation provides on-going financial resources to conduct research initiatives beneficial to the entire business travel industry. It supports educational and research offerings for business travel industry professionals and provides scholarship opportunities for business travel professionals.
- **GSTC (Global Sustainable Tourism Council):** The GSTC is a global initiative dedicated to promoting sustainable tourism practices around the world. Representing a diverse and global membership – including UN agencies, leading travel companies, hotels, country tourism boards and tour operators - the GSTC serves as the international body for promoting the increased knowledge, understanding and adoption of sustainable tourism practices.
- **GTTP (The Global Travel & Tourism Partnership):** Is a multi-country educational program to introduce students to career opportunities in Travel & Tourism.
- **ITSA (The Interactive Travel Services Association):** is a U.S. based organisation whose primary purpose is to be the voice of the industry on public policy matters, and on educating policy makers, opinion leaders and the traveling public about the industry and matters that will affect travel and tourism generally.
- **UNWTO is the United Nations World Tourism Organisation:** Agency responsible for the promotion of responsible, sustainable and universally accessible tourism.





05

Corporate Governance and integrity

5. Corporate Governance and integrity

HIGHLIGHTS 2011

- Published the first Corporate Governance Report.
- Gradually incorporated the corporate governance guidelines recommended by the International Corporate Governance Network.
- Consolidated an Enterprise Risk Management model according to COSO[16].

OUTLOOK 2012

- Improve Corporate Governance compliance and control.
- Improve whistle-blower procedures.
- Improvement of Compliance Office.

5.1 Corporate Governance policy

The Corporate Governance policies and procedures we use are designed to help the Company achieve its general objectives and to protect shareholders' interests. The legal norms specific to the Group regarding Corporate Governance were drawn up and/or adapted to the applicable legislation on the occasion of the company's flotation on the Spanish stock market in April 2010. They are the following:

- Company bylaws (*).
- Regulations of the Board of Directors (*).
- Regulations of the General Shareholders' Meeting (*).
- Internal rules of conduct relating to the securities market.

(*) These corporate documents are in process of updating to the new Spanish Mercantile legislation and the appropriate changes will be submitted for the resolutions of the Board of Directors and/or the Shareholders' General Meeting to be held in June 2012

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

16 COSO is the Committee of Sponsoring Organisations of the Treadway Commission, which is a voluntary private-sector organisation that provides frameworks and guidance on enterprise risk management, internal control and fraud deterrence designed to improve organisational performance and governance and to reduce the extent of fraud in organisations.

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

Board of Directors		
José Antonio Tazón García	Chairman	Others(1)
Guillermo de la Dehesa Romero	Vice-Chairman(2)	Independent
Dame Clara Furse	Board member	Independent
Bernard Bourigeaud	Board member	Independent
David Webster	Board member	Independent
Pierre Henri Gourgeon	Board member	Proprietary (Air France)(3)
Christian Boireau	Board member	Proprietary (Air France)
Stephan Gemkow	Board member	Proprietary (Lufthansa)
Enrique Dupuy de Lôme Chavarri	Board member	Proprietary (Iberia)
Francesco Loredan	Board member	Others(4)
Stuart McAlpine	Board member	Others(4)
Tomás López Fernebrand	Secretary (non-Director)	
Jacinto Esclapés Díaz	Vice-Secretary (non-Director)	

(1) Following the recommendation from the Compensation and Nomination Committee, based upon its verification of the fulfillment of the conditions required by the Regulations of the Board and Spanish corporate governance legislation and recommendations, in the meeting held on February 23, 2012 the Board of Directors of the Company classified the Chairman of the Board Mr. José Antonio Tazón García under the category of "Independent Director". Mr José Antonio Tazón García was the General Manager (CEO) of the Executive Committee of the Amadeus Group until December 31, 2008, and subsequently joined the Board of Directors under the category of "Others".

(2) Mr. de la Dehesa replaced Mr. Dupuy as Vice-Chairman effective February 26, 2011.

(3) In the meeting held on April 19, 2012, the Board of Directors of the Company classified Mr. Gourgeon under the category of "Other".

(4) In the meeting held on April 19, 2012, the Board of Directors of the Company classified Mr. Loredan and Mr. McAlpine under the category of "Independent Director".

Below is the information on the ratio of women, nationality and age on the Board.

Women	9%
Other than Spanish	82%
<30 years	0%
Between 30 and 50 years	9%
> 50 years	91%

According to the By-laws, the Board of Directors has created specialised committees to ensure compliance with its duties of advising the Board of Directors. These committees are:

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

Audit Committee	
Chairman	Guillermo de la Dehesa Romero
Members	Christian Boireau
	Dame Clara Furse
	David Webster
	Stuart McAlpine *

* Mr. McAlpine was replaced by Mr. Dupuy as per resolution of the Board of Directors of April 19, 2012.

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

Nomination and Remuneration Committee	
Chairman	Dame Clara Furse
Members	Bernard Bourigeaud
	Francesco Loredan
	Guillermo de la Dehesa Romero
	Enrique Dupuy de Lôme *

* Mr. Dupuy was replaced by Mr. Gemkow following Mr. Dupuy's appointment to the Audit Committee, as per resolution of the Board of Directors of April 19, 2012.

5.2 Integrity and ethical behaviour

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

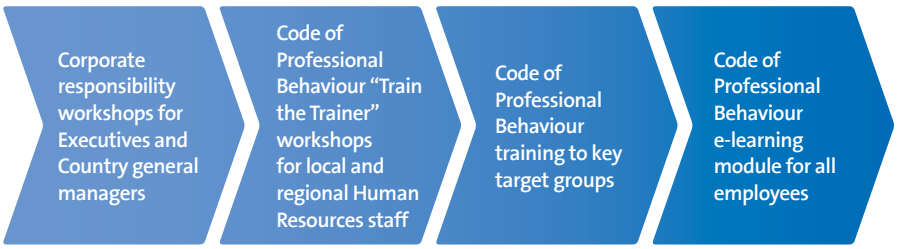
Since 2009 we have had a Code of Professional Behaviour which is not seen purely a 'rule book'. Instead we view it as a mutual agreement across the organisation worldwide, in order to promote a series of positive values and behaviours which will add value to our business and ensure the highest standards of integrity at all times. The areas 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

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

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

Four phases of ethic training



An e-learning module is currently available in English, Spanish and German and is mandatory for all employees at the time of the local launch. In addition, it is mandatory for all newcomers since the local launch.

CPB e-learning 2011

	Employees	In non-fully-owned companies	Contractors	TOTAL	
Courses started	3221	6	90	**3317**	
Courses completed	2720	1	68	**2789**	84% completion rate
Time spent (hh:mm:ss)	2454:56:32	6:57:42	85:57:35	**2547:51:49**	
(Started since launch)	6159	12	141	**6312**	74% of employees
(completed)	5439	4	93	**5536**	65% of employees

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

A Compliance Committee ensures compliance with the Group's Code of Professional Behaviour and to address any concerns that our employees may have and simultaneously assist in the implementation of the Code throughout the Group.

The Compliance matters at our company are a key objective. We have been focusing on activities directed at avoiding, preventing and investigating illegal acts and behaviours such as fraud, bribery or corruption.

For the main sites, we have the ICFR testing (Internal controls over financial reporting) through which we audit the risk of fraudulent financial reporting among other things. During 2011 key controls including fraud related controls have been tested for the three main sites. Also, Group Internal Audit includes this type of verifications in their scope when performing audits in the rest of the company as well as in the other relevant areas, such as procurement.



During 2011, 14 entities out of a total of 85 - which represents 17% - have been audited with this scope. This corresponds to a total of 85% of the assets, volume of purchasing, employees and transactions.

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

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

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

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

5.3 Risk management

The Risk & Compliance Office is in charge of monitoring 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 methodology used is Enterprise Risk Management (ERM) based in COSO.

The ultimate goal is to have a record of the most significant risks that could compromise the achievement of the goals set out in our strategic plan. This risk analysis is a fundamental element of our Group's decision-making processes, both within the governing bodies and in the management of the business as a whole.

The Risk & Compliance Office has the duty to analyse and identify the top ten risks at Group level by developing a Corporate Risk Map. The most critical risks related to the business and achievement objectives of the Group are highlighted and are categorised as: operational risks that could affect the efficiency of business processes and services, commercial risks that could affect customer satisfaction, reputational risks and compliance risks.

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

The Group's general policy regarding managing and monitoring risk is intended to allow the Group to:

- Achieve the long-term objectives as per the 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 protection to customers and defend their interests;
- Guarantee corporate stability and financial solidness sustained over time.

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

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

The Risk & Compliance Office has also developed a Crisis Framework, and is putting together crisis plans in the organisation to make sure we improve our response time in the solution of such crisis as well as we communicate with our customers, investors and relevant bodies in a crisis event.

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

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

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

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

Group Internal Audit Unit: The Group Internal Audit Unit focuses on the evaluation and adaptation of existing controls related to major risks in order to assist the Risk & Compliance Office in its function of ensuring that all potential risks that could affect the achievement of the Group's strategic objectives are identified, measured and controlled at all times.



5.4 Compliance with regulations and internal rules

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

In this Compliance area, the Risk & Compliance Office has the duty to oversee compliance with the internal rules and policies of the group as well as with the laws and regulations. During 2011 it has developed and implemented policies and financial controls to prevent fraud within its organisation, as well as other internal rules such as the Code of Professional Behaviour.

The organisation renewed its certification of PCI-DSS, the credit card industry standard, as well as successfully passed external audits on SSAE 16 (formerly SAS70) for its systems.

The Company has also successfully worked on an Internal Control over Financial Reporting (ICFR), as required by the stock exchange regulations in Spain. The purpose of the regulators when defining this ICFR is to provide a comparable regulatory framework for internal control with respect to other countries, mainly in the USA, UK, France and Germany, as well as to provide transparency of information for listed companies reporting to stock markets. The framework of principles and best practices relating to ICFR, including running supervision, are based on the Committee of Sponsoring Organisations of the Treadway Commission report (COSO).

The ICFR comprises a list of 16 indicators grouped in five areas:

- Entity's control environment
- Risk assessment in financial reporting
- Control activities
- Information and communications
- Supervision and monitoring

According to Spanish stock market regulations, the Audit Committee monitors the effectiveness of the company's internal control and risk management systems. The Group Internal Audit team supports the Audit Committee in its mandate by ongoing monitoring and testing internal controls. Even though at the end of the year 2011 it was not legally compulsory to report the efficiency of the ICFR to the Stock Market, Amadeus still decided to carry out an internal audit of its ICFR by the Group Internal Audit team, providing its conclusions to the Audit Committee. Additionally, Amadeus included the auditors' opinion over the ICFR in 2011 within its Corporate Governance Report to the Stock Market.


Operat
Bridge



06

Commitment to shareholders

6. Commitment to shareholders

HIGHLIGHTS 2011

- Increased Amadeus visibility in financial markets, with a significantly improved understanding of market dynamics and Amadeus' differentiating factors.
- Increased coverage of sell side analysts.
- Significant interest / demand for Amadeus shares, allowing for successful placement of 20% of the Amadeus share capital.
- Diversified shareholder base.

OUTLOOK 2012

- Continued education of the market, helping understand the resilience of the Amadeus business model in light of unfavourable macro-economic conditions.
- Provide support in understanding key market trends (airline distribution, airline IT needs) and recent market / competitive dynamics.
- Increase the investor and sell side analyst base, further penetrating the US market, geographical diversification, and potentially accessing the Asian market.

Uncertainty characterised the stock markets in 2011. All major equity indices showed a double digit negative performance. Amadeus shares were not an exception, and despite the continued delivery of strong operating and financial performance, the Amadeus share price traded at €12.50 at the end of the year, compared to €15.70 a year earlier.

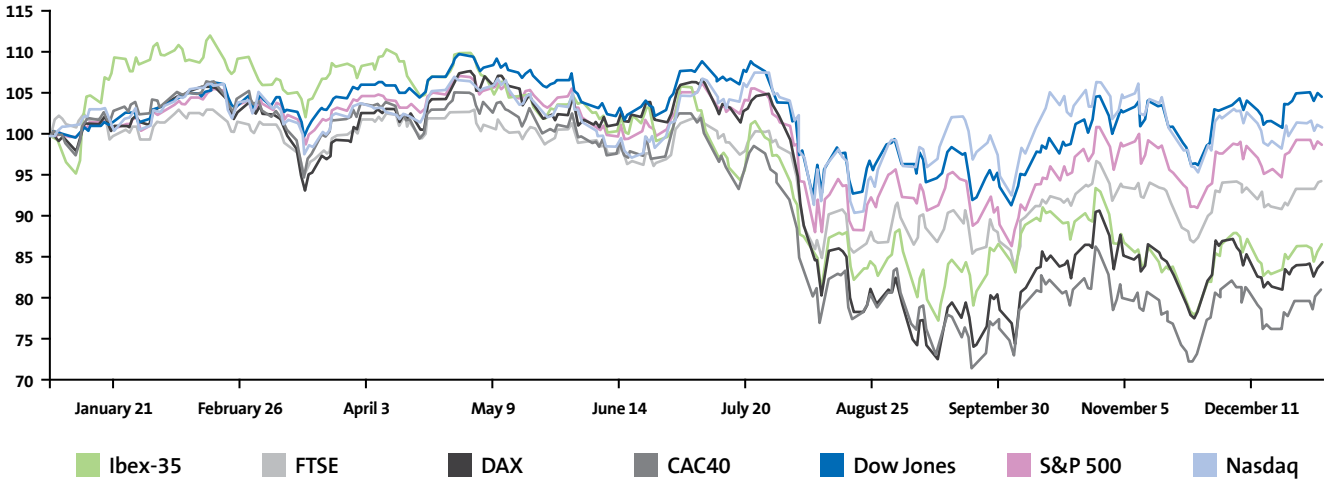
During the year, a dividend of €0.30 per share was paid for 2010, and the company stands by its intention to return cash to its shareholders in 2012 for the 2011 year, with a proposed dividend policy that will increase dividend per share to €0.37, a 3.0% yield on the 2011 year end share price.

6.1 Stock market volatility in 2011

This volatility was particularly driven by European sovereign concerns - and fears on the sustainability of the Eurozone, as well as US solvency / leverage concerns, leading to worldwide recession fears.

As a result, the main European equity indices all showed negative performance: the UK's FTSE 100 was the most resilient with a 5.6% decrease, while the French CAC 40, the German DAX and the Spanish Ibex-35 were down 17.0%, 14.7% and 13.1% respectively. The Eurostoxx-50 (benchmark index for the European equity market) finished the year down 17.1%. The US markets however managed to end the year in flat or positive territory, with a strong over performance in the second half of the year that managed to recover the heavy losses that had been registered worldwide during the summer. The Dow Jones and the Nasdaq were up 5.5% and 2.7% respectively, whilst the S&P 500 was flat on the year.

Equity capital markets performance in 2011



6.2 Amadeus' performance in 2011

In the context of these volatile markets, the performance of Amadeus shares during 2011 was weaker than in 2010. Our share price was negatively affected by news flow in the market during the first three months of the year, having dropped 15.8% from €15.70 to €13.20 by April 5, 2011. During the next four months, on the other hand, our stock generally outperformed the market, driven by our positive results: strong quarterly results, significant new contract wins, Opodo sale with attractive terms and a very successful refinancing of our debt (plus receiving an investment grade rating). By the end of July, the Amadeus share price had gained 6.4% to reach €14.10 whilst all of the main indices had fallen during that period. For the rest of the year, our share price was subject to maximum levels of volatility, and dropped by 10.8% until year end, in line with the Ibex-35, but still over performing some of the main indices such as the Eurostoxx-50, DAX or CAC-40.

Our market capitalisation as of December 31, 2011 was €5,610 million. Amadeus shares hit their maximum daily closing price on February 3, 2011 (€15.70) and their intraday high on February 4, 2011 (€15.92). Average daily trading volume was over 3.5 million shares or €48.4 million, for a total traded volume of €12.4 billion for the year. The proportion of our stock in free float increased during the year to 69.0%, as our private equity shareholders placed 26.0% of total shares outstanding with institutional investors.

Liquidity also benefited from our entry into the Ibex-35. On December 8, 2010 Amadeus was selected by the CAT (Comité de Asesores Técnico) to form part of the Ibex-35, which was effective on January 3, 2011. At year end, Amadeus was the 14th largest company by market capitalisation in the index, with a weight of 1.40%.

For 2011, adjusted earnings per share stood at €1.09, and at December 31, 2011 the price-to-earnings-ratio was 11.5x.

Capital shares and structure

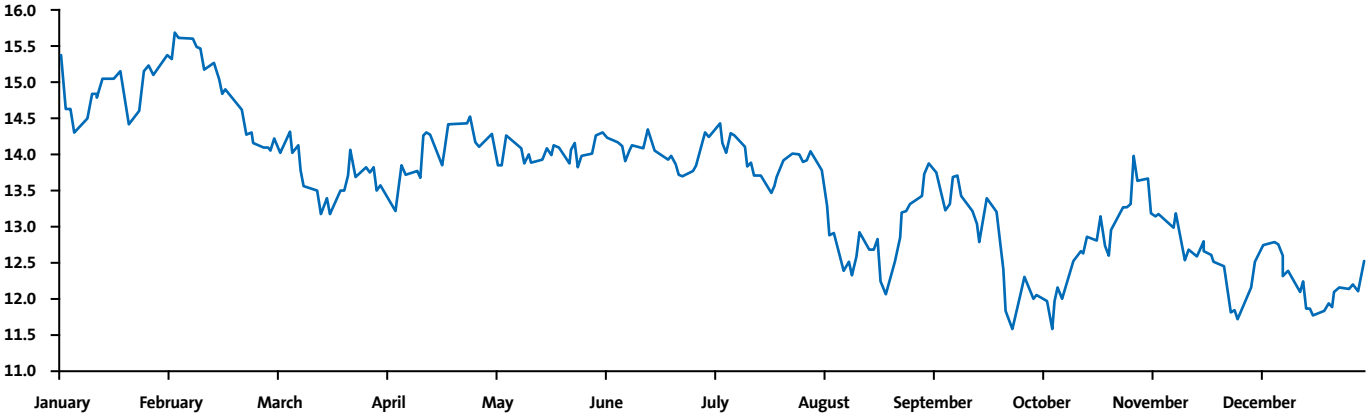
As of December 31, 2011 the share capital of our company was represented by 447,581,950 shares with a nominal value of €0.01 per share. This share capital was increased in June 2011 in an amount of €4,028,237.55 (against the Company's additional paid-in capital account), by increasing the nominal value of the shares of €0.001 per share to €0.01 per share.

The shareholding structure as of December 31, 2011 was:

Shareholders	Shares	% Ownership
Société Air France	68,146,869	15.22%
Lufthansa Commercial Holding, GmbH	34,073,439	7.61%
Iberia, Líneas Aéreas de España Sociedad Anónima Operadora, SAU	33,562,331	7.50%
Free float	309,008,039	69.04%
Treasury shares (1)	2,093,760	0.47%
Board of Directors	697,512	0.16%
Total	**447,581,950**	**100.00%**

(1) Voting rights suspended for as long as the shares are held by our company.

Amadeus share performance in 2011



6.3 Investor Relations department activities

Amadeus continually strives to ensure open and constructive communication with all capital markets participants, as well as transparency in relation to the company's performance.

Through the Investor Relations Department, which forms part of the Finance Department, the company maintains on going dialogue with the financial community, including analysts (both sell side and buy side), current and potential investors (both large institutional and minority shareholders), debt holders, credit rating agencies and other market constituencies such as the Spanish stock market regulator (the CNMV).

The Investors Relations key role is to increase Amadeus' visibility in capital markets, at the same time as keeping different parties informed of the most relevant news for the company and the industry, competitive dynamics and the operating and financial performance of the company. Effective and simple communication is key, as well as the ability to build long-term relationships based on credibility and trust. It is also important to set relevant and realistic performance expectations within the financial community, and to be forthcoming with relevant information, in order to avoid unnecessary volatility in share price performance.

In addition, our Investors Relations team supports management in their decision making by taking into account feedback received from the above mentioned financial community.

In order to achieve the above mentioned objectives, in 2011 the Investors Relations team had intense activity through numerous one-on-one meetings, road shows worldwide and conferences in key financial centres.

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

- Company description and introductory presentation, plus an 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 and presentations, plus annual reports).
- Financial calendar: upcoming dates for quarterly results announcements, dividend payment or any other relevant corporate issue.
- Amadeus press releases.
- Analyst coverage: list of financial analysts following the Amadeus equity story.
- Information on Corporate Governance and Corporate Responsibility.
- Communications with CNMV and other regulatory bodies.
- Shareholder communication channels (IR email group and telephone number).

During 2011 there were a total of 140,000 page views (representing close to a 50% increase vs. 2010) and more than 37,000 unique visitors (28% higher than in 2010) to the Investor Relations website.





07

Commitment to our employees

7. Commitment to our employees

Since we published our previous report, we have continued to focus our efforts towards making Amadeus a great place to work, a place where talent, expertise and success are recognised, where we continue to focus on innovation and where Amadeus employees are empowered to achieve their professional goals.

In 2011, for example, we:

- Evolved and adapted Amadeus company values to continue driving sustainable business success in a changing environment.
- Launched the People>>Forward campaign.
- Started reviewing the Amadeus brand, building it inside–out.
- Delivered global engagement actions whilst supporting the managers in understanding and driving the engagement of their teams.
- Recognised excellence and celebrated levels of excellence with an award ceremony.
- Created the Expert career path and nominated subject matter experts.
- Became a member of International SOS, offering 24-hour medical and security assistance to all our employees when they travel for business reasons.
- Published the Amadeus Social Media Participation and Usage recommendations.
- Launched internal training “Working in a Publicly Traded Company”.

Amadeus was ranked second most attractive company in the South East of France.



7.1 Amadeus: a people company

Our people, with their competencies, skills and attitudes, and our company culture are unique assets for Amadeus, differentiating us in what we deliver to our customers and how we relate to them. A robust, sustainable business model, coupled with continuity in leadership, managers and employees have allowed the company to continuously grow and succeed.

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

In 2011, our Company was made up of 10,222 workers, of which 77% have permanent active Amadeus contracts. About 41% of our permanent employees were women.

In particular, we were able to attract external industry talent to reinforce our strategy.

KEY FIGURES

An international company committed to its employees

- Workforce of over 10,000 people
- 41% women
- A diverse team from 123 countries
- 41 nationalities in our Headquarters in Spain (42% of employees non-Spanish nationals)
- 77% permanent active contracts

Total workforce by type of employment contract	2009	2010	2011
Permanent staff	7,521	7,852	7,901
Temporary staff	108	108	87
External manpower (including contractors, and staff seconded from other firms)	1,759	2,310	2,234
Total	**9,388**	**10,270**	**10,222**

Scope: All Amadeus Group Companies. Figures in Full-time-equivalent (FTEs).

Number of employees by professional category	2009	2010	2011
VPs and Directors	**125**	**122**	**136**
Men	113	110	121
Women	12	12	15
Senior Managers / Managers	**1,731**	**1,903**	**2,022**
Men	1,127	1,222	1,379
Women	604	681	643
Staff	**5,560**	**5,753**	**6,003**
Men	2,957	3,184	3,328
Women	2,603	2,569	2,675
Total	**7,461**	**7,778**	**8,161**

Scope: All Amadeus Group Companies. Only permanent heads.



As we continue to invest in comprehensive practices regarding talent retention, we keep a low turnover rate of 5,8%, substantially below the IT labour market rate, which according to the Corporate Leadership Council was 14.9%[17] in 2010. Due to the growth pattern of the Company and prudent management through the economic downturn, there have been no large-scale employee redundancy programmes in recent years.

Turnover rate by region	2011
Europe	4.9
North America	7.0
South America	11.6
Asia	9.6
Middle East and Africa	N/A

Note: Europe does not include CESE.

	2009	2010	2011
Employee turnover			
Turnover rate	5.7%	5.3%	5.8%
Number of men who left Amadeus	165	184	282
Number of women who left Amadeus	147	131	177
Number of new employee hires			
	N/A	N/A	807

Note: Only permanent employees included. For 2010, these figures represent 77% of Amadeus staff. In 2011, these figures represent 90% of Amadeus staff, some subsidiaries are not included.

17 Corporate Executive Board, CLC Human Resources, Turnover Benchmarking Database Version 4.0, September 2011.

7.2 A culture to success

At Amadeus, we want to grow and nurture a global, highly skilled and motivated workforce.

- Second most attractive company in the South East of France
- Engagement of our staff is important to us: We have therefore trained 24 internal engagement coaches and 1,268 managers on engagement topics in 2011
- 78% of the Managers have defined engagement actions with their teams
- Promotion from within: 18 new Director appointments
- Externally: three top leaders of the industry joined Amadeus

HR principles

During the year we reviewed our structure. We commenced with the five pillars of our strategy to draw an efficient and supportive human resources organisation.

Our HR function has evolved. It is now verticalised with a prime reporting line to the central function, whilst continuing to support the business line and site management. As it has proven to be a key feature of successful firms, we are confident that verticalisation provides more consistency in approach and in application. It also enables professional communities to develop and it supports career development.

As a "brain company", our employees have always been key to our success: right now they are more critical than ever. We need them to be fully engaged with our firm and with its future direction. This is the responsibility of every manager in Amadeus and is the role of Human Resources, Communications and Brand Engagement to support and enable this.

The Amadeus Human Resources Steering Group continues to meet regularly with the objective of coordinating and managing the development of our human resources projects and the work of Human Resources departments throughout the Company. Chaired by the Senior Vice President of Human Resources, Communication and Branding, it is made up of human resources leaders from around the Amadeus organisation and forms a global, multi-cultural team with a unified strategy, balancing local requirements with global objectives.

Evolving our culture

We believe that periodically assessing and evolving our corporate culture is key to our success as we adapt to an increasingly turbulent external environment. To secure engagement from our people we must be as clear as possible about how we do things in Amadeus (culture), what we stand for (values) and what we expect of each other (behaviours).

To make sure we evolved our values in a meaningful way, we developed a prototype for discussion. Based on this prototype, we held focus groups around values, behaviours and purpose.

Principles from Amadeus Human Resources policy

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

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

Taste of Harmony lunch in Australia – celebrating diversity

The "Taste of Harmony" lunch is an annual event that provides Australian workplaces with the opportunity to celebrate the diversity in their workforce. Amadeus actively supports and participates in this official event and organises a lunch where members of staff are encouraged to bring a dish that represents their cultural background or from a culture that they might not have experienced before. The event encourages employees to share insights into their cultural background and therefore foster the understanding and insight into the diverse backgrounds of our staff as well as the communities we work in.

Employee diversity

Multiculturalism, respect and openness are at the heart of our identity. With employees from 123 countries speaking over 58 languages, our staff enrich the company with their different experiences and backgrounds. We have over 80 nationalities represented in our central sites in Spain, France and Germany. In our headquarters based in Madrid, Spain, over 40% of our employees are non-Spanish nationals.

We explicitly outline a multicultural approach as the first of the primary core competencies required of our employees.

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

Workforce by region	2009	2010	2011
Europe	7,255	7,998	7,824
North America	743	725	737
South America	485	508	532
Asia	752	873	947
Middle East and Africa	152	166	182
Total	**9,388**	**10,270**	**10,222**

Scope: All Amadeus group companies as of December. Figures for 2011 do not include divestment of Opodo in Europe & Vacations.com in North America.



We take allegations of discrimination very seriously. To our knowledge, there were no reported incidents of discrimination against the company during 2011.

We have processes and tools in place to ensure our compliance with national laws and the United Nations declaration of Human Rights. We have implemented group-wide:

- A training course on ethics that all Amadeus employees must attend.
- A Compliance Committee, an internal independent body composed of five Amadeus Directors, outside the line management structure. The Compliance Committee is empowered to oversee compliance with our Code of Professional Behaviour and other laws, policies, rules, regulations and norms that set the framework for ethical business behaviour.
- A close dialogue with management, with employees and with employee representatives.



Human rights aspect	Internal Amadeus process	Effectiveness
Prevention of child labour	Verification of age of employee when hired	100% of employees are over 15 years old
Prevention of forced labour	Employment contract based on employee's voluntary agreement	100% of employees have a right to unilateral termination of the employment contract
Prevention of discrimination	HR policies based on objectives criteria	Clear definition of our equal opportunity policies and communication to all employees and management. In addition, where applicable, collective bargaining agreements in place about male and female equality.
Right to collective representation and collective bargaining	Complete adherence to the right of collective representation and collective bargaining	Respective agreements have been signed

Gender diversity

Equality among men and women is a key concern for Amadeus, whose efforts are focused on increasing awareness and reinforcing policies in this matter. Diversity, and with it equality among all employees, is the source of our incredible wealth in human assets, and the foundation for cohesion and constant progress within Amadeus.

With regards to gender diversity, 41% of our permanent employees in 2011 were women. Out of 2,022 management positions, 643 are currently held by women, representing 32% of the total. Furthermore, 15 women occupy executive management positions out of 136 total executive positions. At the Executive Committee level, we increased female representation to 33%. On our Board, the chair of our Nominations and Remunerations Committee is a woman.



Following this objective, Amadeus in Sophia-Antipolis applies the following measures to reinforce male/female parity in the workplace:

- Recruitment is based solely on the type of diplomas, skills and professional experience required for a position; recruitment teams and management must bear in mind male-female parity within the selection process. Job offers are formatted in a neutral style to be attractive to both men and women, with standardised recruitment processes, regardless of gender.
- In terms of training, there is no disparity between men and women, and time and effort are invested to meet very high level standards in this field, placing us amongst the top employers in terms of training.
- The same opportunities for professional development are offered to everyone, as reflected in the ratios showing that men and women are on par in terms of promotions. Management is asked to be particularly attentive to the professional evolution of women in their teams and equal access to new positions is part of HR's and management's daily concerns.
- Amadeus strongly supports employees in their efforts to maintain their work/life balance. A number of measures have been implemented to help women and men through the different phases of pregnancy and parenting. Employees benefit from time off to start a family (maternity leave, paternity leave, adoption leave, parental leave, etc.), with support – and eventually training – when reintegrating into the work place. Time off allocated for caring for a sick child was adjusted last year and, since 2000,

schedules can be adapted with part-time work, in accordance to operational needs. This arrangement does not affect a person's potential for promotion or access to management positions.

- To further advance in this area, a collective bargaining agreement was signed in 2011 with our trade union partners.

Equal pay is an essential component of professional equality among men and women and Amadeus guarantees that the remuneration systems are built in such a way as to prevent any discrimination.

In particular, in regards to equal remuneration for women and men, we have a procedure in place across Amadeus. Before the start of the annual reviews, managers are reminded about their obligations in regards to equal remuneration between men and women. During salary reviews, various steps are in place to ensure equal treatment between employees. First, managers give their inputs and recommendations. Those are then reviewed by the directors of the Business Units and finally validated by the VPs. The HR business partners support the management throughout the whole process. They are pay particular attention to equal remuneration by producing a number of relevant statistics. For example, HR business partners ensure that the mean of the individual salary increases of women equals the mean of the individual salary increases of men, within comparable professional categories.

Girl's day in the Amadeus Leisure Group – Female Career Path Orientation Program

Traveltainment takes part in the "Girl's day". Each year, Traveltainment organises an open day in its premises and about 12 girls between ten and 12 years old spend the day there. Our apprentices show them around, talk with them about their Traveltainment apprenticeship and the program "LEGO-Robots". This day is part of a global German program: "Girls' Day – girls future day". It has existed since 2001 and is promoted by the "Bundesministerum für Bildung und Forschung (BMBF) /Federal Ministry of Research and Technology" as well as by resources from the European Social Funds. It is the biggest carrier path orientation project for female pupils.

At Girls' Day, girls starting from 5th Grade get to know professions in the technical, natural sciences and IT sector or female examples in leading positions in the economy or politics. As Traveltainment did, companies and organisations open departments in which women are underrepresented. Our goal is to show female participants how exciting a technical career could be.

People with disabilities

In line with our commitment to uphold the principles of the Diversity Charter, we also encourage initiatives that include and involve people with disabilities. Our Company collaborates closely with several associations that support disabled people within the Company and in the community. Whenever possible, we contract some services with companies whose mission is to employ disabled people.

Amadeus took part in France's 14th National Week for Disabled Workers. This national week is dedicated to building awareness for the disabled in the workplace.

We are also set on enlarging our pool of candidates by working with external organisations which help us source and recruit disabled staff (Handi Project). Working with this project since 2004, we have set a number of priorities on different levels. One of the top priorities, of course, is to support staff affected by a disabling illness or disability, to help them keep their position or find a suitable alternative role. There are simple measures such as adapting their work space or working hours if required, and also tools that can be put in place. For instance, we've been working on solutions such as a phone system for a deaf person and a special screen for visually impaired employees.

	2009	2010	2011
Number of employees with disabilities	55	59	71

Note: For 2009-2010, figures cover around 80% of Amadeus staff. In 2011, figures cover around 90% of Amadeus staff, some subsidiaries are not included.

The Amadeus recruitment site includes a Handi Project page presenting Amadeus as an equal opportunities employer and encouraging candidates to send their CV to handiproject@amadeus.com. Searches for potential candidates are also carried out on specialised sites such as Hanploi and Monster.

Talent management

Most attractive company

In 2011, Amadeus was ranked the 2nd most attractive company in South East France. RegionsJob, one of the leading French training and recruitment sites, announced the results of the poll to determine the top employers within the different regions in France. Amadeus came in 2nd place among 1,000 companies located between Montpellier and Monaco. The internet survey was carried out from May to July, in partnership with L'Express, l'Association Nationale des Directeurs des Ressources Humaines (ANDRH), le Journal des Entreprises and was audited by OpinionWay.

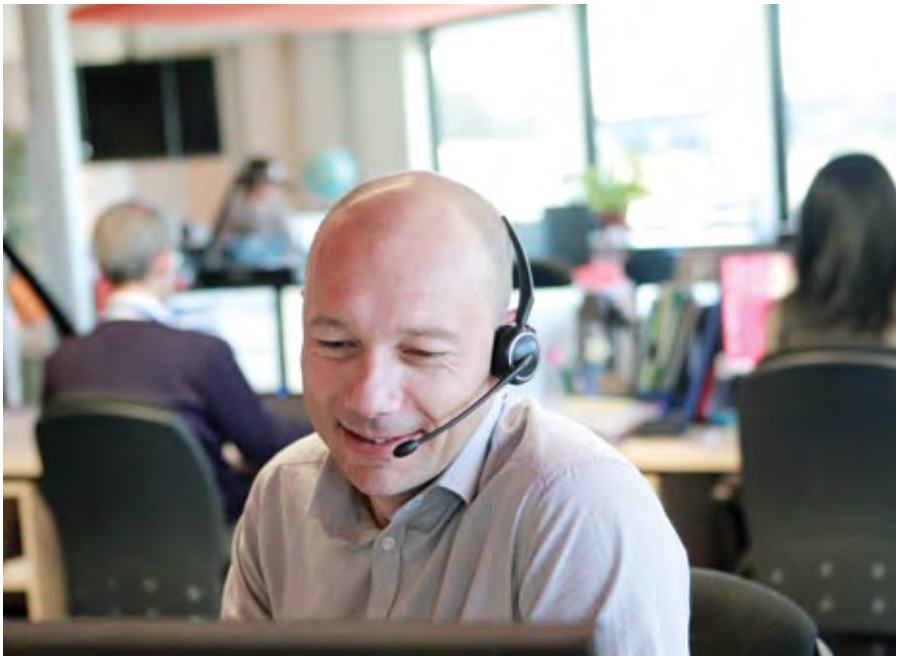
Companies were evaluated by a panel of nearly 1,000 participants – employees and job seekers – who were asked to rate 25 criteria on a scale of 1 to 10. Amongst the topics: respect for employees, quality of management, work atmosphere, potential to develop skills, recruitment of young talent, job stability, etc.

Talent sourcing

At Amadeus we seek highly skilled and high performing staff. In clear alignment with our philosophy, Amadeus' staffing strategy is based on growing talent within the company by supporting and promoting internal mobility. For that reason our vacancies are published internally prior to going external.

When doing external searches, Amadeus uses a variety of channels to attract talent at different career stages. Entry level and interns are recruited actively from their universities, schools and student job boards. Experienced staff and senior positions are generally recruited at country level to cover their local / regional business needs. We prefer local recruitment whenever possible.

On the other hand, Amadeus has invested in increasing the sourcing pool of talent in the industry by engaging in a social media network. The objective of this new initiative is to increase effectiveness by reaching a larger talent pool and decrease the time to fill positions, minimising the disruption of our business. As part of our talent attraction, a total of 807 employees were recruited last year, 55% of these in IT roles.



This Is My Life Programme:
an effective way to build trust and understanding among Amadeus teams worldwide – rotations and swapping jobs across

Launched in 2011, this programme is about finding out how others really work through short-term job-swap assignments. It is an effective way to build trust and understanding among Amadeus teams worldwide.

As an IT provider, Amadeus' work model has evolved, with a wider, global outreach and more complex, interconnected projects. Our rapid growth, both in terms of staff, of business lines and product portfolio, has made it more challenging to understand what really takes place within the different activities, sites, and worldwide teams. Yet the success of our new, fast evolving offer relies, for a large part, on the capacity of each and everyone to operate in this unique, complex work environment. In the past few years, managers have addressed this issue by sending members of their staff on short-term assignments – of a couple of days up to several months – to share the everyday life of another team within the company.

Internal survey results highlighted the need to enhance cooperation between teams at all levels (cross teams, cross divisions, cross sites). These 'Live My Life' experiences have picked up momentum as a management initiative, fully supported, of course, by the Human Resources teams. These short-term assignments in "someone else's shoes" help build awareness, strengthen cooperation, contribute to career development and, all in all, increase performance.

Collaboration and knowledge management – a key priority for Amadeus

Knowledge management is key to the success of Amadeus. This year we worked on re-thinking, defining and planning for our collaboration and knowledge management strategy. We assessed the current situation and defined the new intranet strategy by doing an in-depth definition of the requirements and by defining the Governance model.

As part of the Employee and Brand Engagement team, we created a corporate-wide Collaboration and Knowledge department in 2011. The team's mission is to help employees to find the knowledge they need, to connect and to work together all over the world. Doing this, they contribute to make Amadeus a successful company and a good place to work.

To complete this mission, the team is working on:

- Designing and implementing the social workplace for Amadeus: a single connected and collaborative universe.
- Re-defining a Governance for knowledge management: roles, responsibilities and guidelines to maintain and make the overall social workplace evolve following the Company's objectives.
- Building a combination of a centralised and decentralised approach which will enable us to protect Amadeus' critical knowledge and facilitate innovation.

Social media participation & usage recommendations to our employees

The social media landscape has evolved greatly and we anticipate even greater increases in business user adoption and usage rates. It was vital for us to continue developing our social media presence in 2011, and engage our customers and opinion leaders.

We published internally a general set of recommendations for our employees using or wishing to use social media: The Amadeus Social Media Participation & Usage Recommendations. The objective of these recommendations was to provide our employees with key points to keep in mind when using social media. We would like to encourage Amadeus employees to use social media channels to continue building our brand and engage with our customers, whilst keeping in mind this needs to be done responsibly. In particular, as Amadeus is a public listed company on the Spanish stock market, employees needed to be clear on what they could and could not say about the business – saying the wrong thing could put both the company and the employees at risk.

We also have created the Social Media Channel Guides. These Channel Guides provide an overview of the key features and functions along with guidelines on how Amadeus staff can utilise the channel in their daily professional activities.

Building engagement

November 2010 saw the first ever Global Engagement Survey by Gallup in Amadeus. With a high participation rate of 80% in this survey, Amadeus wanted to ensure that managers were trained and that HR teams could give adequate support.

To expand recognition for all employees, and removing the view of recognition as an "engagement" initiative, but rather a way of working in Amadeus, the yearly Quality Awards were redesigned into the Amadeus Excellence Awards. The scope of the Awards was expanded to include all fully owned Amadeus Companies, and provided a showcase for employees to present excellent improvement projects from all areas of the business. A total of 30 projects were presented and, 14 finalists were invited to the Awards Ceremony, where teams from London, Nice, Erding and the Philippines received top awards.



7.3 Empowering Amadeus people

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

- Employees received 155,057 hours of classroom training in 2011
- €6.3 Million invested in training
- Over 450 e-learning courses are available for employees on-line

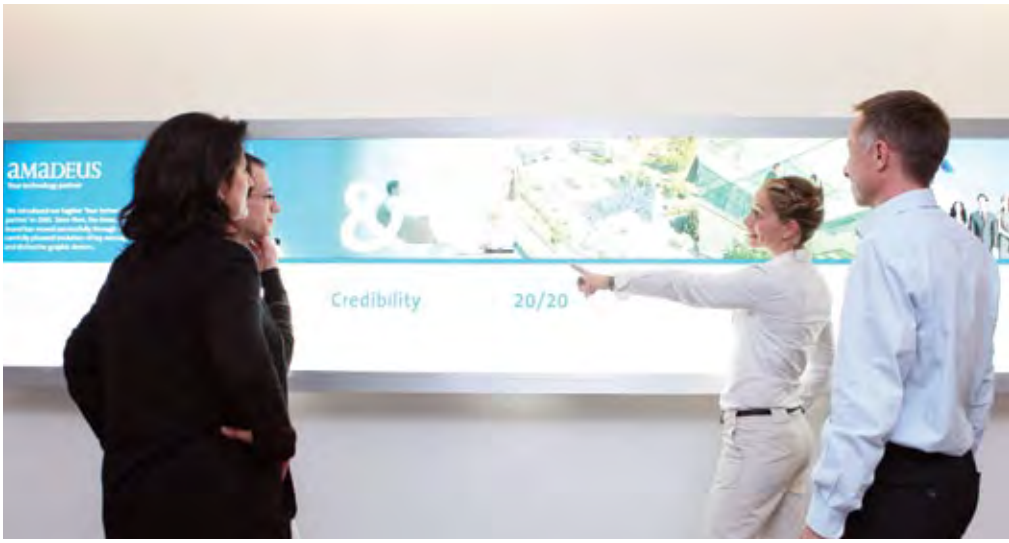


Training

Amadeus continuously invests in the development and growth of our workforce. In 2011, we continued to consistently invest around 0.23% of our revenues in training. Some indicators of our training activities are:

- We offer a wide range of **classroom training** across the organisation. The classroom sessions aim at covering content from different natures and their objectives range from improving our internal capabilities through behavioural training sessions to increasing our knowledge in key areas. The total classroom hours in Amadeus sum up to 155,057 hours.
- We offered more than 450 **e-learning** titles and during 2011 employees have benefited from more than 17,733 hours done through our platform. During 2011 Amadeus changed the structure of the e-learning courses, covering the same content as in previous years, but covering the areas in a more streamlined way, reducing the hours of each course and providing a more efficient programme.
- A variety of **management and leadership programs** are run in our major sites and regions. These programs are designed to tackle different management layers in the organisation, from newly appointed managers to consolidated leaders.
- There is a wide technical catalogue of training activities available for our expert workforce who needs to be up-to-date in cutting edge trends.

- **Amadeus Internal Faculty** is an initiative with the objective of promoting the use of internal expertise. This program is designed to promote the transfer of skills and knowledge within the company and to build performance and productivity. This program continues being at the cornerstone of our training initiatives and we proactively encourage leaders and staff members to join the program to share knowledge actively with their colleagues.



Another key area in the training function was the deployment of content related to external factors that impact the way we should work:

- Global Launch of the e-learning module "Working in a Publicly traded company: Your responsibilities"
- We have trained specific groups on data security and data privacy legislation.

e-Learning hours	2009	2010	2011
Total	**18,020**	**21,686**	**17,733**

Hours of training by employee category	2009	2010	2011	2011 average hours of training per employee
VPs and Directors	317	479	913	6.7
Senior Managers & Managers	18,311	22,619	46,283	22.9
Staff	123,946	128,714	107,861	18
Total	**142,574**	**151,812**	**155,057**	**19**

Note: For 2011, Figures cover around 90% of Amadeus staff, some subsidiaries are not included. Only classroom training included.

Talent development

Amadeus offers its employees a comprehensive range of learning and development opportunities closely aligned with business needs and strategy.

A comprehensive approach to professional development

To do so, we have various processes that are designed to motivate, support and encourage our staff to achieve their development goals.

- We have an annual **Performance & Development** review process instrumental to cascade our company goals and central strategies. Objectives are reviewed twice a year, and during these revisions line manager and employee meet up to examine objectives' progress as well as exchanging feedback and development opportunities available to support the effectiveness of the employee. We aim to provide all our staff with regular performance and career development reviews. Globally across Amadeus, around 90% of our employees had a performance and career development review in 2011.
- Management encourages and supports on going initiatives to identify and retain talent within the organisation. Amongst other practices, Amadeus identifies successors for key positions and reviews these plans regularly.
- Internal **Development Centres** are part of development programs in some Amadeus sites. The staff participating in a development centre are observed by a pool of trained observers throughout a number of business related exercises to identify the fit between the individual and the required profile by detecting strong points as well as areas of improvement. Following feedback received, managers and participants agree on personal development plans.
- In some sites, employees can participate in a **360°feedback questionnaire** which takes into account the perception of peers, supervisors and staff and the feedback is used to plan development actions.
- Amadeus employees use a set of standard tools to update their development details and career aspirations. For example, our employees develop Personal Learning Plans.
- Amadeus has been supporting employees in their development efforts via Coaching and Mentoring programs that are offered locally and globally. The Amadeus Coaching and Mentoring Program has been successful in accelerating development and delivering benefits for the organisation.

Other tools and programs for professional development

- Deployment of Your Recipe for Success communication campaign in our corporate headquarters to increase the awareness of the different development options available in the organisation for them.
- Overview of the Amadeus jobs through the Generic Job Directory, evolving with the indication of possible career paths.
- Every internal job opportunity is published internally 15 days prior to external publication unless it cannot be published for confidentiality reasons.

The Expert Career Path

The "Expert career path" is a new way up the career ladder for Amadeus employees in Sophia Antipolis who have demonstrated leadership in a given expertise. After "Professional Path" and "Management Path", the "Expert Path" recognises an expertise in a very precise area, identified through our strategic and operational needs. It is an opportunity for staff with a specialised area of expertise to make the most of their knowledge and use it as part of their career progression. It is also an opportunity for us to optimise our competitiveness and promote a favourable environment for innovation. In 2011, nine experts were nominated.

An expert is a person who has extensive experience and knowhow in a specific field, and who is motivated to share this knowledge with colleagues, customers and industry leaders.

An expert acts as a consultant, taking part in debates on strategic topics, and contributing to projects, but also playing a key role in sharing and transmitting information in their area, both throughout the company and externally.

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

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

In 2011, we received the 'Azur Pro com' 1st prize for our Green It'Tude programme communication campaign.

Opera

The central communications channel with employees is Opera, Amadeus' corporate intranet portal which is open to all our employees worldwide. It connects the Amadeus community through one unique web-based interface and is accessed regularly by 80% of employees.

Opera houses corporate policies, news, videos, publications, and business tools. It also serves as a site where employees can learn more about the company, our customers and our products. Employees can navigate through more than 150 environments, and work collaboratively in the Amadeus Wiki as well as in nearly 600 communities and team sites.

Amadeus Tube

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

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

Compensation and Benefits

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

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

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

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

Relationship with employee representatives

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

In all cases, we respect employees' right to freedom of association and trade union representation and are committed to informing and consulting, as needed, with labour partners. In this respect, 50% of our employees are covered by collective bargaining agreements.

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

In 2011, we had to announce the evolution and change of strategy that impacted 28 people in the United Kingdom and Poland. We started to inform and consult with the employee representatives and the employees one month before the formal implementation started and provided above market packages and outplacement services.

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 the employee representatives and the management of our Company, in a timely manner and with the information which allows the employee's representatives, on the basis of information provided, to express an opinion on measures envisaged by management, which will be considered in the decision making process.

	2009	2010	2011
Percentage of employees covered by collective bargaining agreements	64%	64%	50%

Note: 2009-2010 data covers 78% of Amadeus staff, some subsidiaries are not included. 2011 data covers 90% of Amadeus staff, some subsidiaries not included.

Collaborating in good faith with our labour partners

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

Employee well being

With relation to health and safety, our Company has a low injury and accident rate as a result of its activities taking place in an office environment. Nonetheless, we have proactively developed initiatives to improve employee health and well-being at work and considered the Company's "duty of care", which form part of our focus on employee welfare and satisfaction. In 2011, there were 80 accidents, of which 37 took place whilst employees were travelling to or from work.

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

Case Study: Building and facilities in Sophia Antipolis

One of the key priorities of the Building and Facility team is to ensure people's safety. Buildings are equipped with captors and devices to detect any anomalies. These alerts are instantaneously relayed to the PC to enable us to act quickly. In case of fire detection, the team ensures a smooth evacuation of the buildings.

They must also make sure work conditions are maintained. When employees request it, work conditions can be assessed and measured either by the Building and Facilities team or by specialised companies (light, sound, pollution). When it comes to computer-related aspects however, security is handled internally directly.

The Building and Facilities team is also in charge of health issues: the emergency number 18 connects directly to the central PC. Members of the security team, who are on hand at all times, are certified to practice first aid. There are also full-time nurses employed in the infirmary. Specially equipped (with oxygen and defibrillator) cars are always ready to be dispatched in case of emergency.

For health matters, their role goes beyond emergencies, to include practical questions such as setting up work posts for specific needs and helping to set up adapted workstations for disabled staff. Workstation audits can be carried out by one of the nurses to see what measures can be taken to create an ergonomic and user-friendly work area. Nurses also provide practical tips for employees who have to adapt to specific work modes, such as a lot of travelling for instance.

Finally, another of the team's missions is to help build awareness among Amadeus employees on security issues with a yearly programme of security training sessions adapted to the company's needs.

	2009		2010		2011	
	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	3	12	8	10	21	22
Number of accidents not resulting in lost days	5	6	4	5	22	14
Number of fatal accidents	0	0	0	0	0	1

Note: For 2009-2010, Figures cover 51% of Amadeus staff. For 2011, figures cover 90% of Amadeus staff, some subsidiaries are not included.

Case Study: "Your Recipe for Success"

At our corporate headquarters, we organised a campaign called "Your Recipe for Success" with the objective of providing employees with the HR 'ingredients' and 'utensils' to help them create their own Recipe for Success.

During this campaign all employees had the opportunity to learn more about various HR tools and services and everyone received six 'recipe' cards related to different HR topics. Also a few fun activities were organised, such as: meeting Santa, baking cakes contest, massage in the office and a summer barbecue.

The second recipe gave the ingredients to commit to the development of others, showing the employees how they can contribute towards others' Learning & Development.

This topic coincided with the 2010-11 Performance & Development Review (PDR). Reminding employees about the importance of the PDR, how to set up SMART objectives and how to fill out their Personal Learning Plan (Annual Training and Development Opportunities).

Communication was the 3rd topic in the Recipe for Success campaign.

	2009	2010	2011
Injury rate	0.50	0.49	1.73
Lost day rate	0.01	0.01	0.03
Common illness rate (%)	2.37	2.30	2.13
Absentee rate (%)	2.46	2.48	2.38

Note: For 2009-2010, Figures cover 51% of Amadeus staff. For 2011, figures cover 90% of Amadeus staff, some subsidiaries are not included.

2011 rates by region	Injury rate	Lost day rate	Common Illness rate	Absentee rate
Europe	1.69	0.04	2.57	2.61
North America	0	0	1.59	3.11
South America	2.92	0.01	1.11	1.11
Asia	1.62	0.05	0.79	1.19
Middle East and Africa	6.64	0.01	0.42	0.66

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

Beyond following legal requirements, a variety of other innovative initiatives exist across Amadeus. For example, Madrid employees can benefit from the employee assistance programme, a confidential hotline available to employees so that they can take steps towards resolving personal problems. The Madrid-based unit has also implemented services such as the vitalista program, which offers healthy daily menus and nutrition tips to employees. In some locations, employees are regularly trained for first aid and doctors are regularly physically present on site. In order to prevent the spread of sickness and colds, communications and poster campaigns on hygiene are carried out throughout the Company. Overall, in 2011, we maintained the training, counselling, prevention and risk-control programs regarding health and safety we presented in 2010.

Case Study:
"The Speakers Corner"

The Speakers Corner is a programme for our senior management in Erding. Once per quarter we invite a Speaker who talks about a certain topic for about 90 minutes.

Previous topics included:

- Health management and Life Leadership.
- Meeting culture.
- Breaking boundaries - how one can succeed through know-how, courage, joy and respect.
- "Practised service culture - from pipe dream to reality" and "Service - the Secret of Success".
- Work-life balance, but also about the little inner saboteurs that make our lives sometimes so difficult.
- Mental health at the workplace.







08

Commitment to customers

8. Commitment to customers

HIGHLIGHTS 2011

- Continued success in the implementation of Altéa Customer Management Solution, increasing the total number of passengers handled by Altéa to 439 million.
- Study conducted to determine the most effective customer communication channels, implementing as a result a communication action plan.
- New Businesses unit established with key strategic appointments in the Rail, Airport IT and Hotel divisions.
- Continuous R&D leadership in the travel industry, ranked first in R&D scores in computer services in Europe

OUTLOOK 2012

- Further improve the quality of migration of large airline and travel agency customers.
- Improved support to all customer segments, helping them achieve their goals.
- Improve customer satisfaction results and reduce waiting time for standard product implementation.

KEY FIGURES

- Number one in two synergistic business lines.
- 947.6 million total billable travel transactions processed in 2011.
- Customer operations through 73 Amadeus Commercial Organisations with operations in 195 countries.

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

Our commitment to customers is based on:

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

8.1 Our customers

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

- More than 463 million bookings processed in 2011.
- More than 439 million passengers handled by Amadeus Altéa in 2011.

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

Amadeus customer groups	
Travel providers	**Airlines -** network airlines, regional airlines, and low cost/ leisure carriers
	Hotels - chains, representation companies, and independent hotel companies
	Ground & Maritime - car rental companies, railway companies, ferry lines, cruise lines and insurance companies
	Tour operators - speciality, mass-market and vertically-integrated tour operators
Travel sellers	**Travel agencies -** including travel management companies, business and leisure agencies, online travel agencies and consolidators
Travel buyers	**Corporations -** self-booking solutions for companies looking to maximise value from their travel spend



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

Key customer indicators	2009	2010	2011
Travel providers - Distribution			
Airlines that can be booked in Amadeus	465	436	420
Car rental companies available in Amadeus	26	29	30
Hotel properties available in Amadeus	86,000	87,000	110,000
Rail companies available in Amadeus	107	103	102
Cruise lines available in Amadeus	20	21	22
Ferry companies available in Amadeus	30	30	30
Tour Operators available in Amadeus	190	204	206
Travel Buyers - Distribution			
Travel agency points of sale (locations)*		90,000	91,000
Airlines sales offices (locations)*		59,000	67,000
Air travel agency bookings (millions)	352.4	382.4	402.4
Total bookings (millions)	413.2	441.6	463.8
Airline IT			
Airline IT customers - Reservation	134	142	141
Airline IT customers - Inventory	90	109	115
Airline IT customers - Departure Control	40	61	92
Passengers Boarded (millions)**	237.5	372.3	439.1

* The definition of travel agency point of sale and airline sales offices changed in 2009, therefore the figures from previous years are not comparable.

** Represents the number of Passengers Boarded onto flights operated by airlines using our Altéa Inventory and, in some cases Altéa Departure Control modules during the year indicated.

Global reach

The table below illustrates the geographic spread of the bookings processed through the Amadeus distribution platform.

Geographic spread Amadeus Air bookings	2009	2010	2011
Western Europe	172.8	183.2	190.6
Asia-Pacific	47.9	53.3	57.1
Middle East and Africa	42.1	48.3	49.8
Central Eastern and Southern Europe	34.2	38.3	40.5
North America	31.9	34.7	37.1
Central and South America	23.5	24.6	27.3
Total Air travel agency bookings	**352.4**	**382.4**	**402.4**



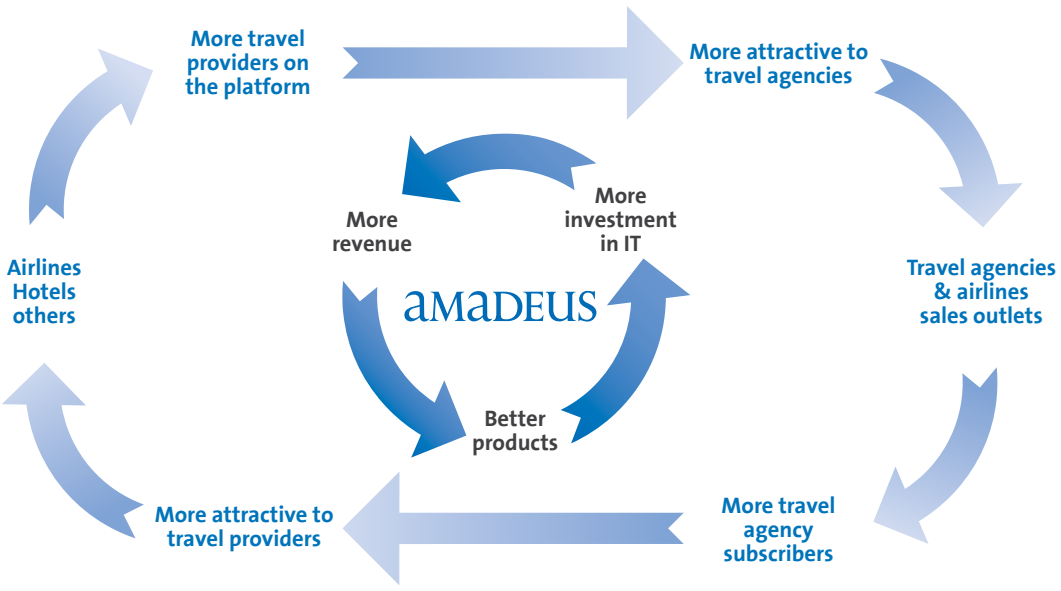
Amadeus distribution technology & services	
Travel providers	**Travel agencies**
Airlines	Travel management companies
Insurance companies	Business travel agencies
Cruise and ferry lines	Leisure travel agencies
Tour operators	Online travel agencies
Hotel properties	Consolidators
Car rental companies	Single-site agencies
Railways	Travel search companies
	Airlines sale offices
	Websites connected to Amadeus direct sell technology

Distribution customers

Distribution customers include travel providers and travel agencies.

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

The wide range of travel content available in Amadeus creates a powerful network effect, attracts a wide geographic spread, a large number of travel agents and airlines sales offices. In turn, the more travel agents connected to the sales network over many countries, the more attractive our network is for travel providers to be connected to this sales network. Therefore the larger the network, the more attractive it is for all participants and the more transaction revenue is generated. This enables us to invest more in research and development to provide better products within the network, further increasing its attractiveness.



Amadeus Commercial Organisations

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

The importance of the local presence can hardly be overestimated, and it goes beyond strictly regular business support. As an example, when in May 2011 many airlines started to cancel flights due to an ash cloud from an Icelandic volcano, our ACOs understood there would be major disruptions to the travel agencies and airline industry through mass flight cancellations and with travel agents desperately trying to have passengers rebooked onto alternative services. The unpredictability of the ash cloud led to even rebooked services being cancelled, leading to further chaos.

Our ACO in the UK set up an ad-hoc and exceptional support system by which the team of trainers were on hand for first level functional helpdesk to transfer ash cloud related calls to the available trainers, freeing up our first level helpdesk to ensure that we were still able to offer reasonable service levels to our customers regarding call waiting time. Ticket reissuance was the major call driver related to the ash cloud. As tickets reissues can be lengthy calls, this solution enabled our first level helpdesk to transfer the call to trainers and then attend further calls.



IT customers

Amadeus offers travel providers (mainly airlines) an extensive portfolio of technology solutions which automate certain mission-critical business processes, such as reservations, inventory management and other operational processes, through our IT Solutions business area.

Additionally, we are expanding our IT Solutions business area to include offerings for other travel providers, such as hotel and rail operators. In fact, by the end of 2011 the commercial businesses of Amadeus were reorganised and we now have a customer-facing unit fully dedicated to new businesses, with special focus on rail, airport and hotel IT solutions.

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

Amadeus IT solutions
Airlines
Airports
Ground handlers
Hotels
Rail operations

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

New Businesses unit

Reflecting the evolution and growth of both Amadeus and the industry, Amadeus underlines its commitment to growing its New Businesses portfolio, with the creation and development of the New Businesses unit including the Airport IT, Rail and Hotel divisions.

8.2 Commitment to deliver innovation to our customers

Innovation is one of the principal drivers behind Amadeus' progress and growth, which has allowed the company's technology to achieve an outstanding competitive position within the market. Total investment since 2008 stands at more than €1.1 billion.

Amadeus has sixteen R&D centres around the world (Nice, London, Sydney, Antwerp, Aachen, Frankfurt, Boston, Miami, Toronto, Strasbourg, Istanbul, Tucson, Bangalore, Bogota, Warsaw and Bangkok), which currently house a team of over 4,000 people.

We understand technology evolves extremely quickly and we need to continuously investigate to improve our solutions and enhance our value proposition for customers.

In terms of technology, Amadeus' R&D efforts have been particularly focused on:

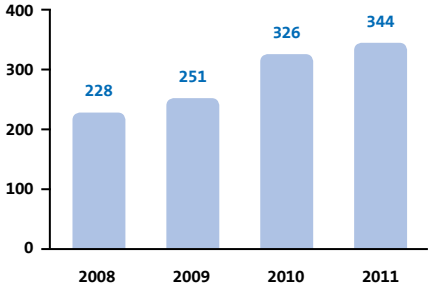
- High performance transaction processing under stringent system availability and dependability requirements.
- Information mining from very large data-bases.
- Super-responsive travel search engines.
- Multi-channel customer servicing applications (agent desktop, web, kiosk, mobile, tablets).

The graph below compares the level of R&D investment by net sales of the companies included in the EU Industrial R&D Investment Scoreboard by country, to the same ratio for Amadeus in 2010.

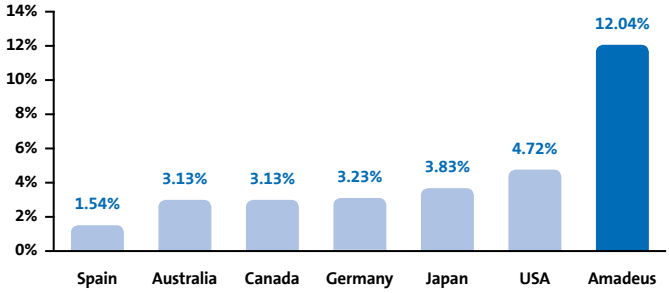
Examples of the impact this has had on innovation in Amadeus products and services in recent years include:

- Continued development of the Amadeus Altéa Customer Management Solution (CMS), our community-based airline IT platform that consists of three solutions covering reservation, inventory management and departure control. The Altéa portfolio has marked a technological and functional breakthrough in the airline industry
- Development of the Amadeus Hotel Platform, a solution for hotel chains which combines central reservation, property management and global distribution systems into one fully integrated platform. This recently-launched platform is designed to support hotels in the current age of globalisation and expansion, enabling them to respond to changing traveller demands.
- Development of sophisticated search engines with new parameters, such as the recent launch of Amadeus Extreme Search for online travel agencies worldwide. Extreme Search is an inspirational shopping tool that offers an intuitive search solution that revolutionises the way consumers search for air travel online, allowing them to search by budget, type of activity or geography, rather than searching by traditional criteria such as origin and destination.
- Development of ancillary services solutions as part of our commitment to helping airlines adapt and evolve their ancillary services strategy so that customers can move their focus from pure revenue to delivering profitability. Amadeus Airline Ancillary Services is an end-to-end solution which enables airlines to distribute (display, book, price and pay) services across all channels in full compliance with industry standards. Amadeus has developed a unique interactive catalogue which clearly displays the range of additional airline services available allowing travel agencies to view, book and up-sell ancillary services quickly and efficiently. At the moment, more than fifteen airlines have already signed up for Amadeus Airline Ancillary Services. The solution has already been implemented both for the online and the travel agency channels in key markets, including France and Scandinavia.

Amadeus investment in R&D (million €)



R&D / Net Sales in 2010. Top 1,400 World R&D investing companies [18]



18 Source: Own elaboration based on The EU Industrial R&D Investment Scoreboard, available at http://iri.jrc.es/reports.htm

8.3 User experience research

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

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



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

1. Build Tests

Target users are identified and protocols are built which include the research techniques to be used and the material to be tested; including live products, interactive prototypes and conceptual mock-ups.

2. Collect Data

User sessions are run either in our state-of-the-art user lab or directly at the user's premises (ex. airline office, travel agency). To guarantee neutrality, a large number of sessions are run by a third-party Usability Expert company.

3. Analyse Data

User's reactions and expectations as well as errors and misunderstandings are analysed to evaluate the screen layouts, workflows and general interaction.

4. Produce User Interface Guidelines

As a result, the findings of the research are translated into usability rules and recommendations which are known internally as User Interface Guidelines. The Amadeus community as a whole is responsible for making sure that products comply with these guidelines.

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

8.4 Global, regional and local customer service

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

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

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

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

As an example of our efforts to get closer to customers and to be able to respond faster to their regional needs, parts of our training organisation have been regionalised by creating regional training centres. We have dedicated training centres in Buenos Aires specifically to provide training services in Spanish to airline customers in Latin America as well as in Bangkok where new facilities will be inaugurated early 2012 to continue supporting our growth and better respond to the needs of Amadeus airline customers, often in local languages, in the Asia-Pacific region.

Amadeus has also invested in innovative online self service solutions for its customers. Today, more than 55,000 customers in 60 markets are serviced online via the Amadeus e-Support Centre.

8.5 Customer satisfaction measurement and follow up

Customer satisfaction measurement is complicated in Amadeus by the different business units and customers groups affected. Our Global Marketing Research team is therefore coordinating the customer satisfaction survey programme with the following objectives:

- Coordination of all Customer Satisfaction Surveys (CSS) at Amadeus.
- Support to CSS managers within each business line.
- Ensuring consistent methodology.
- Consolidation of results and presentation.
- Development and maintenance of reporting tools.

In 2011 the following customer groups were included in the CSS programme:

1 **Distribution business:** Travel agencies and airlines.

2 **Airline IT:** All airline IT customers.

3 **New Businesses:** Hotel distribution customers.

Once CSS results are obtained, each commercial business unit follows a systematic plan to build and implement an improvement plan.

In 2012 the objective is to expand the scope to include corporations and on-line travel agencies in the Distribution business.

8.6 Data privacy and responsible marketing

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

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



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

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

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

With respect to customer privacy, there were no reported incidents in 2011.

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

8.7 Thought leadership and awards

Delivering inspiring market research and travel industry insight is central to Amadeus' position at the cutting edge of the world's largest business sector. As part of this commitment to innovation and thought leadership, last year a number of reports on market trends and predictions for the future of the travel industry were published, many of which generated debate in the international media. All of the below reports are available for download from the Amadeus website.

- **The always-connected traveller:** how mobile will transform the future of air travel revealed changing traveller attitudes to airline mobile services whilst also highlighting the specific, emerging mobile technologies that are going to revolutionise each stage of the travel experience.
- **Transform Your Growth Strategy Now:** this report was published in conjunction with leading hotel industry expert Robert Cole and advised hotels to align strategic business and IT priorities now in order to secure growth over the next three years. The report identified gaps that exist between hotel technology, marketing and operations that are currently blunting growth strategies and ambitions.
- An analysis published by the market intelligence solution Amadeus Total Demand by **airconomy** showed that Asia-Pacific and the Middle East, followed by Europe, have become global hot spots for inter-regional long distance air travel. The review looked at trends in worldwide passenger demand between regions over the last two years, comparing the first quarter of 2009 to the first quarters of both 2010 and 2011.
- A pan-European survey of over 7,000 rail passengers, which was commissioned by Amadeus and conducted by **YouGov**, highlighted how European high-speed rail must evolve to meet changing traveller demands. Almost 60% of rail travellers want the opportunity to reserve "connecting rail travel and other modes of transport" (e.g. one ticket for a journey involving a flight followed by a train). It also showed that significant opportunities for rail exist, as 77% of rail travellers would prefer an international high speed train journey instead of another mode of transport, if the cost were competitive.
- For the second year running Amadeus worked together with **IdeaWorks** to produce the Amadeus Worldwide Estimate of Ancillary Revenue for 2011. The report estimated that ancillary revenues will soar to $32.5 billion worldwide in 2011, an increase of 43.8% on 2010. This revenue lifted the airline industry from a loss making position and continues to provide a very effective hedge against increasing fuel bills. The report highlighted the 'Ancillary Revenue Champs', which are carriers that generate the highest activity as a percentage of operating revenue. Examples include AirAsia, Aer Lingus, easyJet, Ryanair, and Spirit Airlines. The average achieved by this group was 19.8%, which is slightly up from 19.4% for 2010.

Awards

- For the second year in a row, Amadeus was named "Most Admired Technology Provider" in the 2011 **Readers' Choice Awards for The Beat**, the industry-leading travel business newsletter. Amadeus was among the winners selected in six industry categories by The Beat readers, representing an audience of over 6,000 people from over 250 companies worldwide.
- Amadeus Asia-Pacific won the prestigious 2011 Airline IT Solutions Provider of the Year Award from **Frost & Sullivan**, which recognises innovative best practices in the aerospace and defence industry.
- Along with its partners Microsoft and American Express Global Business Travel, Amadeus was awarded the **"Travel Team of the Year"** at the 2011 Business Travel Awards.
- For the third consecutive year, in the UK Amadeus was awarded Best Technology Provider at the **Travel Weekly Globe Awards**.

amadeus





09

Commitment to suppliers

9. Commitment to suppliers

HIGHLIGHTS 2011

- Introduction of supplier questionnaire Corporate and Social Responsibility.
- Start purchasing regionalisation project in the LATAM region.
- Kick-off purchasing improvement initiative.

OUTLOOK 2012

- Implementation of a more efficient Corporate Procurement Model.
- Harmonise procedures and policies.
- Standardisation of purchasing processes.
- Find and implement standard tools to support purchasing management.



9.1 Increasing our competitiveness through our Corporate Purchasing Policy

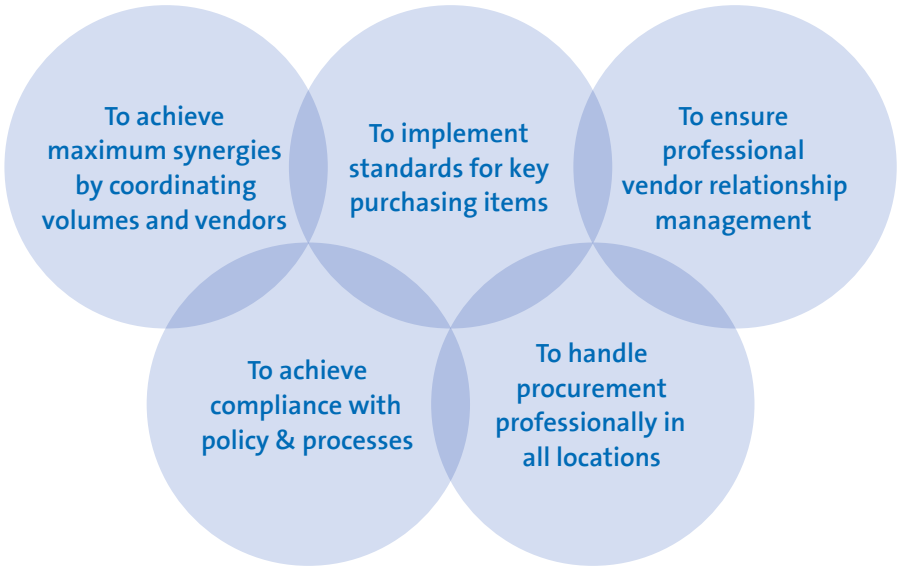
As the products and services that Amadeus purchases are of such strategic and economic importance, we employ a coordinated purchasing approach that stresses acquiring good quality products and services at best cost, making a significant contribution to maintaining the Group's competitiveness. Thus, we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

Objectives of the Corporate Purchasing Policy

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

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

Objectives of the Corporate Purchasing Policy



9.2 Choosing the best supplier

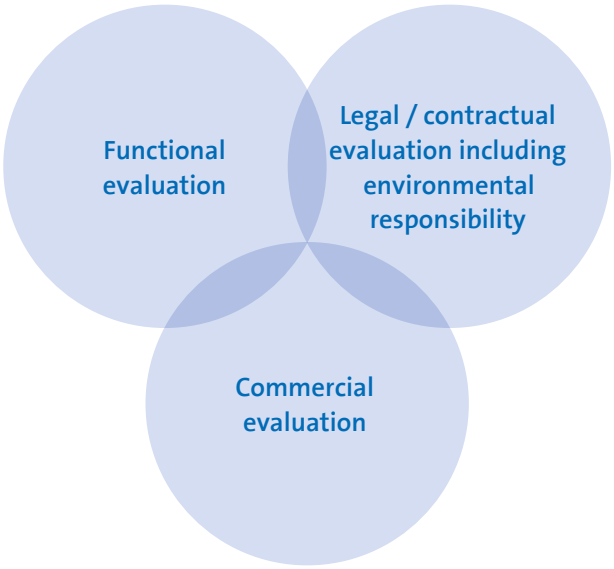
Our Corporate Purchasing Policy simultaneously seeks to obtain both an optimal cost/benefit ratio with a limited number of suppliers. The selection of suppliers is based on a bidding process where generally a minimum of three contenders should be included. Staff involved in the procurement of goods and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

- Prioritise goods which are produced in an eco-friendly way and can be disposed of in an environmentally responsible way (fully or partly recycled or reused).
- Consider the energy usage or cost of operating equipment prior to purchase.
- Consider "whole life" cost and impact when assessing equipment for purchase.
- Favour suppliers which are committed to environmental responsibility by having an environmental policy in place and demonstrate ability and willingness to comply with environmental obligations, in all cases where requirements are equally fulfilled and the commercial proposal is more or less identical.
- Ensure that potential suppliers and contractors are aware of and understand our environmental responsibility and requirements.
- Ensure that the suppliers are compliant with environmental laws and regulations.
- Ensure that the supplier respects all laws prohibiting discrimination.
- Ensure that the supplier respect and be compliant with all laws and regulation in terms of child labour.
- Ensure that the supplier shall hire, employ, train and promote staff without regard of race, colour, gender, disability, sexual orientation, marital status, religion, political opinion, national extraction or social origin.
- Respect of labour right and legislation.
- Respect of Amadeus Code of Professional Behaviour.

To ensure that Amadeus suppliers are in line with Corporate Social and Environmental criteria, we have introduced a Corporate Social and Environmental Questionnaire. Every (major) supplier has to run through a questionnaire procedure to show that all requirements are fulfilled.

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

Steps of the supplier evaluation process



9.3 Key figures

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

Based on the outcome Corporate Purchasing (together with local Purchasing organisation) informs the supplier about the result of the Vendor Evaluation process.

If applicable, Corporate Purchasing, in agreement with the suppliers, works out an action plan to ensure that supplier performance improves within the coming period.

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

Over the past four years, Amadeus reduced its purchases from 635.5 million€ in 2008 to 607,2 million€ in 2011, reflecting a decrease of around 5,5%. In 2011, 73% of the purchases made by the Group were done for the central companies (Nice, Erding and Madrid), a significant part of it for Hardware and Software investments and for external services (subcontracting and consulting).

Our main suppliers

The central sites of Amadeus (Madrid, Erding and Sophia Antipolis) are the sites where most of the suppliers render their services.

At Erding, our Data Centre requires that its key suppliers are Hardware and Software vendors. We also require suppliers for the provision of network services.

Amadeus Data Processing has a highly consolidated vendor landscape. Less than 30 vendors accounts for more than 80 % of the vendor turnover in 2011.

The number of referenced software development companies has been reduced to 20 companies to optimise the control and follow up of the relationship.

The Building and Facilities purchasing scope includes building lease, maintenance, security, reception and catering for a total surface of more than 60,000 square meters.

Providers are periodically evaluated through the supplier evaluation process. Software development suppliers have signed together with Amadeus the 'Charte de la sous-traitance' defining main principle of their agreements and cooperation in the respect of regulations and best practices of the software industry.





10

Commitment to the environment

10. Commitment to the environment

HIGHLIGHTS 2011

- Continuous environmental performance improvement at our Data Centre in Erding, Amadeus largest resource consumption site, with significant reduction in CO_2 emissions and increased efficiency.
- Resource consumption inventory for top Amadeus locations worldwide, identification of best practices.
- Launch of emissions reporting solution in Amadeus Corporate Booking Tool, using industry standard calculator from the International Civil Aviation Organisation (ICAO).
- Publication of fuel and emissions savings results from Altéa Departure Control System Flight Management module.

OUTLOOK 2012

- Development of Central Database for regular environmental reporting of top ten Amadeus sites worldwide.
- Improve environmental performance of Amadeus operations, implementing common best practices identified.
- Continue to join forces with other industry players to address industry environmental concerns of the travel and tourism industry.
- Enhance cooperation with customers for deployment of industry standard environmental solutions.

Amadeus has enjoyed continuous growth and provided economic and social benefits to employees, shareholders, customers and partners for more than twenty years. On the other hand, compared with other industries, Amadeus has a relatively low direct environmental impact. Nonetheless, with more than 10,000 employees, presence in more than 190 markets and operating in a high energy intensity industry, we acknowledge our responsibility to minimise the company's environmental impact and at the same time help the travel industry in its efforts towards sustainability.

10.1 Amadeus environmental strategy

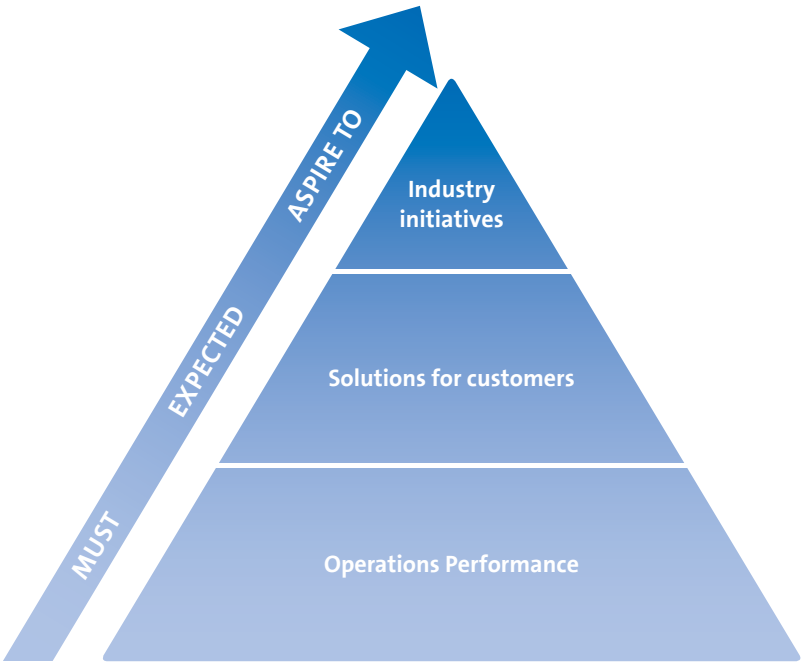
Our environmental strategy addresses the impact of our operations and the concerns of stakeholders in the travel industry, including customers, partners, regulatory bodies and the society in general.

We believe our first and most important responsibility is to address the environmental impact of our operations. Fortunately, for most cases we find a common economic and environmental interest that facilitates action in reducing resource consumption and environmental impact. For example, by reducing the electricity consumption we also achieve significant cost savings. This is particularly relevant for our Data Centre in Erding (Germany) where the annual electricity costs exceed four million Euros and where we estimate current savings of more than one million Euros per year, as compared with industry standard performance[19].

Secondly, our customers expect us to deliver technological solutions for a broad scope of challenges, including environmental issues. Although the economic downturn has surely taken priority over many other aspects of our industry, we believe that a standard environmental impact reporting methodology is needed for the travel industry, in order to offer travellers transparent information and improve performance.

Providing a standard solution for reporting environmental impact for travel is a challenge that the industry has probably underestimated. Our partnership with the International Civil Aviation Organisation and membership of the Global Sustainable Tourism Council are examples of our efforts to facilitate standard environmental reporting for the travel industry. Additionally, our state of the art technology for airlines is providing productivity improvements in many aspects of the business. Amadeus Altéa Departure Control System contributes, through improved aircraft weight estimations, to reduce the amount of fuel, emissions and costs for airlines.

Finally, we need to work together with other industry stakeholders to address environmental challenges for the whole industry. For this reason we keep various initiatives in place, like our participation in various travel and tourism organisations and forums like the European Technology and Travel Services Association (ETTSA), or the Interactive Travel Services Association (ITSA). We also work with various external companies to help improve our environmental performance. As an example, some of our offices, like Amadeus Services in London, have entered into energy performance contracts with guarantees to bring our electricity consumption down.



19 This calculation was made based on the Power Usage Effectiveness of similar Data Centres in Europe.

10.2 Environmental key performance indicators

In 2011, we have broadened the scope of our environmental reporting to cover up to the top ten Amadeus sites by number of employees, which in 2011 represented 75% of all Amadeus employees. In 2009 these top ten sites included 71% of all employees, so the scope has also increased for this reason. The Amadeus sites included in the reporting are:

1. **Amadeus S.A.S. Sophia, Antipolis** (France)
2. **Amadeus Data Processing GmbH, Erding** (Germany)
3. **Amadeus North America, Inc., Miami** (USA)
4. **Amadeus IT Group, S.A. Madrid** (Spain)
5. **Amadeus Germany GmbH, Bad Homburg** (Germany)
6. **Amadeus Services Ltd., London** (UK)
7. **Amadeus Asia Ltd., Bangkok** (Thailand)
8. **Amadeus IT Pacific Pty Ltd., Sydney** (Australia)
9. **Amadeus France, Paris** (France)
10. **Amadeus Soluciones Tecnológicas, S.A., Madrid** (Spain)



Electricity consumption

The table below includes the aggregated electricity consumption of the ten Amadeus sites mentioned above for the last three years.

The total electricity consumption of the top ten sites increased basically because of the growth in number of employees in these sites; but taking into consideration the entire Amadeus Group worldwide and the increased efficiency, we estimate that the total consumption went down from 80 GWh in 2010 to 78 GWh in 2011.

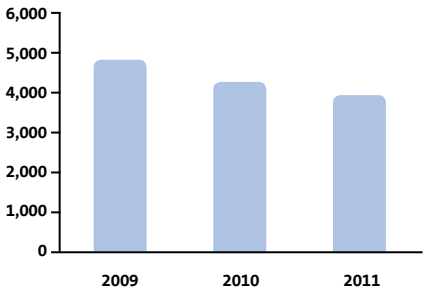
In 2011, several measures have been taken locally to optimise consumption. Below are examples of initiatives carried out in different sites:

Amadeus SAS, Sophia Antipolis (France)

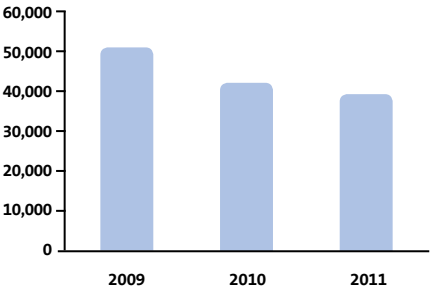
- Installation of movement sensors in toilets so that lights are switched off when rooms are empty.
- Change of standard lights for LEDs in the Executive Briefing Centre.
- The current Building Management System (BMS) permits to control and manage the electricity consumption of specific high energy intense equipment like the air processing central during non-working hours and weekends.

For 2012 and 2013 we expect to change our BMS (Building Management System) and deploy an Energy Management module with improved reporting and analysis functionality. We aim at reducing by 15% the energy required for cooling, heating and lighting. In economic terms this will be in the range of 30,000 EUR/year. In addition, we are currently piloting new air conditioning units and will monitor energy savings to decide on potential expansion and also plan to substitute traditional bulbs for LEDs in specific areas like the car parking slots.

Electricity consumption per employee and year (kWh)



Energy required per one million transactions (kWh)



Electricity consumption and employees at top ten Amadeus sites[20]

Electricity Comsumption	2009	2010	2011
Number of employees top ten sites	6,452	7,265	7,728
Electricity Consumption Offices top ten sites (GJ)	111,166	113,275	110,276
Electricity Consumption per employee and year (GJ)	17	16	14
Electricity Consumption Data Centre (GJ)	125,438	131,057	135,044
Number of transactions processed by Data Centre (Millions)	676.7	849.9	947.6
Energy required per 1 Million transactions (GJ)	185	154	143
Total Electricity Consumption top ten sites (GJ)	**236,604**	**244,332**	**245,320**

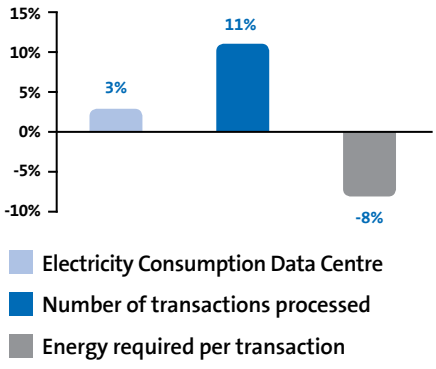
20 Transactions include air and non air travel agency bookings, Passengers Boarded (PB) & e-Commerce passenger name records (PNR). The estimations for the entire Amadeus Group are calculated based on the average electricity consumption per employee.

Objectives of the energy efficiency policy at Amadeus Data Processing

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

Energy efficiency measured by transactions processed at the Amadeus Data Centre

2011 vs 2010



Amadeus Data Processing, Erding (Germany)

Approximately half of the total Amadeus electricity consumption worldwide comes from Amadeus Data Centre in Erding (Germany). For this reason we focus special attention to optimise performance in this particular site.

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

The number of key billed travel transactions[21] grew from 850 million in 2010 to 948 million in 2011. The Data Centre holds a storage capacity of five petabytes. 95% of the world's scheduled network airline seats are bookable using the Amadeus Data Centre infrastructure.

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

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

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

The graph on the left illustrates energy efficiency improvements. Despite the significant increase in business activity, reflected in the key billed transactions growth, the energy required grew at a much slower pace, resulting in a 8% increased efficiency in terms of energy required per transaction, and despite the fact that in 2010 the energy efficiency per transaction was also increased by 14% compared to 2009, as reported in 2010 Amadeus Corporate Responsibility Report.

Amadeus Data Centre was awarded the "Energy-efficient Enterprise" certification by international organisation TÜV SÜD[22] in March 2010. The certificate was granted following an energy audit of Amadeus Data Centre facilities.

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

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

21 Transactions include air and non air travel agency bookings, Passengers Boarded and e-commerce passenger records.

22 TÜV SÜD provides independent consulting, testing, certification and training services.

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

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

In December 2011 all lights in the fire cells where changed to LEDs. Expected savings will be in the range of 250,000 kWh and more than 27,000 EUR per year.

Other Amadeus sites

Measures that are implemented or in way to being implemented generally for all sites include:

- Replacement of broken light bulbs are replaced with low energy new ones.
- Employees are systematically encouraged to switch off lights of rooms that are not in use.
- When moving to new buildings, we generally achieve improvements in environmental performance since resource saving measures are more common in new buildings, like the introduction of movement sensors to automatically switch lights on and off, and the automatic switch off at specific hours.
- Encourage the use of blinds or curtains to use maximum natural light and avoid heat, in order to reduce the use of electric light and air conditioning.
- Maintaining room temperatures within reasonable terms, recommending no more than 21 degrees Celsius in the winter and no less than 25 in the summer.

Additionally, some of our offices like the one in London have entered into energy performance contracts with external providers in order to guarantee bringing the total electricity consumption down.

Paper consumption

The table below includes the aggregated paper consumption of the top ten Amadeus sites and the estimation for the total Amadeus group worldwide for the last three years.

In 2011, we have changed the methodology to estimate paper consumption to make it more accurate and comparable year to year. Paper consumption was reduced by 7.5% in 2011, mainly because of the implementation of the FollowMe - Uniflow printing system. In fact, in line with the plan established in 2010, some principal Amadeus premises like Amadeus SAS, Sophia Antipolis (France), Amadeus Data Processing, Erding (Germany) and Amadeus IT Group, Madrid (Spain) have implemented the FollowMe - Uniflow printing system.

Below is an analysis of the results obtained and measured after the first six months of implementation of the FollowMe - Uniflow printing system in our largest site in Sophia Antipolis (France).

Paper consumption per employee at top ten Amadeus sites

Paper consumption	2009	2010	2011
Paper consumption top ten Amadeus sites (kg)	77,595	87,370	85,965
Paper consumption per employee (A4 sheets / working day)	10.93	10.93	10.11

FollowMe - Uniflow printing system results. Sophia Antipolis

In June 2011 we implemented FollowMe - Uniflow, a badge-based printing system, throughout the Amadeus Sophia campus. We can now compare printing statistics from July through December for the years 2010 and 2011.

Have we really reduced our environmental impact with FollowMe - Uniflow? The answer is yes!

With FollowMe - Uniflow, we save paper in two different ways. Firstly, we no longer print cover pages, and secondly, not every job sent to the system actually gets printed. Sometimes, users send several versions of the same document to FollowMe - Uniflow but only print the most recent one, and occasionally, a document is not output at all and is deleted from the print queue by the system after a time-out period. Before FollowMe - Uniflow, all these unnecessary jobs were actually printed, remained on the tables in the printer rooms for a while, and were eventually thrown out.

From July through December 2010, we registered 4,523,810 clicks (a click is one printed side of one sheet of paper) of which 811,729 were cover pages. For the same period in 2011, the click count had decreased to 3,186,493. In spite of a slight increase in the number of users as well as printers, this represents a drop of 29.6% in the number of clicks. Taking into account the number of double-sided pages, we show a net savings of 1,247,293 sheets of paper, or 32.1%, for the six-month period. The following table illustrates the savings achieved:



86 boxes of paper is approximately the amount of paper saved per month thanks to FollowMe - Uniflow printing

This comes out to 2,495 packs, or 499 cartons, or 6,236 kilograms of paper. If stacked, the cartons would make a 130 meter tower. If the 1,247,293 pages were laid down next to each other, connected by their short side, they would span 370 kilometres, enough to go from Sophia to Marseille—and back! An estimated 150 pulp trees would be needed to manufacture this quantity of paper[23]. The weight equals that of more than 80 people. Keep in mind that all these numbers are for half a year only. Indeed, before the end of March 2012, the weight of the saved paper will exceed that of the entire audience of our largest auditorium (Mistral) full of people... and we have not even mentioned the environmentally extremely positive impact of using less toner and the secure and confidential printing the FollowMe - Uniflow solution provides.

The effects of FollowMe - Uniflow were not totally unexpected, but what truly surprised us is the outstanding cooperation we received from our user community. Even though FollowMe - Uniflow represented a marked change in work habits, people were supportive, provided feedback, and helped us improve the system.

Other best practices implemented in some of our sites and recommended for all include:

- Set printers to double side printing and remove cover pages by default.
- Set colour printers with two printing options, one for black and white and one for colour printing, using colour only when necessary and hence reducing the amount of coloured toner required.
- Recycle bins are generally located next to the printers. Although precise recycling figures are not available, we estimate that at least 50% of the paper used is sent for recycling.
- Some offices like Bangkok changed the type of paper to increase the proportion of recycled paper used.
- Other sites like Sydney or Paris use 100% carbon neutral paper (certified by Forest Stewardship).

	Jul-Dec 2010	Jul-Dec 2011	Delta	Savings
Total clicks incl. cover pages	4,523,810	3,186,493	1,337,317	29.6%
Of which double-sided	635,349	545,325		
Total sheets of paper	**3,888,461**	**2,641,168**	**1,247,293**	**32.1%**

23 Source: http://conservatree.org/learn/EnviroIssues/TreeStats.shtml

Water

In 2011 we increased the scope of our reporting to the top ten Amadeus sites worldwide.

Beyond regular office water consumption, Amadeus uses water for cooling equipment in our Data Centre in Erding and for irrigation in our Sophia Antipolis (France) site. In both sites we use partially our own wells. The reduction in water consumption in 2011 is mainly due to our optimisation measures put in place in Sophia Antipolis, which include:

- Crushed wood is used to keep humidity and reduce watering duration.
- A centralised management system has been put in place to manage watering and be alerted in case of leaks. Quantity and duration of watering is programmed and adjusted by areas, by types of plants and by season.
- Rain gauges have been installed to maximise watering from rain and hence reduce water consumption.

In 2012 we plan to enhance our management system to be able to monitor water consumption to identify any area for improvement and fine tune settings in place.

In Amadeus Data Processing on the other hand the water use has increased due to additional cooling capacity but measures have been undertaken to guarantee supply from our own well.

Other best practices identified and recommended include:

- Some sites, like our office in Miami, are now equipped with infrared sensor faucets that reduce water use in toilets.
- Other sites where the number of employees justifies, have implemented kitchen equipment that reduces water consumption. Our office in Bad Homburg has installed a professional dishwasher which is estimated to provide savings of 500 litres of water per hour in use. This means yearly savings of approximately 480 cubic metres of water and around 2,000 EUR of costs.
- Our General Services teams report immediately any dripping taps or leaking toilets.
- Some of our landlords, like in our offices in Sydney, have obtained the highest level of sustainability rating in regards to building management and have initiated a Green Lease Guide to help tenants work towards a better and more sustainable work environment. Amadeus has committed to these guidelines. In fact, when Amadeus took additional office space our landlord included a sustainability incentive which will finance the installation of a Managed Lighting System to control the lighting in our office.

Water consumption and employees at top ten Amadeus sites

Water consumption	2009	2010	2011
Water consumption top ten Amadeus sites (m^3)	180,202	180,818	168,869
Number of employees top ten Amadeus sites	6,452	7,265	7,728
Evolution of water consumption per employee		-10.89%	-12.20%

Waste management

The amount of waste produced by Amadeus is limited to standard office use, since we don't manufacture any product subject to be disposed. Over the last years, several measures have been put in place to minimise the amount of waste, including:

- In our largest sites, where we have canteens / restaurants for employees, like in Sophia Antipolis we have put in place containers to classify waste and facilitate recycling. Generally there are three different containers for plastic, paper and organic materials, and glass.
- As indicated above, recycling bins are located next to the printers in largest sites and we are encouraging the broader implementation of this measure.
- Some premises, like in our headquarters in Madrid, have located battery containers in each floor so employees can dispose batteries easily.
- Some or our premises, like our new building in Miami forms part of a full recycling program run by the City authorities. The recycling is facilitated since all trash is collected in one container and duly classified at the recycling facility.
- In other sites, like in Bangkok, we have taken a more active role by asking our landlord to facilitate the separation of glass and plastic. We have also encouraged staff to use the recycling bins.

Despite our attempts, reporting for waste is difficult since different sites use different concepts for measuring and total amounts are generally estimated rather than measured. In the future though we plan to pay special attentions to those materials that can be easier tracked for Amadeus, like paper; and manage through external providers the reporting of other materials that are not really linked to Amadeus operations, like rubble disposal after building works.

Fossil fuels and CO_2 emissions

In 2011 we have broadened the scope of our CO_2 reporting to include emissions from natural gas and diesel, and generally included our top ten largest sites as opposed to only two reported last year. For this reason the figures of the report this year don't match the report of 2010.

With regards to fossil fuels combustion, our offices in Erding, Frankfurt and London use diesel and natural gas for heating and guaranteeing uninterrupted power supply. Their consumption is included in the table below:

Following the Green House Gas protocol standards, CO_2 emissions are reported in the table below:

A critical success factor for our improvement in 2011 in scope 2 emissions was our agreement with our electricity provider for the Amadeus Data Centre in Erding that managed to reduce CO_2 emissions per kWh from 291 to 171, with the positive consequence regarding emissions. Also important was our continuous improvement in efficiency, as demonstrated in the figure above, by which we keep reducing the amount of power required per transaction. This is a fundamental effort since the number of transactions keeps growing year over year.

On the other hand, our geographical expansion and business growth are mainly the reasons for our rise in scope 3 emissions, mainly due to increased number of business trips[24].

Fossil fuels consumption and trends

Fossil fuels	2009	2010	2011
Natural gas (GJ)	22,553	23,517	19,959
Trend Natural gas		4%	-15%
Diesel (GJ)	1,713	1,802	1,743
Trend Diesel		5%	-3%

Greenhouse gas emissions

CO_2 emissions (t)	2009	2010	2011
Scope 1. Direct emissions (fossil fuels)	1,310	1,367	1,175
Scope 2. Indirect emissions from purchased electricity	18,493	19,470	17,161
Scope 3. Indirect emissions from other sources	3,548	3,946	5,084
Total emissions	**23,351**	**24,783**	**23,419**
Trend		**6.1%**	**-5.5%**

24 Emissions from business trips include CO_2 emissions from air transport for trips managed in our top seven sites worldwide. We have used the International Civil Aviation Organisation carbon calculator to estimate emissions per passenger.

10.3 Improving environmental performance in our industry

Every day, Amadeus processes air bookings for more than one million passengers. The amount of information managed by our systems is immense. We provide the technology that supports a world "on the move". We acknowledge the enormous economic and social benefit of that movement, and also its environmental impact.

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

Carbon calculation standards for aviation

The International Civil Aviation Organisation (ICAO) and Amadeus have contributed with a significant step towards reaching wide consensus on an aviation industry standard calculation methodology for CO_2 emissions per passenger.

Calculating CO_2 emissions per passenger is complicated by a number of factors related to data availability, scientific uncertainty regarding global warming effects of certain aircraft emissions, and the unavoidable subjectivity of allocating aircraft emissions to individual passengers. This has led to a situation in which different calculators offer significantly different results for the same itinerary.

In October 2009 Amadeus and the ICAO executed an agreement by which Amadeus would use and promote the ICAO CO_2 calculator. The information obtained from the ICAO calculator is used to provide CO_2 emissions information to passengers and corporate customers willing to build emissions inventories and offset emissions.

ICAO CO_2 calculator can be considered the closest to an international standard, given the use of publicly available information and the legitimacy of the ICAO as the global forum for civil aviation, formed by 190 contracting states. Through the Amadeus - ICAO agreement, the ICAO provides calculated emissions data per city pair using their calculation methodology; and Amadeus on the other hand facilitates the usage of the calculator through our technology and global reach.

The current version of the Amadeus corporate booking tool (Amadeus eTravel Manager) includes a CO_2 display functionality that uses CO_2 estimations from the ICAO carbon calculator.

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



Amadeus eTravel Manager v15 with CO_2 display functionality.

Fuel savings achieved through technology

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

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

In 2011, Amadeus and Finnair carried out and presented a study which analysed 40,000 Finnair flights. Approximately two thirds of the sample included flights where Altéa DCS FM was already implemented, and one third of the sample referred to flights where Finnair was using the previous system to calculate the EZFW (Estimated Zero Fuel Weight of an aircraft).

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

The savings estimations, based on the most prudent assumptions, were in the range of 300 t of CO_2 emissions savings per year for Finnair; which is an airline with approximately seven million passengers per year. At the time of writing this report, Amadeus has implemented the Altéa Departure Control System, Flight Management module in airlines that carry 138 Million passengers, and 380 million additional passengers fly with airlines that will implement the same technological solution within the next months. The total estimated emissions savings will be coincidentally very similar to the total Amadeus emissions reported in the table on page 100 including the three scopes.

Amadeus aims at continually bringing benefits to our customers and the industry through the continuous innovation of our technology, and this is our strongest tool for contributing to the sustainability of the travel industry.




amadeus



11

Commitment to society

11. Commitment to society

HIGHLIGHTS 2011

- Increase and strengthen cooperation with airlines in education and technology transfer projects.
- Launch of the Corporate Volunteer Work Programme.
- Launch of the Amadeus "Nice and Small" hotel site with pilots in Nicaragua and Mexico.
- Increased reach and participation. Regional volunteer day in Latin America gathered 225 volunteers in one day.

OUTLOOK 2012

- Establishment of KPIs and follow up mechanisms to guarantee progress and optimisation of resources.
- Reviewed strategy to establish clear objectives and increase participation.
- Enhance cooperation and engagement from various sites across the Amadeus organisation.

Through our social initiatives we support social and economic development in the local communities where Amadeus is present. We enable projects that contribute to social welfare, working jointly with the beneficiary communities. Our social commitment also involves contribution towards humanitarian initiatives, in partnership with others.

To achieve our social objectives, we draw resources from our business - this includes technology, expertise and staff time. Our unique set of skills and technology, plus the reach of our business network, together, translate into sustainable resources of considerable value, well beyond financial contribution alone.

Further, to secure all the additional resources, material and logistical, that is required to enable project set-up and delivery, Amadeus proposes to develop the projects in partnership with relevant third party organisations, local and international.

In 2011, we developed social responsibility projects in five areas, community support, education, technology transfer, fundraising and crisis relief.

11.1 Community support

Amadeus committed to the UNWTO Global Code of Ethics for Tourism

In 2011, Amadeus formally subscribed to the Global Code of Ethics for Tourism. The Code of Ethics is a set of principles designed to guide the development of tourism in a way that maximises the socio-economic benefits of the sector, while minimising negative impacts on the environment, cultural heritage and societies across the globe.

By signing the Code of Ethics, Amadeus pledged to uphold, promote and implement the values of responsible and sustainable tourism development. One example of Amadeus activity that reflects this commitment is in Corporate Social Responsibility, where the company supports the empowerment of vulnerable groups through tourism and related technology.

The need to help those who are less fortunate has led Amadeus employees to make a great effort to dedicate some of their time to social activities in their own communities.

Amadeus Latin America celebrated a regional Volunteer Day simultaneously in 12 countries visiting orphanages, hospitals and asylums or cleaning beaches. In line with this kind of initiative, in Asia, Amadeus Malaysia visited the orphanage Padmasambhava Children Loving Association and the employees of Amadeus Singapore took special training to provide emotional support to families for the Children's Cancer Foundation, and they organised recreational activities for the children.

From its side, Amadeus Hong Kong's volunteers have been awarded once again as a caring company by the Honk Kong Council of Social Service for their collaboration with The Urban Peacemaker Evangelistic Fellowship. As part of their volunteering initiatives, Amadeus Hong Kong also shared with children in Tsuen Wan –mainly low-income families- their job nature and functions to give them ideas on how to plan and develop their working path, aiming to enhance the children's abilities to manage resources and plan their own future.

In-kind donations to local NGOs were also made in forms of furniture in Lithuania, Colombia and Argentina, toys in Mexico and the US, and clothing in France.









During political unrest in Egypt, staff volunteers from Amadeus Egypt distributing food to 150 impacted families in low-income area Ezbet El Haggana, Cairo.





Case Study: Malaysia

Sinthamani Divine Life Ashram (SDLA) is a home where orphans and children who are abandoned, abused and neglected are given not only shelter, but also love and care. Founded in 2001 by Mr B. Praveendran, this home has housed and fed many children, from toddlers to teenagers, whose early childhoods have been scarred by traumatic experiences. SDLA currently takes in 45 orphans aged between 1 to 22 years old, 5 single parents and 4 elderly persons.

Since 2009, Amadeus Malaysia's employees have made frequent visits to support the home. In addition, in response to SDLA's call for contribution of groceries and cash donations, during each visit, members of Amadeus Malaysia brought along some food, daily essentials and made personal cash donations to help the children. Amadeus employees also spent time interacting with them and held several social-educational activities such as festive parties and a day visit to the Aquaria KLCC.

In one of our visits, we toured the children's study room and found out that there were a lot of old computers scattered around. According to the caretaker, those computers were donated by an organisation but required cleaning and repairing before the children could use them. Seeing their poor condition, we decided to assist them and initiate a CSR education project. Five months later, eight Amadeus volunteers returned to install 12 additional amortised computers donated by Amadeus.

The volunteers also helped to set up the computer lab with equipment in good condition. This tiring but wholly worthwhile activity concluded with volunteers providing basic computer skills to the children. We recall the very first time when the children pressed their fingers against the computer keyboard: it was all smiles and laughter. To some of them, it was also the very first time they have ever used a computer. We could tell from their faces that they were all thrilled, and were excited and extremely eager to learn and use the computers.

In 2012, we plan to visit SDLA on a bi-monthly basis in order to teach on-going computer lessons to the children and provide necessary continuous maintenance to the computers donated by Amadeus. We, in Amadeus Malaysia, believe not only in contributing with initial assistance but also in streamlining our initiatives to provide a more targeted, sustainable and meaningful difference by leveraging volunteers from various departments who have pledged their support by contributing their knowledge, expertise and skills.

Amadeus' largest site, Amadeus SAS in Sophia Antipolis, in the South of France, also continued to live up to its size in its commitment to society.

Ramping up community involvement at Amadeus Sophia, France

Over the past few years in Sophia, we've worked on incorporating Corporate Social Responsibility (CSR) in the way we run our day-to-day business activities, by taking into account our social, environmental and charitable values as much as possible in the way we work.

To start off the year, we celebrated a Corporate Social Responsibility Week at Amadeus Sophia featuring all the social initiatives and projects we are involved in and to encourage more staff to join us.

Throughout the week, we presented the initiatives which in the past year have been, and continue to be a part of our CSR programme such as environmental advice, clothing, toys and food donation for charity, disability awareness with a sensorial discovery path and massages by visually impaired therapists, as well as blood donation. We also became the first company in France to launch a new saliva testing kit for bone marrow donation, in partnership with the Association Laurette Fuguain.

Once more, we've been amazed by our Amadeus colleagues enthusiasm when it comes to giving time and energy. Our CSR tent, set up every lunch-time at the main site, welcomed hundreds of visitors each day, with particular enthusiasm for the visual impairment challenge and the bone marrow donation registration.



11.2 Education

Education is a key contributor to development. Amadeus has a long tradition of collaboration with educational institutions to teach processes related to the travel industry, global travel distribution or e-learning. These education projects often include donation of personal computers and other equipment.

An example is the Amadeus Corporate University in the Philippines, an open institution that provides free training to marginalised youth in collaboration with NGOs since 2003. Low-income students of La Concordia College completed free training on the Amadeus system in 2011.



Computer room for children living in Casahogar Margarita.

11.3 Computer donations

With regard to computer donations, 60 volunteer staff in Madrid re-conditioned 300 personal computers that have been installed in education projects in Cuba, Nicaragua, Gambia, Kenya and Nigeria. On the other hand, other countries where Amadeus branches have also donated PCs to schools and educational institutions include Saudi Arabia, United Kingdom, Germany, France, Mexico, India, Philippines, Thailand and Malaysia. In 2011, airlines such as Iberia, AviancaTaca, Kenya Airways, and Turkish Airlines collaborated in this project by transporting the computers free of charge to the project destinations

Amadeus Data Processing in Erding, Germany donated the computers to set up the computer room "Aula Amadeus" in the University of Havana, Cuba, whereas Amadeus Madrid sent tables and chairs.



Aula Amadeus, University of Havana, Cuba.

Global Travel and Tourism Partnership - growing the role of tourism in Kenya secondary schools

In October 2011, the Kenya chapter of the Global Travel and Tourism Partnership (GTTP) held its first joint members and sponsors event, to mark the donation of 100 computers by Amadeus. The computers were donated to facilitate online training in the tourism program for schools and polytechnics.

GTTP is a non-profit, educational foundation that teaches young people about the travel and tourism industry and its many career options.

In countries that attach a lot of importance to tourism, education is not only offered at colleges and universities, but in high schools also. However in Kenya, where tourism is critical for the country's economy, tourism curriculum in schools is very limited.

GTTPK works with the Kenya education authorities, public secondary schools and industry players in the country, to fill this void and foster teaching of tourism and travel outside of the traditional sector training centres.

Through local sensitisation, workshops and discussions, GTTP uses the study of travel and tourism to provide a quality educational experience for teachers and students, with a strong link between business and public secondary schools, helping students make informed choices about careers in the sector.

The GTTP program goes further and extends basic education to include skills that are beyond numeracy and literacy skills as a means of capacity building. Through it, secondary school students develop skills in critical thinking, problem solving, teamwork, oral and written communication.

Global airlines Kenya Airways and Spain's Iberia, provided free air freight of the hardware, to Kenya, from Spain. The computers have been installed in 17 secondary schools participating in the GTTP- Kenya pilot programme across eight provinces in the country.

The joint initiative by the travel industry players was developed under a framework of cooperation agreements between the organisations, to support sustainable development of tourism, through corporate social responsibility.

Amadeus also continues to support e-learning as is the case of Colombia, where there are 1,200 beneficiaries. 450 of these have already finished level one of the English and French e-learning modules.

Within the CSR education programme, the ministries of tourism of Uruguay and Chile have also joined the Amadeus Tourism Observatory project. Based on booking statistics, the Amadeus Tourism Observatory is an extremely useful forecast tool for their tourism strategies.



Amadeus, Kenya Airways and GTTPK executives celebrate the partnership.



GTTPK board members and sponsors at the event.

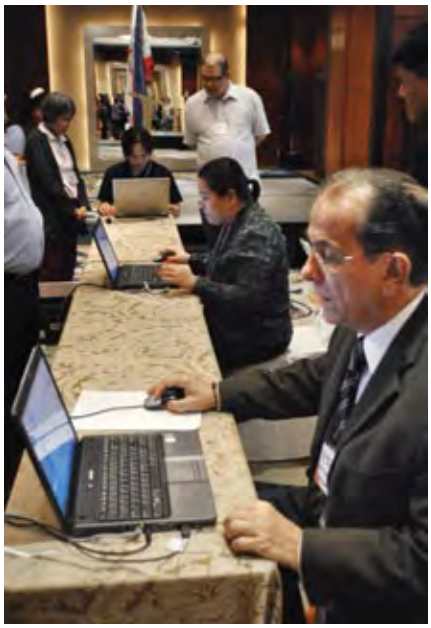


Students from the 17 beneficiary schools try out the PCs.

11.4 Technology transfer



The local management unit in Mexico have trained 30 hoteliers in indigenous communities.



Small Hotels Distribution Project

Committed to leveraging our expertise, experience and technology, the Small Hotels Distribution Project contributes to economic and social development through tourism, encouraging entrepreneurism and stimulating local income-generation. In this programme, Amadeus provides travel distribution technology to small hoteliers that do not have the economic resources and necessary know-how to distribute their products through the professional sales channels of the industry.

To ensure the continuity of the project, local partners lead the set-up of a Management Unit. This local team manages and controls payments from travel agencies to hotels, and runs a call centre to give support to hoteliers, travel agents and travellers, among other tasks. The Management Unit empowers local people to take over the project, which represents a potential source of local revenues.

Up to 2011, Amadeus' local partners have set up management units in Nicaragua, Mexico, Bolivia, Peru, Ecuador, Brazil, South Africa and Gambia. After train-the-trainer sessions, more than 200 small hoteliers are currently using the management and distribution platform to upload their product in these countries.

The web site Amadeus Nice and Small has been launched to enable travel agencies to book small hotels selected as CSR beneficiaries. 100 hoteliers in Nicaragua and Mexico now have their product available through this web page. For the first time ever, Amadeus travel agencies can book these hotels on a prepaid basis, where the final price of the room is based on non-commissionable net rates.

Automated voting system for associations

Developing solutions and services that automate processes and speed up reservations and ticketing procedures of travel agencies are part of Amadeus regular activities in their specific markets. Going further, Amadeus Philippines took a "bolder" step by designating the ACO's lead software architect to develop a tool that has been on the wish list of the organisation for over a quarter of a century now. In his spare time, one volunteer was able to create a system that automates election processes of associations.

In 2011, the Philippine IATA Agents Travel Association Inc. (PIATA) experienced their first ever automated election since they were founded in 1985. Through Amadeus technology and expertise, the organisation was finally able to veer away from a manual electoral process without fear of errors. The 2011 PIATA elections powered by Amadeus were not only more efficient and less time consuming but also eco-friendly as it was designed to be paperless.

The recently concluded election is not only the first automated election for PIATA but for the entire travel industry in the Philippines. In 2012, Amadeus is planning to donate this tool to other non-profit organisations worldwide.

11.5 Fundraising

Dozens of local NGOs have been chosen by Amadeus country offices to receive monetary donations made by employees from all over the world. Charities that have received funds from the Amadeus community in the past year they are as diverse as the British Heart Foundation or Just a Drop in the UK, Ahba' El Rasool and Caritas in Egypt, Tourism Care for Tomorrow in the USA, or transnational non-profits such as the Global Travel and Tourism Partnership and RSPCA.

Other kinds of donation have also been made to help provide basic necessities in the local communities. These range from used stamps for Tanzania Pore Club and bottle caps for UNICEF in Japan, through to school supplies to public schools in the Philippines and food for families of low-income daily wage workers in Ezbet el Haganna, Cairo, during the political upheaval.

Exhausted but happy, moved by solidarity, hundreds of Amadeus employees participated in marathons in 2011, to raise funds for multiple causes in Australia, Thailand, Philippines, Germany, United Kingdom and Spain.



The funds raised in the Run to Give event in Thailand will be helping to educate 270 children this year, in addition to assisting the 500 people in the community where a computer lab will be located.



Staff in Germany at the JP Morgan Chase Corporate Challenge, in aid of young handicapped athletes.

11.6 Crisis relief

Amadeus' social commitment also involves contribution towards humanitarian crises. Emergency help is especially effective when disasters take place close to Amadeus offices, as was the case of the typhoon Sendong in the Philippines, or the floods in Bangkok, where Amadeus collaborated with GMA Kapuso Foundation and the Red Cross respectively.

To support the recovery of Sendai, Amadeus Japan is planning to open a new office in this area, since Sendai was known as one of the best research and technology development environment locations backed up by a wide variety of industry support organisations and educational institutes.

Similarly in Africa, the Amadeus community responded to the hunger and child survival crisis in the Horn of Africa region, which left more than 13 million people in need of humanitarian assistance in 2011.

Amadeus launched an internal campaign across the company through which staff made donations towards UNICEF's crisis relief activity for children in Somalia, Ethiopia and Northern Kenya.

Upon hearing about the catastrophic flooding that had beset parts of Australia, the Philippine ACO quickly set into motion a drive to collect funds that could possibly lend some assistance, and hopefully help alleviate the after effects of the flooding that had occurred in those areas.

Having experienced being on the victim's side of typhoons, the Philippine Amadeus Commercial Organisation (ACO) took upon itself the responsibility. With an ACO-wide fasting, the money that each employee was to spend for lunch was wholeheartedly paid forward as a donation to provide assistance to fellow staff members who were affected by the flooding.

The construction of an orphanage in Haiti by employees represents a great example of the willpower of an employee, who had the chance to identify the opportunity to help and was endorsed by Amadeus US in the fund raising campaign for that purpose.



Amadeus volunteers collaborated with the Red Cross during the floods in Bangkok.



The campaign "Pay it Forward" was organized in the Philippines to help Australia after the flooding.

Case Study: Haiti

On Tuesday, January 10, 2010 Haiti suffered a catastrophic earthquake measuring 7.0 on the Richter scale. The government estimated that more than 300,000 people died and another million were displaced.

As Haiti is just a short two hour plane journey from Amadeus' offices in Miami, our staff there made a concrete plan to help. We provided volunteer work, partnered with industry colleagues such as the Great Commission Alliance (GCA), doctors, local people and institutions, to make sure we brought sustainability in our efforts and not just sporadic contributions.

In addition to urgent support from the Amadeus volunteers and doctors, the GCA proposed that Amadeus fund the building of an orphanage in Mirebalais. Starting in November 2010 and working throughout all of 2011 through a wide variety of employee and customer fund raising events, Amadeus North America raised over $140,000 to build the orphanage.

Throughout 2011 various Amadeus North America employees volunteered in Haiti through the GCA in support of the Amadeus Orphanage.

One of Amadeus key travel industry partners was also keen to support the project and agreed to sponsor the building of a school for the orphans and the local children of Mirebalais. The orphanage is currently receiving its finishing touches and should be ready for its grand opening in June 2012, whilst the school will open later in the year in September.

A summary of the initiative and the spirit of our involvement are included in the video below:

Amadeus in Haiti





Case Study: Rebuilding Monterosso - Liguria. Italy

Fondazione Atlante, a pioneering charity in the Italian travel industry and presided by Amadeus, will concentrate its efforts to Rebuild Piazza Garibaldi (Garibaldi Square) an icon of tourism in Monterosso, following devastating flash floods that hit the Italian regions of Luguria and Tuscany last year.

On October 25th 2011, after a long and extraordinarily warm autumn, it started to rain incessantly in Liguria and Tuscany. In about three hours the village of Monterosso, in the Cinque Terre, received more than 20 inches of rain.

Complicated by a fast-moving tornado and landslides, these extraordinary atmospheric conditions radically and tragically changed the reality of the village in a matter of hours.

By mid-morning of the day of the flooding, trained emergency workers realized the danger of the situation and evacuated the schools in Monterosso. They also moved tourists and townspeople, who were taking cover in bars and restaurants, to their hotels or higher ground. In trying to get everyone safely out of harm's way, Monterosso lost one of her own: an emergency volunteer, Sandro Usai.

There is no way to explain the chaos and uncertainty of what was happening in the early afternoon hours of the 25th. Few phones remained with service so people were unable to contact each other. The downpour caused landslides that filled the six canals that run under Monterosso's streets and alleyways. Some canals exploded with debris, mud, sticks, stones, water and cars, leaving streets at 45 degree angles or turned into endless sinkholes. After the canals gave way, rivers one to two meters high formed in what were once streets, isolating people physically. Some were forced to break down walls to get to higher ground and were only found that evening when the water subsided a bit.

Everything seemed to happen in the dark, all day long the light was blocked out by the thick rain and storm clouds. The noise of pouring rain, rushing water and the debris rushing down the valley was deafening.

Everyone who was able to sleep that night got up eagerly, but cautiously, with the light on the morning of the 26th. The rain had ceased but Monterosso was buried. It was hard to believe that the awnings that remained that brushed your feet the day before used to hang well over your head. Families happily reunited. People were helping each other out of windows in bare feet and underwear, for the clothes they had worn the day before had been soiled with mud and were drenched.

Although worried and in danger, the entire population of Monterosso began to move the endless loads of mud, help distribute water and food, take care of the elderly, sick and children.

This optimism and determination have not changed during the past weeks of endless days of backbreaking work that is being done to get Monterosso back on its feet. This unbreakable spirit and tenacity, along with the generosity of everyone who has ever been touched by this extremely special corner of the world, will rebuild Monterosso to its former splendour.

The immediate concern is to restore the town to a point where the residents will be able to return to their homes comfortably. Already utilities of primary necessity have been reactivated. Most of the village now has gas (for cooking, heating and hot water), telephone service, electricity and drinkable water in their homes.

The administration of the township of Monterosso is diligently working towards restoring the social and economic life of the village.

The rebuilding is on-going and hopefully will be completed before the end of 2012. Fondazione Atlante is also collaborating with a famous sculptor in Italy, Mauro Staccioli, who is creating a WORK of ART dedicated to the memory of the tragic Monterosso flood.



Monterosso floods.





Annex

GRI content index

G3.1 Content Index

STANDARD DISCLOSURES PART I: Profile Disclosures

1. Strategy and Analysis

Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
1.1	Statement from the most senior decision-maker of the organization.	Fully	pg. 5-6			
1.2	Description of key impacts, risks, and opportunities.	Fully	pg. 5-6, 15-18, 21-23, 75-88			

2. Organizational Profile

Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
2.1	Name of the organization.	Fully	Cover			
2.2	Primary brands, products, and/or services.	Fully	pg. 15-18			
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	pg. 21-24			
2.4	Location of organization's headquarters.	Fully	pg. 15			
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. 15			
2.6	Nature of ownership and legal form.	Fully	pg. 4			
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	pg. 9-10,13-14, 75-78			

Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
2.8	Scale of the reporting organization.	Fully	pg. 15-16			
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	pg. 21-23			
2.10	Awards received in the reporting period.	Fully	pg. 23, 82			
3. Report Parameters						
Profile Disclosure	**Description**	**Reported**	**Cross-reference/ Direct answer**	**If applicable, indicate the part not reported**	**Reason for omission**	**Explanation**
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	Cover			
3.2	Date of most recent previous report (if any).	Fully	Amadeus previous report was published in 2011.			
3.3	Reporting cycle (annual, biennial, etc.)	Fully	pg. 9			
3.4	Contact point for questions regarding the report or its contents.	Fully	Back cover			
3.5	Process for defining report content.	Fully	pg. 27-28			
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.			

Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
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. 27-28			
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g.,mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	There have not been any re-statements of information provided in earlier reports.			
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	In 2011, Amadeus has increased its scope of reporting to include topics related to all of its stakeholder groups.			
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	pg. 119-143			
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	pg. 144			

4. Governance, Commitments, and Engagement						
Profile Disclosure	**Description**	**Reported**	**Cross-reference/ Direct answer**	**If applicable, indicate the part not reported**	**Reason for omission**	**Explanation**
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	Corporate Annual Governance Report 2011, 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 2011, pg. 8-14			
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	pg. 43-46			
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	Corporate Annual Governance Report 2010, p 15-17			
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	pg. 37			
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. 33-38			
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. 33-38			

Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
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. 33-38			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	pg. 33-38			
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	pg. 21-23, 93-116			
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. 30			
4.14	List of stakeholder groups engaged by the organization.	Fully	Amadeus´ key stakeholder groups are: Shareholders, Employees, Customers, Suppliers and Society (Communities) as well as the Environment. More detail on the groups and engagement can be found on pages: 5, 30, 45, 50, 72, 91, 105.			

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	Stakeholders are defined and identified by each relevant area responsible for day-to-day contact with the stakeholder group e.g. investor relations for shareholders and human resources for employees. Stakeholders are identified based on the level to which they impact, or are impacted by, the operations of Amadeus. The needs of each group are regularly reviewed.			
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	As well as direct engagement Amadeus works with industry partners to engage with stakeholders (see pg. 30). Engagement with all key stakeholders is undertaken regularly (at least annually) and depends on the nature and need of engagement in each instance.			
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. 43-45. Amadeus has committed to begin a stakeholder process in order to analyze corporate responsibility topics in 2012.			

STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)							
G3.1 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	Fully	pg. 24, 64, 65, 101-102				
	Market presence	Fully	pg. 58				
	Indirect economic impacts	Fully	pg. 105,112-116				
DMA EN	**Disclosure on Management Approach EN**						
Aspects	Materials	Fully	pg. 97				
	Energy	Fully	pg. 93-97, 100, 101-102				
	Water	Fully	pg. 99				
	Biodiversity	Not			Not material	All of Amadeus sites are situated in areas where biodiversity is not affected.	
	Emissions, effluents and waste	Fully	pg. 100-102				
	Products and services	Not	pg. 94-96		Not material	Amadeus is a transaction processor for the global travel and tourism industry. We do not sell products with packaging.	
	Compliance	Fully	Amadeus has not received any significant fines or sanctions for non-compliance with environmental laws and regulations.				

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	Transport	Not			Not available	Amadeus does not currently have a specific management and monitoring approach regarding operational and workforce use of transport. Amadeus aims to report on this in the coming years.	2014
	Overall	Partially	pg. 91-92	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.	2014
DMA LA	**Disclosure on Management Approach LA**						
Aspects	Employment	Partially	pg. 50,51,53,54,55	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.	2014
	Labor/management relations	Fully	pg. 65				
	Occupational health and safety	Fully	pg. 36,37,66-68				
	Training and education	Fully	pg. 62-64				
	Diversity and equal opportunity	Fully	pg. 35,56,57				
	Equal remuneration for women and men	Fully	pg. 56				

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 HR	**Disclosure on Management Approach HR**						
Aspects	Investment and procurement practices	Partially	pg. 36,37	Percentage of agreements and contracts with human rights clauses, and percentage of suppliers screened.	Not available	Amadeus does not currently include clauses with special mention to human rights in our purchasing contracts or have a formal procedure for human rights screening of suppliers. Please see further information on indicators HR1 and HR2.	2014
	Non-discrimination	Fully	No discrimination incidents were reported at Amadeus in 2011.				
	Freedom of association and collective bargaining	Fully	During 2011 Amadeus has not identified any operations in which the right to exercise freedom may be at significant risk.				
	Child labor	Fully	Amadeus is a transaction processor for the global travel and tourism industry, and thus has not identified any operations as having significant risk for incidents of child labor.				
	Prevention of forced and compulsory labor	Fully	Amadeus is a transaction processor for the global travel and tourism industry, and thus has not identified any operations as having significant risk for incidents of forced or compulsory labor.				
	Security practices	Not			Not applicable	As a transaction processor for the global travel and tourism industry, Amadeus is not exposed to significant security risk.	

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	Indigenous rights	Not			Not applicable	As a transaction processor for the global travel and tourism industry, Amadeus operations are not located in sites which may impact indigenous communities.	
	Assessment	Not			Not available	Amadeus has no formal procedure in place to undertake human rights reviews or assessments, however Amadeus undertakes internal audit reviews of compliance to the Code of Professional Behaviour. Amadeus is currently working and aims to report on human rights reviews in the coming years.	2014
	Remediation	Fully	During 2011 Amadeus has not identified any grievances related to human rights filed, adessed and resolved.				
DMA SO	**Disclosure on Management Approach SO**						
Aspects	Local communities	Partially	pg. 105	Percentage of operations	Not available	Amadeus does not currently have community project data in relation to a relevant operations metric but aims to collect this information in the coming years. Amadeus does not have operations with significant negative impacts on local communities.	2014
	Corruption	Fully	pg. 36,37				
	Public policy	Fully	pg. 30				
	Anti-competitive behavior	Fully	In 2011, there were no legal actions for anti-competitive behavior, anti-trust and monopoly practices.				

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	Compliance	Fully	In 2011, 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	Fully	pg. 79				
	Product and service labelling	Partially	pg. 80-81	Product and service information requirements.	Not applicable	As a transaction processor for the global travel and tourism industry, Amadeus services are not subject to information requirements as outlined in this indicator.	
	Marketing communications	Not			Not applicable	Amadeus marketing policies do not include adherence to voluntary codes related to marketing communications.	
	Customer privacy	Fully	In 2011 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**
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. 24				
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Partially	pg. 101-102	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.	2014
EC3	Coverage of the organization's defined benefit plan obligations.	Partially	pg. 65	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	Amadeus has not received any significant financial assistance from governments during 2011.				

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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, which amounts to 73% of all purchasing activities. Therefore, the main focus in the Group is in the controlling of these purchases.	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Partially	pg. 58	Proportion of senior management hired and definition of senior management used.	Not available	Currently Amadeus does not have in place a prodedure to evaluate the proportion of senior management hired from the local community. Amadeus aims to start monitoring this in the coming years.	2014
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. 105, 112-116				
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Not					

Environmental							
Performance Indicator	**Description**	**Reported**	**Cross-reference/ Direct answer**	**If applicable, indicate the part not reported**	**Reason for Omission**	**Explanation**	**To be reported in**
Materials							
EN1	Materials used by weight or volume.	Fully	pg. 97				
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.	2015
Energy							
EN3	Direct energy consumption by primary energy source.	Fully	pg. 100				
EN4	Indirect energy consumption by primary source.	Fully	pg. 94				
EN5	Energy saved due to conservation and efficiency improvements.	Fully	pg. 94-96				
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. 101-102				
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Not					

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Water							
EN8	Total water withdrawal by source.	Fully	pg. 99				
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.	
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					

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Emissions, effluents and waste							
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	pg. 100				
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	pg. 100				
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	pg. 101-102				
EN19	Emissions of ozone-depleting substances by weight.	Not			Not applicable	Amadeus is a transaction processor for the global travel and tourism industry and thus emits insignificant amounts of ozone-depleting substances.	
EN20	NOx, SOx, and other significant air emissions by type and weight.	Not			Not applicable	Amadeus is a transaction processor for the global travel and tourism industry and thus emits insignificant amounts of other air emissions.	
EN21	Total water discharge by quality and destination.	Not			Not applicable	Amadeus does not have water discharge beyond garden irrigation and domestic sewage.	
EN22	Total weight of waste by type and disposal method.	Not			Not available	Currently there is no formal procedure for reporting waste generated among all Amadeus sites and therefore the data obtained is very heterogeneus. Amadeus is currently working on having a formal reporting procedure to be able to report the indicator in the coming years.	2013
EN23	Total number and volume of significant spills.	Not			Not applicable	Amadeus is a transaction processor for the global travel and tourism industry and thus its operations do not generate spills.	

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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. 94-96				
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not			Not applicable	Amadeus is a transaction processor for the global travel and tourism 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.				

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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	Amadeus does not currently have a specific management and monitoring approach regarding company use of transport. Amadeus aims to report on this in the coming years.	2014
Overall							
EN30	Total environmental protection expenditures and investments by type.	Partially	pg. 91-92	Information on expenditure and investments.	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.	2014

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**
Employment							
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Partially	pg. 50,53-55	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.	2014
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Partially	pg. 51	Total new hires are not break down by gender, age group or region. Turn over 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.	2014
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.	2014
Labor/management relations							
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	pg. 65				
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully	pg. 65				

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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. 66-67	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.	2014
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. 66-67-68				
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. 62	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.	2014

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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. 63	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.	2014
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. 35,57	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.	2013
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.	Partially	pg. 55-56	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.	

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**
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.	Not			Not available	Amadeus does not currently include clauses with special mention to human rights in our purchasing contracts. However, it is an objective to issue new standards for contracts and RFPs to cover this type of clauses.	2013
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Not			Not available	Amadeus has no formal procedure for human rights screening of suppliers. However, to ensure that every (major) Amadeus supplier is in line with Corporate Social and Environmental criteria Corporate Purchasing has introduced a Corporate Social and Environmental Questionnaire. The questionnaire covers discrimination, child labour and labour rights.	2014
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. 36				
Non-discrimination							
HR4	Total number of incidents of discrimination and corrective actions taken.	Fully	No discrmination incidents were reported at Amadeus in 2011.				

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
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	During 2011 Amadeus has not identified any operations in which the right to exercise freedom 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 transaction processor for the global travel and tourism industry, and thus has not identified any operations as having significant risk for incidents of child labor.				
Prevention of forced and compulsory labor							
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 transaction processor for the global travel and tourism industry, and thus has not identified any operations as having significant risk for incidents of forced or compulsory labor.				
Security practices							
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Not			Not applicable	As a transaction processor for the global travel and tourism industry, Amadeus is not exposed to significant security risk.	

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Indigenous rights							
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not			Not applicable	As a transaction processor for the global travel and tourism 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	Beyond internal audit reviews of compliance to the Code of Professional Behaviour Amadeus has no formal procedure in place to undertake human rights reviews or assessments. Amadeus is currently working and aims to report this information in the coming years.	2014
Remediation							
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Fully	During 2011 Amadeus has not identified any grievances related to human rights filed, adessed 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**
Local communities							
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Partially	pg. 9,105	Percentage of operations	Not available	Amadeus does not currently have community project data in relation to a relevant operations metric.	2014
SO9	Operations with significant potential or actual negative impacts on local communities.	Not			Not applicable	Amadeus does not have operations with significant negative impacts on local communities.	
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Not			Not applicable	Amadeus does not have operations with significant negative impacts on local communities.	
Corruption							
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	pg. 37				
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	pg. 36				
SO4	Actions taken in response to incidents of corruption.	Fully	In 2011 Amadeus did not identify any incidents of corruption.				

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Public policy							
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	pg. 30				
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Not					
Anti-competitive behavior							
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	In 2011, there were no legal actions for anti-competitive behavior, anti-trust and monopoly practices.				
Compliance							
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	In 2011, Amadeus did not receive any significant fines or sanctions for non-compliance with laws and regulations.				

Social: Product Responsibility							
Performance Indicator	**Description**	**Reported**	**Cross-reference/ Direct answer**	**If applicable, indicate the part not reported**	**Reason for Omission**	**Explanation**	**To be reported in**
Customer health and safety							
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Partially	pg. 79	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.	2014
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	As a transaction processor for the global travel and tourism industry, Amadeus services are not subject to information requirements as outlined in this indicator.	
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Not					

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Partially	pg. 80	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.	2014
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 marketing policies do not include adherence to voluntary codes related to marketing communications.	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	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 2011 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.				

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INDEPENDENT ASSURANCE REPORT ON THE 2011 CORPORATE RESPONSIBILITY REPORT

To the Management of Amadeus IT Holding, S.A. (here on Amadeus)

Scope of our work

We have been engaged by Amadeus to review whether the contents of its 2011 Corporate Responsibility Report, for the year ended 31 December 2011, are in line with the Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) version 3.1 (G3.1), and provide a limited assurance review of the performance indicators reported corresponding to the year 2011.

The Management of Amadeus is responsible for the preparation of the 2011 Corporate Responsibility Report and the information included therein, and the design, implementation and maintenance of the management and internal control systems from which the information has been obtained. Our responsibility is to issue an independent report based on the procedures applied in our review.

We have undertaken our work in accordance with Standards ISAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information (Limited Assurance Engagements)* issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and the new Guidelines on reviews for Corporate Responsibility Reports issued in September 2008 by the Spanish Institute of Chartered Accountants (*Instituto de Censores Jurados de Cuentas de España*).

Our review has consisted of posing questions to Management and various units of Amadeus that participated in the preparation of the 2011 Corporate Responsibility Report, as well as the application of certain analytical procedures and sample-based testing, which, in general, are described below:

- Interviews with the personnel of Amadeus in order to ascertain the management approaches applied to obtain the necessary information for the external review.
- Analysis of the processes used in compiling and validating the indicators presented in the 2011 Corporate Responsibility Report.
- Revision of activities related to identifying and considering stakeholders during the year, as well as the coverage, relevance and integrity of the information included in the 2011 Corporate Responsibility Report, based on the understanding of Amadeus of its stakeholder requirements.
- Analysis of whether the contents of the 2011 Corporate Responsibility Report are in line with the GRI-G3.1.

- Review of the information related to the management approaches applied to each group of indicators.
- Verification, through sample-based testing reviews, of the quantitative and qualitative information regarding the core indicators set down in the 2011 Corporate Responsibility Report and whether they have been properly compiled on the basis of the data provided by Amadeus´ information sources.

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

Independence

We have performed our work in accordance with the independence rules set down by the Code of Ethics of the International Federation of Accountants (IFAC).

Conclusion

On the basis of the results of our review, nothing has come to our attention that causes us to believe that the 2011 Corporate Responsibility Report of Amadeus contains significant mistakes or has not been prepared, in all material respects, in accordance with the Sustainability Reporting Guidelines, version 3.1 (G3.1) of the Global Reporting Initiative.

PricewaterhouseCoopers Auditores, S.L.

Ramón Abella
Partner
21st May 2012

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amadeus

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