



# Corporate Sustainability Report 2012

*An economic, social and environmental overview*







## Statement GRI Application Level Check

GRI hereby states that **Amadeus IT Holding, S.A.** has presented its report "Corporate Sustainability Report 2012" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see [www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf](http://www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf)

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

Amsterdam, 17 April 2013

A handwritten signature in blue ink, appearing to read "Nelmara Arbex", is written over a faint circular watermark.

Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative

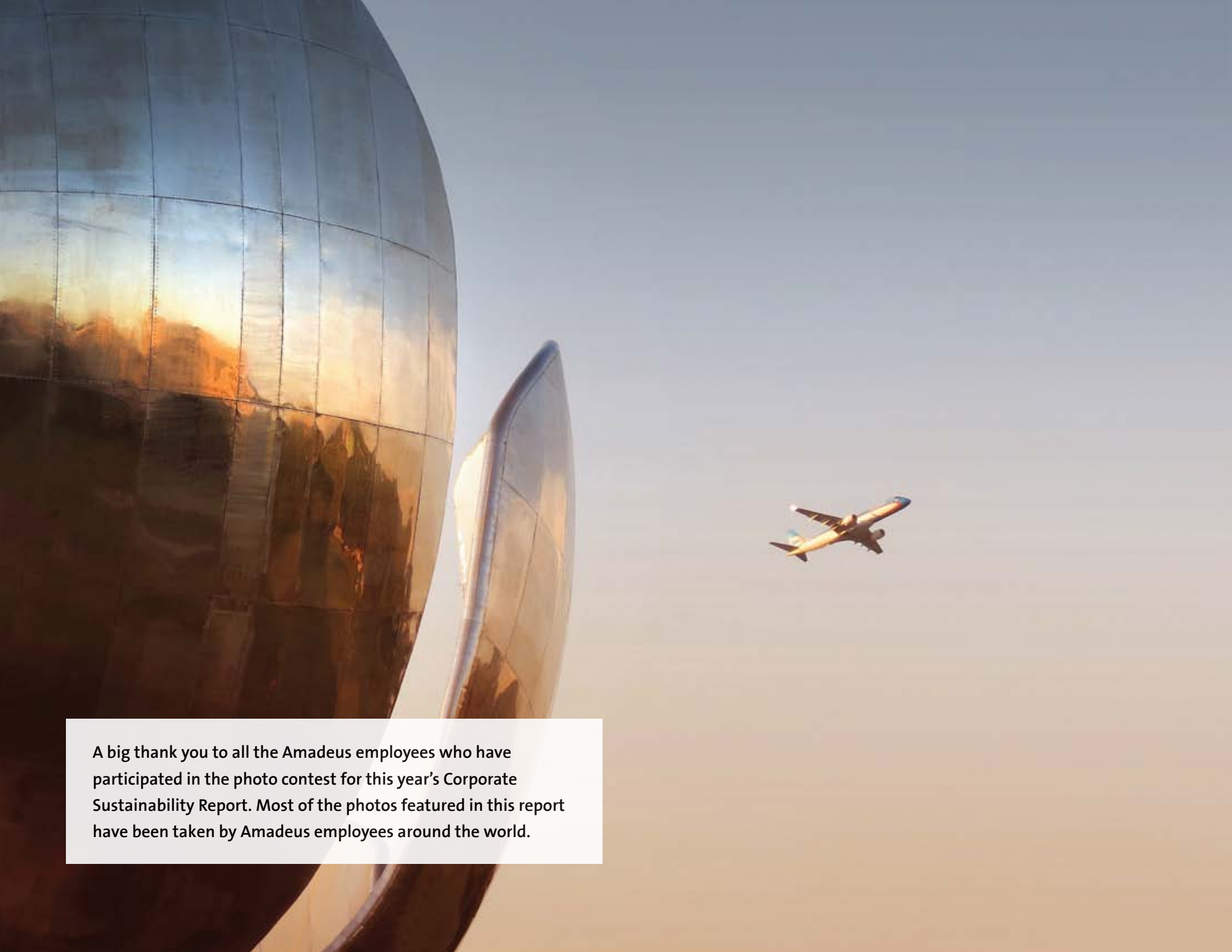


The "+" has been added to this Application Level because Amadeus IT Holding, S.A. has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

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**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 9 April 2013. GRI explicitly excludes the statement being applied to any later changes to such material.





A big thank you to all the Amadeus employees who have participated in the photo contest for this year's Corporate Sustainability Report. Most of the photos featured in this report have been taken by Amadeus employees around the world.



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## Message from the President & CEO



Luis Maroto, President & CEO

Amadeus operates at the intersection between technology and travel – our solutions facilitate the journeys of hundreds of millions of people each year. We often measure the success of our company in these huge numbers – the bookings we process each year and the Passengers Boarded using our IT systems (447 million and 564 million respectively in 2012). These translate into a healthy financial performance.

One of the factors that we believe makes Amadeus different, however, is that we also measure our success in terms that go beyond commercial performance. Amadeus operates in 195 countries worldwide and we believe that our business activities should increase value to our stakeholders only in a sustainable way, making a positive contribution to the societies in which we operate.

### **Business that is sustainable and responsible, as well as profitable**

Our commitment to develop a socially responsible and sustainable business that will bring long-term rewards to all our stakeholders was reflected in 2012 by our maiden inclusion in the Dow Jones Sustainability Index, and our position

as the leading company on the support services segment. While we recognise that we can always do more, and we will strive to do more, our employees are rightly proud of early steps and strongly support the company's drive to improve our contribution to society.

Today's travel and tourism industry comprises diverse and interdependent sectors representing 9% of global total GDP and employment worldwide – they have a significant impact on the communities they touch. The long-term sustainability of these industries and their communities demands collaboration amongst industry players. Amadeus' role as a bridge between travel providers and consumers places us in a unique position from which to lead efforts to shape the future of travel. We recognise that this is also a privilege and we are resolved to use our position positively and based on the principles of transparency, fair competition and respect for the environment and the society.

### **Innovation is our driving force**

Our leading position in the travel and tourism industry also means that we have to excel in the way we respond to our customers. Anticipating the needs

of tomorrow's travellers, improving the travel experience, providing leading-edge technology solutions that enable our customers' success; all these activities drive our commitment to innovation, allowing us to achieve an outstandingly competitive position in the industry. In 2012 we continued to reinforce our sustainable competitive edge by investing 14.2% of our revenue in R&D, or €414.1 million representing an increase of 21.3% vs. 2011.

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, these efforts have been recognised in the 2012 EU Industrial R/D Investment Scorecard, which analyses the 1,000 largest European companies investing in R&D. Amadeus was once again named the largest investor in the area of travel and tourism.

We develop innovative technology solutions that bring travellers and a broad range of travel service providers together - from small, family-run bed & breakfast inns to the world's leading airline alliances - in real time and around the globe. At the same time, our people have a deep understanding of the industry

and first-hand knowledge of what a powerful role technology and information play in this sector. The combination of our highly skilled set of resources and our innovative capabilities enables us to help communities and developing regions tap into global tourism and its benefits.

### **Our commitment to Corporate Citizenship and the environment**

And so in 2012 we initiated our Corporate Citizenship programme to develop activities to improve the living standards of the communities we work in. We are convinced that by working in partnership with all industry stakeholders and leveraging our unique attributes - our people and their talent, our technological capabilities and our expertise in the global industry - we can make a real difference and drive social change where we have a presence.

With this aim, amongst other community support projects, we signed a global partnership with UNICEF to improve the lives of children worldwide through travel. Amadeus will put its technology to work and will deploy a donation engine solution on commercial travel websites, offering travellers worldwide the possibility to

crowd-source funds for UNICEF's projects when making their online travel booking. This is just one among many community support projects, but one we are very excited about.

Although Amadeus has a relatively low direct environmental impact, as a leading technology provider with more than 10,000 employees and a global network of 73 local commercial organisations, we have the responsibility to minimise the use of natural resources, providing solutions to our customers that help them to optimise their impact while helping the travel industry in its efforts towards sustainability.

### **Our people and culture are our core**

Amadeus' people, our company culture, our values and behaviours are unique assets. In 2012, we have accelerated our efforts towards making Amadeus a place where talent, expertise and success are recognised, fostering a culture of engagement and accountability based on respect and collaboration. 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.

Our robust, sustainable business model, coupled with a stable and committed base of employees have allowed us to continue to grow. I would like to take this opportunity to pay tribute to the dedication of those employees, whose hard work, professionalism, commitment and enthusiasm have delivered our success in 2012. The combination of talent and global thinking, a common multinational approach, engagement and the diversity of the teams is crucial to our future sustainable growth.

I encourage you to discover in these pages, 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**





**Steve Maier**

Country of origin: United States  
Based in: Madrid, Spain

**Immanuel Banza**

Country of origin: Zimbabwe  
Based in: South Africa



**Hinda Smith**

Country of origin: Australia  
Based in: Bangkok, Thailand

**Emi Gonzalo**

Country of origin: United Kingdom

Based in: Madrid, Spain



# 01

## Corporate profile



**Bhargav Palan**

Country of origin: India

Based in: Nice, France

## Corporate profile

*"The greater danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low, and achieving our mark."*

Michelangelo

### Amadeus: 25 years of innovative market leadership

1987

Amadeus created by Iberia, Air France, Lufthansa and SAS

1992

First booking made 7th January 1992

1996

e-Commerce division launched

1999

IPO. IT services created. British Airways and Qantas launch partners

2002

Travel agency bookings market leadership. 395 million bookings

2005

Amadeus goes private

2008

Distribution agreement with AACO carriers, expansion in Middle East

2010

IPO

2012

564 million passengers boarded with Amadeus Altéa<sup>(1)</sup>

Expansion

Diversification  
into IT

Synergies + consolidation

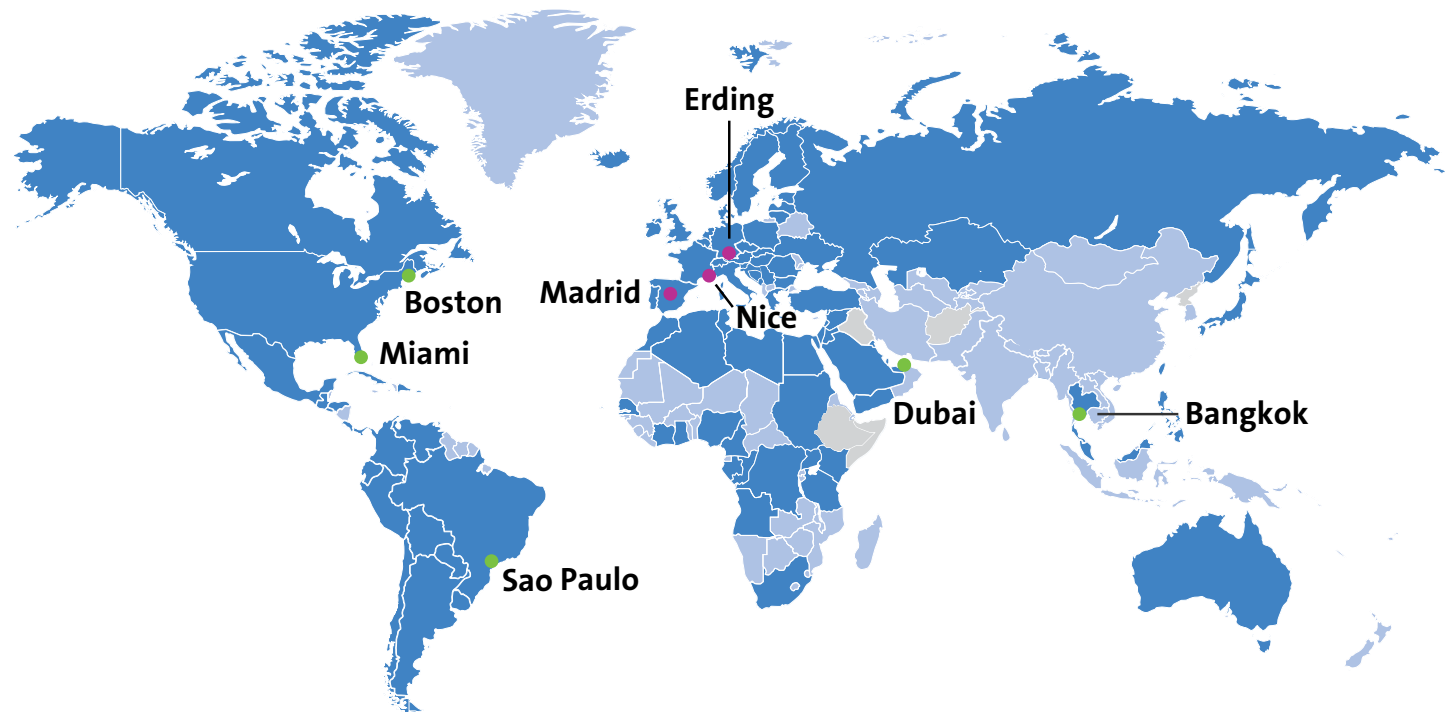
<sup>1</sup> Airline Passengers Service System solution.



## Global presence, local expertise

Our leadership in global travel technology is sustained through close collaboration across our three central offices: Data Processing Centre in Erding (Germany), Research and Development in Sophia Antipolis (France), and our corporate Headquarters in Madrid (Spain). A number of IT Centres and Regional operations sites complete our global network.

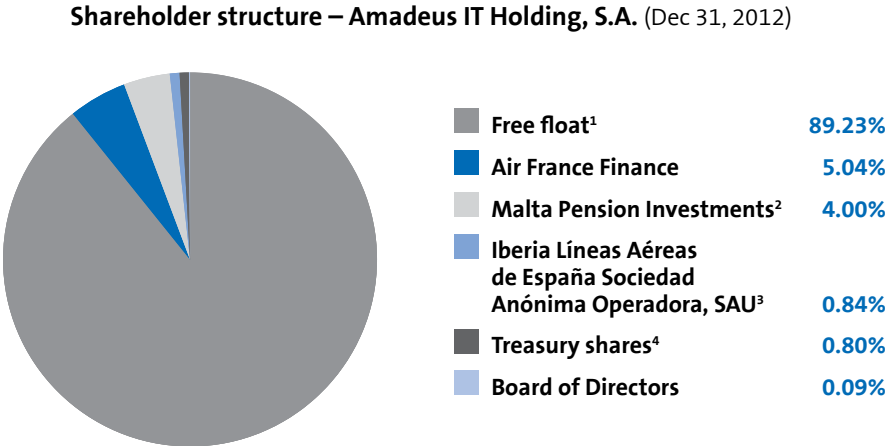
At a market level, Amadeus services 195 countries through 73 local Amadeus Commercial Organisations (ACOs). ACOs support both the Distribution and IT Solutions businesses on the ground, providing local knowledge and improved access to customers, with special focus on travel agencies, whilst also benefitting from economies of scale through a shared customer support infrastructure. Thanks to our local offices, 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.



### Present in 195 countries

- 73 Amadeus Commercial Organisations (ACOs)
- +11,000 employees
- +80 nationalities represented at the central offices

- Markets in which Amadeus has a commercial presence
- Amadeus central sites
- Amadeus regional centres
- Amadeus Commercial Organisations (ACOs)



- (1) Within the company's Free Float, in accordance with the information showed by the official registries of the CNMV (the Spanish Securities Market Regulator), as of October 15, 2012, the entities Government of Singapore Investment Corporation Pte Ltd (5.174% of direct voting rights), BNP Paribas, S.A. (4.955% of direct voting rights, 0.019% of which is held on its own behalf and 4.936% is held on behalf of third parties), MFS Investment Management (5.017% of indirect voting rights), Fidelity International Ltd. (1.030% of indirect voting rights) and Blackrock Inc. (5.017% of indirect voting rights).
- (2) Malta Pension Investments is an independent and unrelated company to Deutsche Lufthansa AG and its group of companies. It forms part of a group of companies owned by "Lufthansa Pension Trust e.V." and it is the entity to which Deutsche Lufthansa AG makes contributions to finance future retirement benefits of its employees in Germany and abroad.
- Deutsche Lufthansa AG and Malta Pension Investments entered into an Agreement of 7 December 2012 (registration number with the CNMV 178604) by which Deutsche Lufthansa AG reserves the faculty to exercise the contractual rights of the signatory shareholders of the Relationship Agreement of Amadeus IT Holding, S.A. of 29 April 2010 (registration number with the CNMV 124400), mainly, the appointment of a Director at the Board of Amadeus IT Holding, S.A., within the terms and conditions of the Relationship Agreement.
- (3) Iberia has carried out a financial derivative transaction ("collar") over its total participation in Amadeus IT Holding S.A. (33,562,331 shares representing 7.5% of the share capital). As a guarantee of its obligations under the financial derivative, Iberia has granted a financial security over the total number of shares providing a disposal right over the shares in the benefit of the chargee ("acreedor pignoraticio") which has been exercised over 29,820,131 shares of Amadeus IT Holding S.A., representing 6.66% of the share capital, although Iberia is entitled to exercise or direct the exercise of the voting rights attached to such shares by way of a right to recall that can be exercised at any time (relevant facts with registered numbers 172247 and 172254 of 7 and 8 of August 2012, respectively).
- (4) Political and economical rights of these shares are suspended to the extent they form part of the treasury stock.

## Overview of Amadeus' business areas

Amadeus is a leading transaction processor for the global travel and tourism industry, providing advanced technology solutions to our travel provider and travel agency customers worldwide. Our business is structured around two key related areas, Distribution and IT Solutions, which generate significant synergies. On the one hand, 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. On the other hand, we offer travel providers 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.

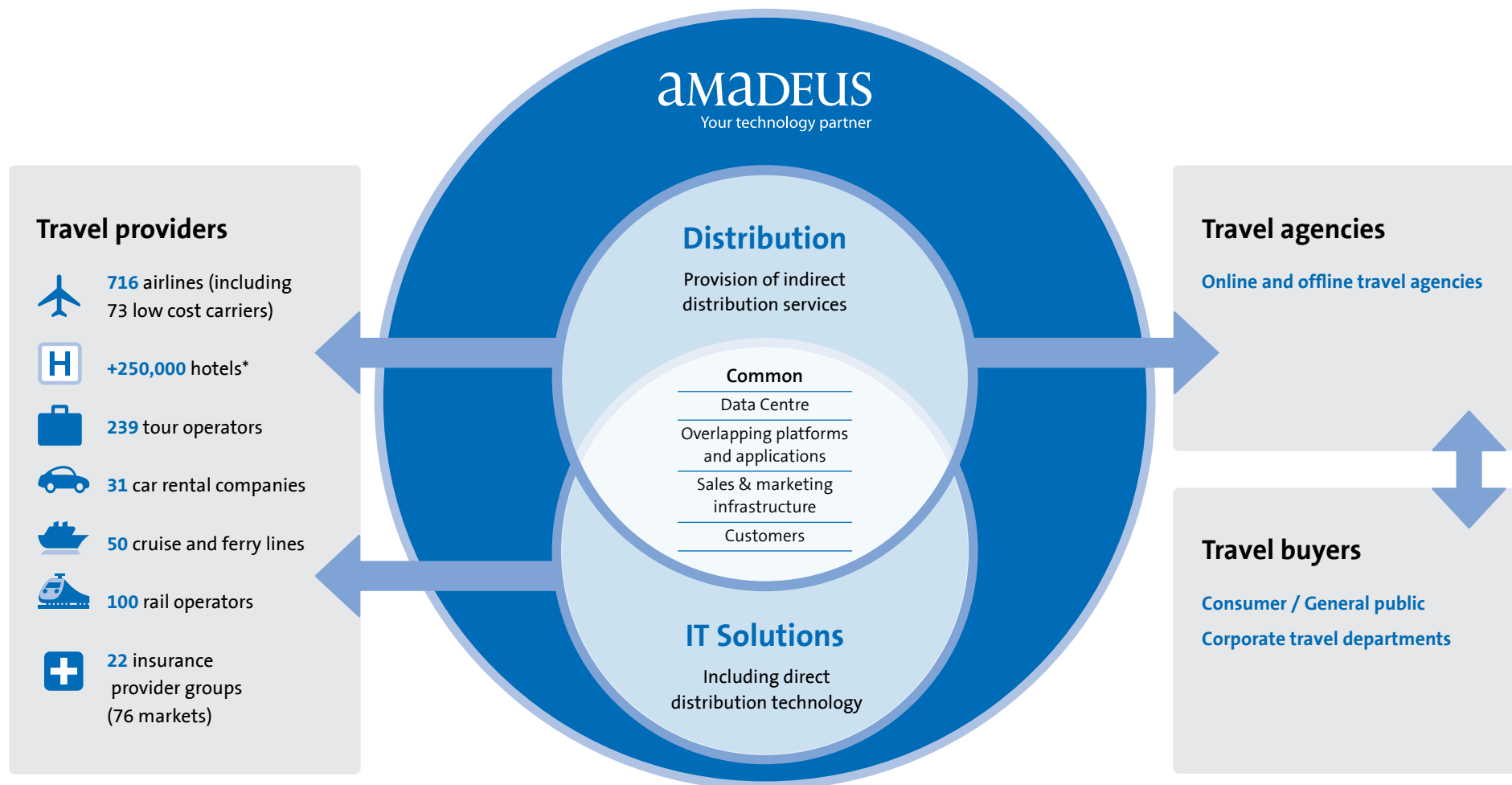
Amadeus operates under a transaction-based business model that offers IT Solutions to virtually all players in the travel industry.

The company was born based on partnership, and partnership remains at the heart of our approach today. We improve efficiency at every step in the travel chain process, both with our people working and interacting with each other,

and with our customers supporting their business goals worldwide.

Amadeus technology increasingly embraces open systems, which provide clients with greater flexibility and features, as well as competitive, functional and operational benefits. Today, a large portion 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.

## Amadeus business areas



\* Accumulated hotel inventories of some 300 provider partners



Amadeus technology is present across all travel providers throughout the entire journey

Journey	Trip planning & pricing	Booking & ticketing	Ticket changing	Check-in & boarding	Post-trip
Action	<p>Travel agency/Traveller <b>searches</b> for best air/rail fare and schedule, and hotel content</p>	<p>Travel agency/Traveller makes air, rail, car and hotel bookings and issues air/rail <b>e-ticket</b>, hotel/car <b>voucher</b> paying with credit card</p>	<p>Traveller needs to <b>change</b> her/his travel date after ticket has been issued</p>	<p>Traveller <b>checks-in</b> and receives boarding pass</p> <p>Traveller receives notification via <b>mobile</b> that return flight/rail schedule has changed</p>	<p>Traveller completes <b>travel expense report</b></p> <p>Travel agency issues <b>invoice</b> and reconciles travel to invoiced data</p> <p>Travel provider/Travel agency conducts <b>revenue management</b> and <b>accounting activities</b></p>
Amadeus technology	<p>Availability &amp; Shopping technology</p> <p>TA Front Office</p> <p>Altéa Reservation</p> <p>Revenue maximisation (dynamic availability journey data)</p> <p>Self-booking tool for corporations</p> <p>Amadeus Extreme Search</p>	<p>GDS booking</p> <p>Altéa e-commerce</p> <p>E-ticketing &amp; voucher</p> <p>Credit card authorisation</p>	<p>Ticket Changer</p>	<p>Altéa Inventory</p> <p>Altéa Departure Control System</p> <p>Solutions for mobile applications</p>	<p>Sales management solution</p> <p>Revenue integrity</p>

## Distribution

- Amadeus is the largest Global Distribution System (GDS) provider serving the worldwide travel and tourism industry, with an estimated market share of air travel agency bookings of 38.6% in 2012<sup>(2)</sup>.
- Amadeus holds the number one position in travel distribution in Western Europe and Central, Eastern and Southern Europe, as well as in faster growing

emerging regions such as the Middle East and Africa and the Asia-Pacific region. This solid position permits Amadeus to offer extensive distribution reach for global and local travel content.

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.

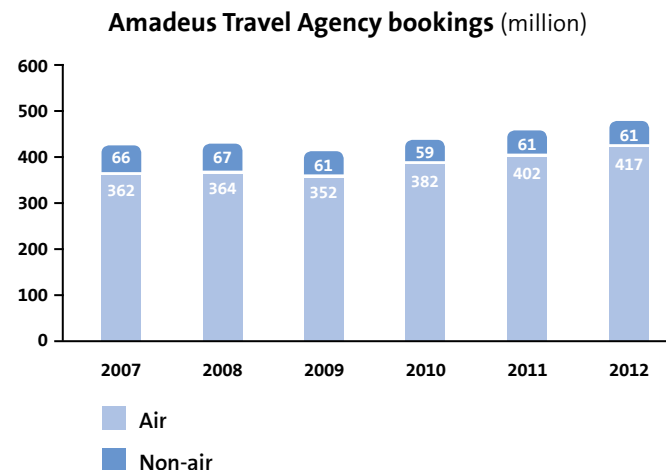
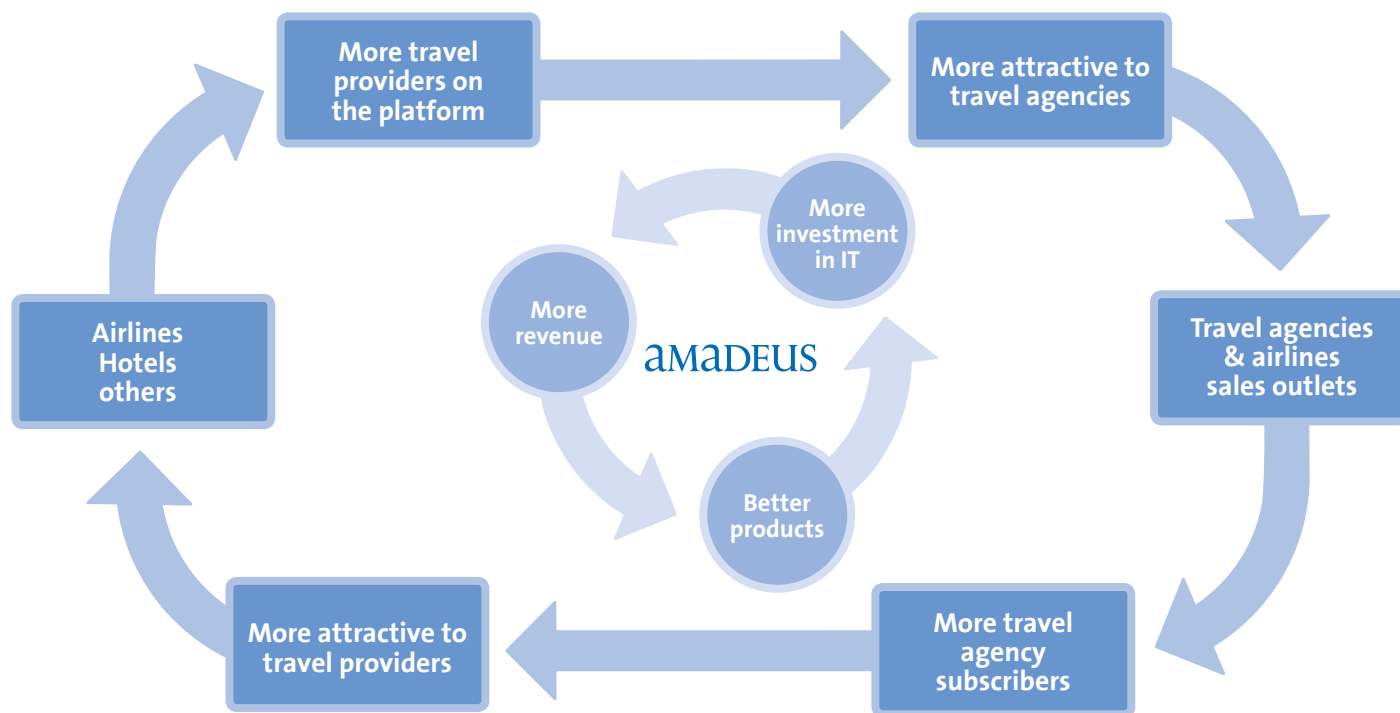


Photo by Employee & Brand Engagement team

<sup>2</sup> Market share figures are based on GDS-processed air bookings and therefore exclude air bookings processed by 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.



The wide range of travel content available in Amadeus creates a powerful network effect, attracting a wide geographic spread and 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 & development to provide better products within the network, further increasing its attractiveness.

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 cruise, management solutions for corporate travel policies and fare search engines for both traditional and online travel agencies.



## IT Solutions and new businesses

The main service of the IT Solutions business area is the **Amadeus Altéa Suite**. The Altéa Suite features three core components, which are critical to embracing the full passenger service system (PSS).

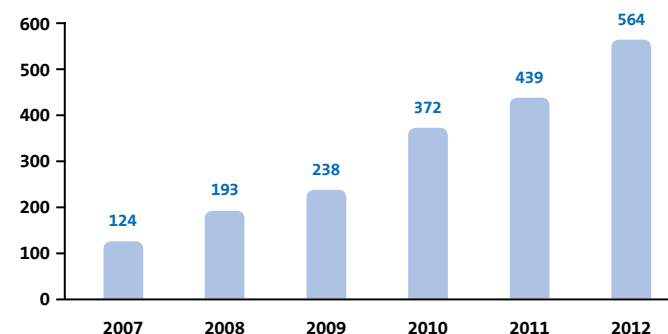
Unlike legacy IT systems, which use different technologies, the Altéa platform is based on a common technical infrastructure and software. With Altéa, airlines outsource their operations onto a community platform which delivers superior operational efficiency and allows them to share information with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

Altéa offers significant business potential for airlines, by serving their 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 addition, we are expanding our IT Solutions business area to include offerings for other travel providers. At 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, as well as payment services, business intelligence and new media and mobile solutions.

**Amadeus Altéa passengers boarded (million)**



### Altéa Reservation



- > Customer profiles
- > Availability
- > Bookings
- > Fares & Pricing
- > Ticketing

### Altéa Inventory



- > Inventory control
- > Schedule management
- > Seating management
- > Waitlist management
- > Re-accommodation

### Altéa Departure Control



- > Check-in
- > Boarding pass issuance
- > Baggage management
- > Aircraft weight & balance

### e-Commerce



- > e-Retail
- > e-Merchandise
- > Search engine

### Revenue Management

### Revenue Accounting

### Standalone IT Solutions



- > Automatic Ticket Changer
- > Revenue Integrity
- > e-Ticket Server
- > etc...



Photo by Joanna Venzon

## Year in review 2012

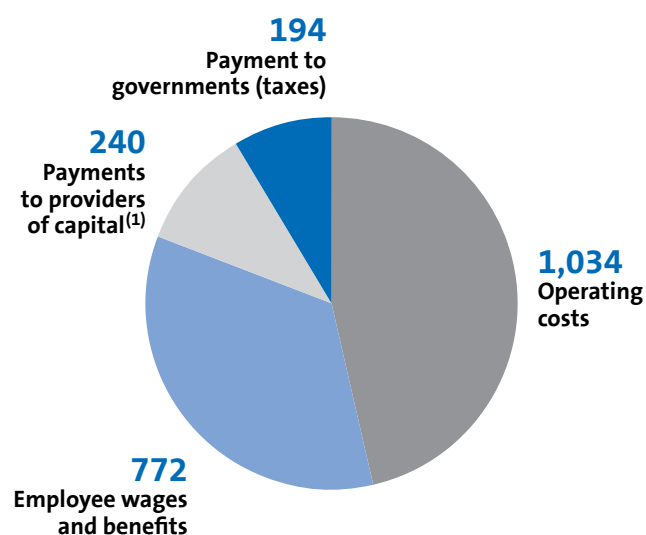
At Amadeus, we are committed to creating value for our stakeholders. This commitment to growth and maintaining profitability is reflected in the results for 2012:

Data on the distribution of economic value provides an indication of how the company has created wealth for stakeholders. Amadeus' distributed economic value in 2012 was a total of 2,240 million Euros.

Financial indicators (figures in million euros)	2012	2012 vs. 2011
Adjusted <sup>(1)</sup> profit from continuing operations	575.1	↑ +18.0%
Reported revenue <sup>(2)</sup>	2,910.3	↑ +7.5%
Dividends <sup>(3)</sup>	223.8	↑ +35.0%
Passengers Boarded (million) <sup>(4)</sup>	563.8	↑ +28.4%

- (1) Excluding after-tax impact of the following items from continuing operations: (i) amortisation of the purchase price allocation (PPA) and impairment losses, (ii) changes in fair value and cancellation costs of 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 contract resolution and the IPO.
- (2) For purposes of comparability, the revenue associated to the IT contract resolution with United Airlines in Q2 2011, as well as certain costs of migration that were incurred in relation to this contract, were reclassified from the Revenue and Other operating expenses captions, respectively, to the Other income (expense) caption in the 2011 figures. The growth rates shown above take into account this reclassification. EBITDA adjusted to exclude extraordinary items related to the IPO. In constant currency, i.e. adjusting for positive FX impact, revenue growth would have been 5.7% in the year.
- (3) Included within this sum is the interim dividend of €0.25 per share announced on December 13, 2012. Reported profit for the year from continuing operations excluding extraordinary items related to the IPO Final dividends for 2012 are subject to approval at the 2013 Shareholders' General Meeting, to be held in June 2013.
- (4) Actual Passengers Boarded (PB) 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.

**Distributed economic value 2012** (in million EUR)



(1) All financial payments made to the providers of the organization's capital, including interest and dividends paid

Despite a challenging economic environment and difficulties in the travel industry, 2012 was overall a very successful year for Amadeus during which it maintained growth and further consolidated its leading position in the industry.

This growth was attributable to successful expansion across distribution and IT Solutions business lines. In Distribution, our global market share in travel agency air bookings expanded 0.9 percentage point versus 2011 to become 38.6%, helping grow revenue by 5.8%. In IT Solutions, as the number of migrated Altéa customers increased to 109 airlines, Passengers Boarded rose by 28.4% versus 2011 and revenue went up by 13%. As a proportion of revenues, 76% of revenues came from the Distribution area while 24% came from the growing IT Solutions business area.

Amadeus' overall customer portfolio evolved significantly during the year to diversify by both product area and geography. Landmark customer wins in North America with **Expedia**, **Southwest Airlines**, and **Kayak** deserve special mention. So too does the fact that the number of airlines contracted for both

Altéa Reservation and Altéa Inventory increased to 121, raising our estimated passengers boarded for 2015 to 800 million. In Distribution, whilst many contracts with key airlines were re-signed, we also signed many new Low Cost Carriers (LCCs) and made great progress in the growth area of ancillary services. Our new businesses unit also continued to tap into the significant growth potential for the provision of IT Solutions to rail providers, hotels and airports, with many important customer wins.

We attribute these successes directly to our leading customer offering and once again our tireless dedication to innovation remained core throughout the year, launching products such as Amadeus Featured Results and increasing total R&D investment by 20% to €414 million.

	2010	2011	2012
Distributed economic value (in million Euros)	2,180	2,032	2,240





**Nicolás Ojeda**

Country of origin: Spain

Based in: Erding, Germany

**Annika Ekwál**

Country of origin: Sweden

Based in: Nice, France



**Alexandre Cabaud**

Country of origin: France

Based in: Madrid, Spain

**Chantal Dunn**

Country of origin: United States  
Based in: Nice, France



02

## Amadeus commitment to sustainability



**Christian Von Thuemen**

Country of origin: Uruguay  
Based in: Madrid, Spain



## Amadeus commitment to sustainability



Photo by Enrique Sacristán

*“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”*

UN WCED, 1987<sup>(3)</sup>

Amadeus' contribution to travel industry sustainability is closely linked to its R&D activities. The increased efficiencies that come with our innovative solutions are often linked to reduced energy and resource consumption. At the same time, Amadeus' commitment to sustainability relies on **three necessary pillars**.

**Firstly**, reaching sustainability objectives would be impossible without an honest and strict respect for **business ethics** and our rights and obligations towards all stakeholders with whom we work: customers, employees, shareholders, providers, partners, industry players, etc.

The Amadeus Code of Professional Behaviour (CPB) is our principal reference to safeguard appropriate development in this field. All employees need to follow mandatory training in CPB and we monitor our performance through various initiatives across the company: from customer satisfaction surveys to analysis of our performance as an employer, as well as through the scrutiny of external evaluators. Amadeus' inclusion in the Dow Jones Sustainability Index during 2012 marks an important milestone in this respect. However, work

<sup>3</sup> UN WCED (United Nations World Commission on Environment and Development) (1987). *Our Common Future*. Oxford University Press

is never finished in this domain and we aim to remain permanently alert and continuously improve.

**Secondly**, we embrace our responsibility towards overall **environmental sustainability**, minimising the use of natural resources, providing solutions to our customers that help them to optimise their impacts and working together with industry stakeholders towards common environmental objectives.

Although it is inevitable that our business activities imply some degree of ecological footprint, it is fundamental to understand our major consumptions, and then to measure them, to identify best practices, to implement improvement plans, and to follow up on our performance for constant progress.

Since 2009 our Environmental Management System (EMS) has systematically recorded our principal areas of concern:

- > Electricity consumption
- > Greenhouse gas emissions from electricity, fossil fuels, business travel (scopes 1, 2 and 3 of the Greenhouse Gas Protocol)
- > Paper
- > Water
- > Waste



Photo by Aude Piercy



Photo by Huibert-Jan Evekink

The current scope of Amadeus' EMS covers our top ten sites worldwide by number of employees, which represent approximately 80% of the total footprint.

In addition, our ambition is to systematically identify any environmental impact associated with the use of our products by customers. Examples of this include the paper saved by the implementation of e-ticketing or electronic miscellaneous documents, and the fuel savings achieved by the implementation of our Departure Control System for airlines. We believe that advanced technology should deliver both operational and environmental benefits.

Cooperation with industry players is also critical: no single entity can achieve much in isolation. We work together towards common objectives with trade associations like the World Travel and Tourism Council (WTTC), the Global Sustainable Tourism Council (GSTC) or the UN World Tourism Organisation (UNWTO).

**Thirdly**, we need to make sure our business activities increase shareholder value through a positive contribution to society. The travel industry comprises diverse and interdependent sectors which together represent 9% of global Gross

Domestic Product (GDP) and employment worldwide<sup>(4)</sup>. We work in an industry that has an enormous impact on the well-being of the communities involved. Our ambition is to, gradually but visibly, improve our contribution to society. We aim to achieve this with a closer focus on engaging the resources that make Amadeus unique: our people and their talents, our technological capabilities, and our expertise in the global travel industry.

In 2012 we have evaluated the results achieved so far and reshaped our **Corporate Citizenship** strategy. In the reshaped approach, project work on the social side is grouped into three programme areas:

- › Training and educational projects
- › Technology for good: selected components of Amadeus technology deployed in social projects
- › Local community projects and volunteering

We believe that with this approach we will maximise our opportunities and take advantage of our global presence to reach all areas where our contribution can provide most benefit. As a consequence of the positive outcomes of our corporate citizenship activity, we can enhance Amadeus' reputation in the travel industry.

<sup>4</sup> Source: World Travel & Tourism Council, February 2013. *Economic impact of travel and tourism 2013. Annual update*. WTTC.

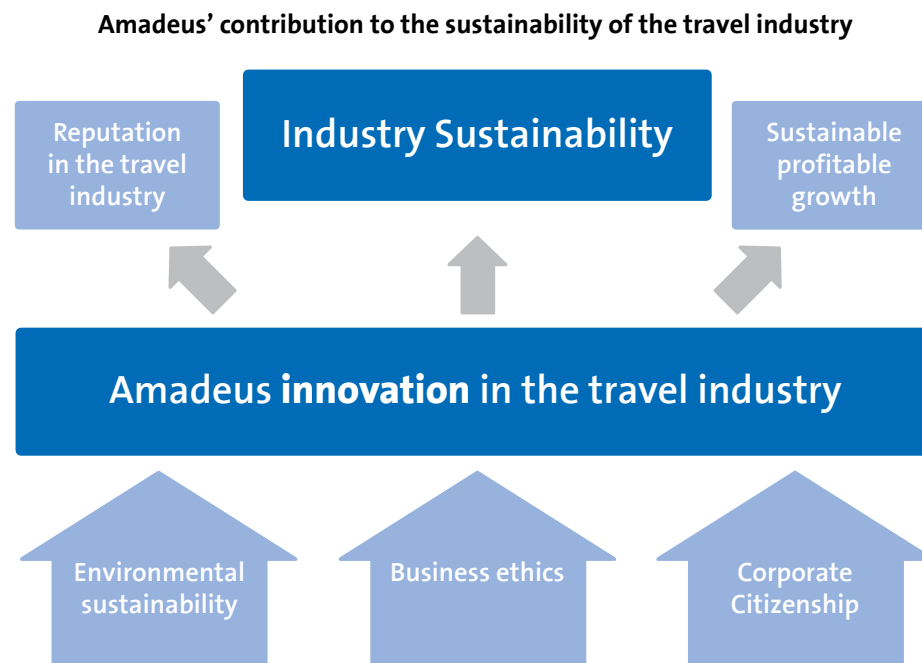
## Innovation

A simple historic review shows clear evidence of the critical importance that innovation has contributed to the travel industry. Looking back over the last 50 years, innovation has permitted development hardly found in other industries: from the advent of commercial aviation, to the vast improvement in the infrastructure of road transportation in many parts of the world, to the more recent development and implementation of high speed rail. The world of travel has gone through immense transformation and has contributed to valuable changes in all aspects of the economic and social landscape. Innovation has been the catalyst for these dramatic changes in the travel industry.

Our constant support for new technologies has allowed us to deliver innovative solutions to our customers. Since 2004 we have invested around 2.4 billion EUR in total in R&D. In 2012, 14% of our revenues were invested in R&D, to make sure our solutions deliver efficiencies and continue to shape the future of travel.

Examples of Amadeus innovation projects that contribute to overall sustainability are very diverse and expand from the transition of our core platform to open systems, to innovations in all areas of travel; always in search of improved performance for airlines, airports, rail operators, hotels, travel agencies and ultimately, travellers.

In the following chapter, dedicated to research, development and innovation we provide more information in this respect.







**Karun Budhraja**

Country of origin: India  
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03

**Research,  
development  
and innovation**



**Shunji Tsuchiya**

Country of origin: Japan

Based in: Madrid, Spain

## Research, development and innovation



Photo by Deepti Gupta

*"Inspiration exists, but it has  
to find us working"*

Pablo Picasso

**Innovation**, a critical factor to explain Amadeus' success over the years, is also a fundamental component of **Amadeus culture**. Our commitment to innovation extends from the continuous improvement of our core platform – with particular emphasis on the migration to open systems<sup>(5)</sup> – to exploring solutions for the fast changing needs of travel industry players like airlines, rail operators, airports, ground-handling companies, hotels, travel management companies, travel agencies, etc.

Ultimately, our R&D investment and the solutions that we develop for our customers share the objective of **increasing efficiencies**, either by reducing costs, boosting productivity, growing revenues, improving customer service or a combination of all these factors. These increased efficiencies often imply **reduced energy and natural resource consumption** and in that sense represent a relevant Amadeus contribution to the environmental sustainability of the travel industry. A clear example of this kind of solution is Amadeus Altéa Departure Control System, Flight Management module (Altéa DCS FM). This advanced technological solution improves productivity and efficiency for airlines, and

<sup>5</sup> Open systems in computing and informatics refer to a class of systems which are built using Open Source Software (OSS) standards and that offer a good level of portability and independence from the hardware platforms on which they operate, especially in contrast to the more entrenched mainframes that were common in the travel industry.

also reduces the amount of fuel burnt and greenhouse gas emissions. In a case study in which we analysed more than 40,000 flights<sup>(6)</sup>, Altéa DCS FM demonstrated CO<sub>2</sub> emissions savings of more than 300 tonnes a year for a mid-sized carrier. The environmental benefits are expected to increase significantly, since by the end of 2012 we have implemented Altéa DCS solution to 58 carriers and 104 more will be migrating to the same solution shortly.

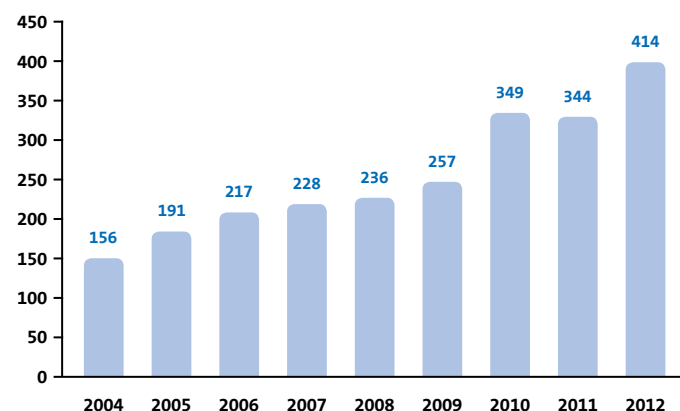
In this regard, when reviewing historical progress achieved towards environmental sustainability, two critical factors for success are **resource consumption frugality**, demonstrated for example with the implementation of Environmental Management Systems; as well as **technological breakthroughs**, like the elimination of paper tickets in the airline industry or the example mentioned above regarding fuel and emissions savings.

We are committed to continuously investing in R&D and providing the expertise and added value that our customers need both now and in the years to come. Amadeus' software development team has more than 4,500 members across 16 different sites worldwide. In 2012, Amadeus invested 14 out of every 100 EUR of revenue in R&D.



Photo by Deepti Gupta

**Amadeus investment in R&D**  
(million EUR, including capitalised R&D)



<sup>6</sup> More information can be provided upon request of details of the study.

### Technological excellence spanning the globe

In 2012, a **continuous improvement programme** was launched across the entire R&D organisation to constantly enhance operational excellence, innovation and software development efficiency.

All sites provide our staff with stimulating environments that **inspire creativity** and help spark innovative ideas. They also bring together a **wide range of expertise** and a worldwide approach to developing global products. A transversal division, via competence driven governance rules and communities, is supporting the cross fertilisation between sites in the domains of architecture, software engineering, project management, common best practices and tools.

Over the years, we have established close **collaboration with research teams** in leading institutes throughout the world, such as:

- MIT, the Massachusetts Institute of Technology in Boston (USA), on revenue management mathematics
- ETH, Swiss Federal Institute of Technology in Zurich (Switzerland), on high performance systems engineering
- INP, Institut National Polytechnique in Grenoble (France), on airline schedule and operations

In addition, our School Relations and Internship team runs our **internship programme** and maintains contacts with principal universities across the world, fulfilling the principal objectives

of talent attraction and recruitment. In 2012, **47 R&D employees were recruited in Nice through the programme**. The internship programme also contributes to building our brand image, establishing an international network with research institutes and, very importantly, offering students opportunities to develop a career in world-class technology.

In order to provide a wide range of options and boost motivation, Amadeus also offers a **multi-site programme** which delivers the opportunity of an international experience and helps comply with increasingly common requirements from top schools and universities to perform part of the studies abroad. Finally, the **Amadeus Great Intern Contest** rewards trainees and tutors for their motivation and innovative ideas.



Amadeus Nice R&D Centre hosts more than 200 trainees per year



Amadeus global headquarters and 16 R&D centres across the world





### World class technology

Amadeus R&D teams conceive, design, develop and maintain some of the world's most complex, widely available, real-time information systems accessed by hundreds of thousands of travel professionals and end-users. Our customers rely on Amadeus to provide a clear vision and direction to shape the future of the global travel and tourism industry.



Photo by Marine Heilmann

We deploy a Capability Maturity Model Integration (CMMI<sup>(7)</sup>) approach to software development. Currently, our methodologies are evolving and now support different approaches to product development, from very large projects involving hundreds of people to small and mid-size agile projects, with very frequent deliveries and evolving requirements.

In recent years Amadeus' R&D efforts have been particularly focused on:

- Extremely high performance transaction processing under stringent system availability and dependability requirements
- Information mining from very large data-bases
- Efficient and fast travel search engines
- Multi-channel customer servicing applications: agent desktop, web, kiosk, mobile, tablets
- Migration from TPF<sup>(8)</sup> to open systems

The following paragraphs include examples of solutions developed by our R&D teams for customers in different sectors.

Concerning airlines, Amadeus implemented the first airline [Passenger Services System \(PSS\) ever operated on new generation technology](#). This innovative suite of solutions is capable of delivering the core requirements of airlines whilst at the same time allowing carriers to propose differentiated services to their passengers. Our unique community approach to the development of airline IT Solutions reinforces our position as a true partner to our customers.

In 2012, we continued growing our airline solutions portfolio, and in 2013 we will be launching the Amadeus new [Passenger Revenue Accounting](#) solution, built using modern technology and embracing the latest industry standards which enable real-time revenue monitoring for faster, more accurate revenue decisions. In addition, the new solution transforms revenue accounting from a labour-intensive task to a fast, flexible strategic function.

<sup>7</sup> Capability Maturity Model Integration (CMMI) is a process improvement approach. CMMI can be used to guide process improvement across a project, division, or an entire organisation. Processes are rated according to their maturity levels, which are defined as: Initial, Repeatable, Defined, Quantitatively Managed and Optimising.

<sup>8</sup> TPF stands for Transaction Processing Facility and is an operating system for mainframe computers.

### Case study: Amadeus Featured Results

*“Amadeus Featured Results is an industry game changer, providing travellers with a single place to find and book the best international fares. We see great potential for search to serve as a catalyst for discovery and inspiration –if made simple. Together with Amadeus, we’ve introduced Featured Results at Vayama.com to help travellers cut through the clutter and find exactly what they’re looking for.”*

**Ted Jansen**  
EVP at Travix International and Head of Vayama.com

Current studies indicate that when looking for information, more than 90 per cent of online users stop searching after the first search engine page display –and travel sites are no exception. Today, when a traveller conducts an online search, most online travel sites return an exhaustive array of results. For travellers, this information overload leads to confusion and frustration, making it overly time-consuming and complicated to make a purchasing decision.

In the online travel flight search area, Amadeus has delivered the industry first solution making flight search more relevant and simpler for travellers with [Amadeus Featured Results™](#). This solution instantly delivers the four most relevant bookable travel options available: fastest, cheapest, most popular and sponsored. It was presented at the PhoCusWright Travel Innovation Summit in Arizona, U.S.A., and the leading online travel agency focused on international travel **Vayama** was our partner to design and pilot the solution in beta form on its website, including 100 origin and destination combinations.

Using breakthrough technology, Amadeus provides a unique combination of flight search technology and travel business intelligence data to enhance the online search experience. This works by integrating Business Intelligence data (BI) into the search algorithm, and instantly presenting the top four most relevant, cheapest, fastest, most popular and sponsored recommendations in a tenth of a second.

[Amadeus Featured Results](#) uses the [Amadeus Massive Computation Platform™](#) to deliver instant, secure, accurate data and search capabilities. Amadeus’ business

intelligence platform stores and analyses live and historical global data, ensuring that key factors like price volatility and itinerary popularity are factored into each result. Aiming for excellence, powerful Amadeus search technology scans live reservations and extracts relevant data for immediate incorporation into search results.

Amadeus Featured Results is part of the [Amadeus Search Portfolio™](#), which includes a wide array of solutions that address the entire trip lifecycle, from inspiration (discovery and learning) through completion (shopping and booking). Full global market availability for [Amadeus Featured Results](#) is scheduled for 2013.

## Reinventing the airport ecosystem



At the beginning of the year, Amadeus issued the world's first [interline<sup>\(9\)</sup> Electronic Miscellaneous Document<sup>\(10\)</sup>](#) (EMD). This move enabled launch partner airlines Finnair and Star Alliance member Egypt Air to grow revenue by facilitating the interline sale of ancillary services. Interline EMD processing between Finnair and Egypt Air means that their customers can now buy ancillary services across interline flights. Today, approximately 20% of air bookings made through the Amadeus system are the result of interline agreements.

In 2012, we continued to invest significantly in the area of merchandising, with a particular focus on the growth area of ancillary services. [Amadeus Ancillary Services](#) is an end-to-end solution based on industry standards that helps airlines sell additional services using both travel agencies and the airline's own call centre or website.

Regarding solutions at airports, [Amadeus Altéa Departure Control System<sup>\(11\)</sup> \(DCS\) for Ground Handlers](#) allows all of the handler's airline customers to benefit from the leading-edge technological capabilities of Altéa DCS Customer Management and Altéa DCS Flight Management services, regardless of whether or not the airline uses Altéa.

In the hotel segment, we continued the 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. Built to enable hotel business and brand transformation, our solutions are based on open technology and offered as a Software as a Service model (SaaS) which is less expensive and more flexible than traditional solutions for hoteliers. Our solutions allow hoteliers to be more agile in delivering innovative guest services, generating new revenues and responding to market changes.



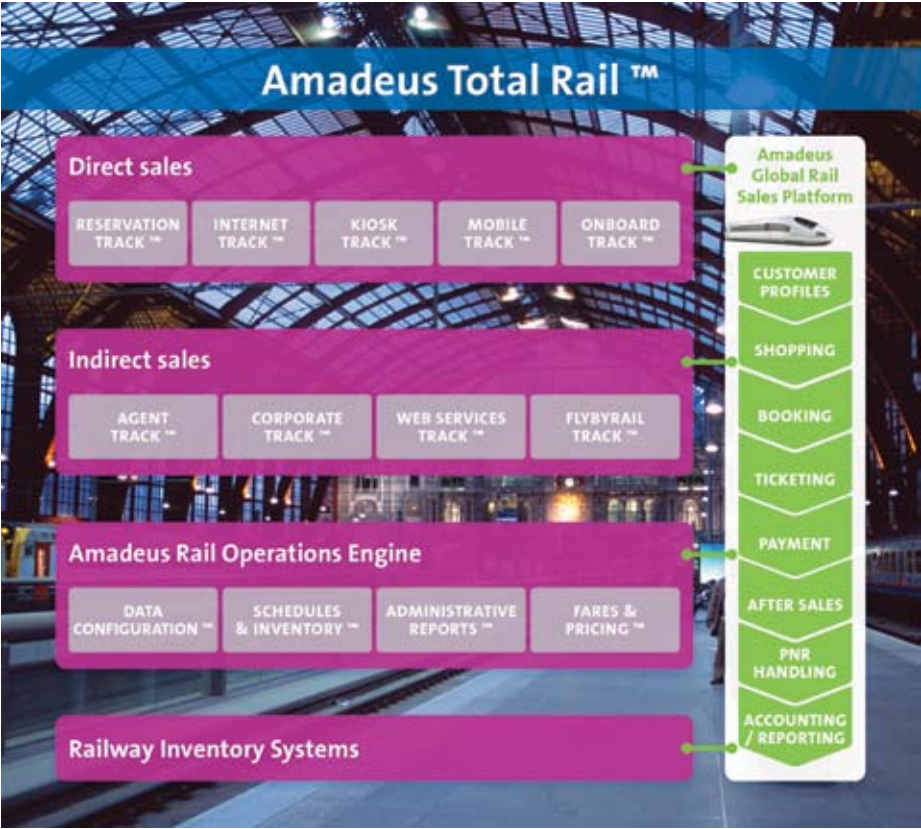
Photo by Carolina de Caso

<sup>9</sup> Interlining refers to commercial agreements between airlines to handle passengers traveling on itineraries that require more than one airline.

<sup>10</sup> The Electronic Miscellaneous Document (EMD) is an International Air Transport Association (IATA) standard for electronically documenting ancillary revenue from airlines, i.e. revenue not directly linked to the airline fare, for example special meals, baggage fees, etc.

<sup>11</sup> A Departure Control System (DCS) automates the processing of an airline's airport management operation. This includes managing the information required for airport check-in and printing boarding card, cargo load control and aircraft checks.





Moving on to rail transportation, in order to increase the sale of rail products and ease rail operations, Amadeus has been cooperating closely with large European rail providers and major travel management companies to create [Amadeus Total Rail](#). The solution enables railways to manage operations and sell seats across multiple sales channels and allows travel sellers access to book rail and air services side-by-side within the same solution. The offering includes [Amadeus Global Rail Sales Platform](#), which is the first rail Global Distribution System on offer, and [Amadeus Rail Operations Engine](#), which allows railway companies to manage schedules, inventory, fares and pricing.



## Other innovation areas

- Amadeus has many of its systems on open source software. In 2012, Amadeus published the report ***Open for business***, which made the case for the travel industry to embrace open source software in order to benefit from greater innovation, respond faster to industry change and reduce costs, whilst freeing the industry from its reliance on proprietary software to provide greater competitive advantage. Leading innovations online, including [Amadeus e-Retail](#), [Amadeus Dynamic Website Manager](#) and [Amadeus Extreme Search](#) have been built with extensive use of open source components in a way that would not be possible using legacy components. [Amadeus ARIA™ Templates](#) –the framework upon which Amadeus IT Group's web solutions are based– was recently made open source, allowing third party developers to use it without charge.
- Our online corporate travel booking tool, [Amadeus e-Travel Management \(AeTM\)](#), has undergone a completely new workflow redesign, streamlining the booking process itself, making it easier and faster to search, book, review

and approve. We also introduced a mobile booking app, [Amadeus e-Travel Management Mobile](#). The new tool allows travellers to make new air and rail bookings via their mobile devices, ensuring efficiency and continuity of service for travellers on the road.

- Amadeus is the global leader in online travel technology and corporate travel management solutions. We service over 260 airline websites in more than 110 countries and power the self-booking websites of 6,000 corporations. Amadeus is the world's largest processor of online bookings, with half of the world's top 50 airlines using the [Amadeus e-Commerce](#) airline suite. We serve over 650 million page views every month and 10 million unique visitors every day.
- In order to drive our response to growing prospects for travel market intelligence, in February Amadeus acquired the Frankfurt-based company [airconomy](#), an international strategy consultancy supplying precise and comprehensive data on estimations of passenger demand based on various sources of information. [airconomy](#) will be run as a separate business incubator to develop ideas for new market intelligence products.

## External recognition

- In 2012, once again Amadeus was confirmed as the European leader for total research & development investment in the travel and tourism area. Amadeus' commitment to innovation was recognised in the 2012 **EU Industrial R&D Investment Scoreboard**, an annual report published by the European Commission which examines the largest 1,000 European companies investing in R&D according to the total amount invested.
- Early in the year the **European Investment Bank (EIB)**, the European Union's long-term financing institution, granted Amadeus a loan of €200 million to finance the research & development of a variety of projects in the area of IT Solutions between 2012 and 2014.



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**María Benz**

Country of origin: United Kingdom  
Based in: Bangkok, Thailand



**Ananda Huppenbuer**

Country of origin: Ghana  
Based in: Nigeria

**Thomas Cauthen**

Country of origin: Colombia

Based in: Miami, United States



04

**Customers first**



**Ange Abou**

Country of origin: Ivory Coast

Based in: Nice, France



## Customers first



Photo by Employee & Brand Engagement team

Our company value “Customers first” reflects the company’s committed approach towards the success of our clients. We focus on building and maintaining mutually beneficial long-term relationships. This has helped us to develop an understanding of how we can maximise their achievements, through the provision of technology solutions and services.

Our commitment to customers is based on:

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

Understanding the long term needs of our customers is the foundation of our partnership with them. Amadeus provides a comprehensive offering to the travel

and tourism industry. These combine technology in distribution, IT point of sale solutions and helping our customers to take advantage of technology and convert it to business success.

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



## Distribution customers

Distribution customers include travel providers and travel agencies.

➤ Amadeus continues to expand its position in the distribution business and to build upon its leading offering entering into new content agreements with **Air France KLM, Delta Air Lines, Gulf Air, Korean Air, Malaysian Airlines, Virgin Australia, Emirates, Qantas** and many other airlines. This allows Amadeus to deliver on its commitment to guarantee access to a comprehensive range of fares, schedules and availability for Amadeus travel agents. Around 80% of Amadeus bookings worldwide are with airlines where a content agreement is in place.

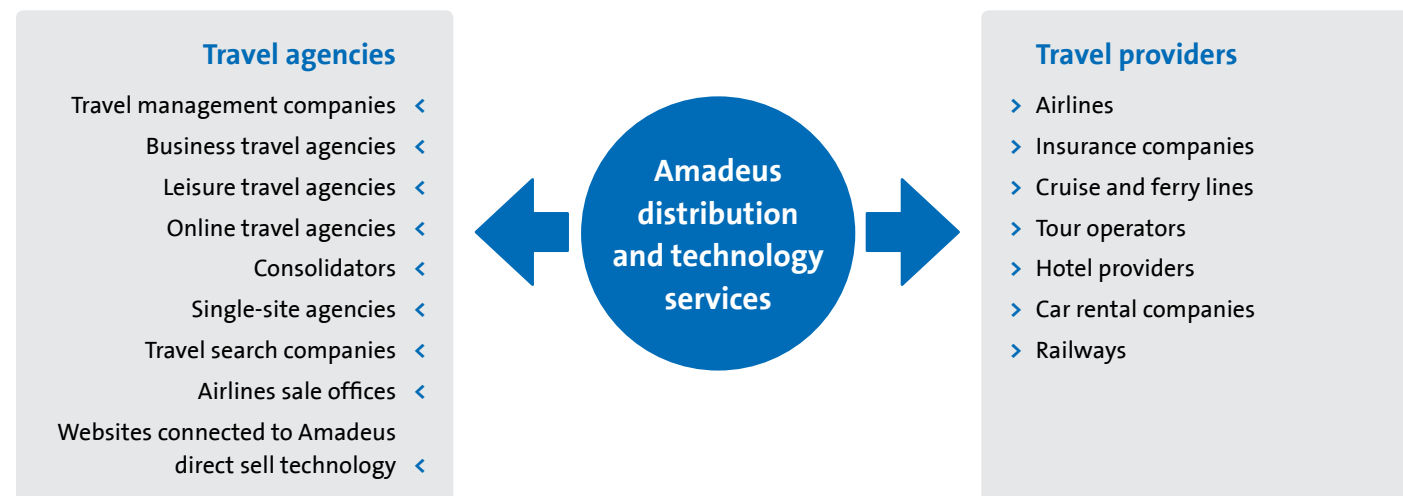
➤ Additionally, global distribution agreements were signed with 13 new airlines, including 8 **low-cost carriers (LCCs)**, making them accessible to travel agencies globally via the Amadeus system. During the year, we worked with a strategic partner to deliver an improved connectivity level and workflow integration in order to increase low cost carrier adoption in the travel agency channel. Bookings for LCCs, from travel agencies using Amadeus, increased by 14.6% over the full year.

➤ Expanding the depth and breadth of rail content in the Amadeus system, whilst also improving its bookability and functionality, remained a top priority for Amadeus. **SNCF (Société Nationale des Chemins de fer Français)** became the launch customer for **Amadeus Rail Agent Track**, a state-of-the-art rail booking solution for travel agents which enables agents to access the rail company's schedules and inventory via a 'single view' of fares and availability on one screen. In addition, Amadeus and SNCF also agreed upon an extension to their full content agreement by which travel

sellers have access to all SNCF fares, origins and destinations, and products.

A partnership was also announced with Trenitalia to distribute **Trenitalia** content through all Amadeus channels. Travel agents who use the Amadeus Selling Platform have a standardised way to access Trenitalia services, in turn making bookings through an air/rail-based search solution, **FlyByRail Track**, and **Amadeus Rail Agent Track**.

**SJ Swedish Rail**, Sweden's largest rail operator, both extended and expanded its content agreement and commercial



partnership to make its content also available through additional channels integrated into the [Amadeus Global Rail Sales Platform](#), the rail-specific distribution service. For the first time SJ content became available through offline and online travel agency channels using [Amadeus Agent Track](#) and [Amadeus Web Services Track](#) – as well as continuing to be distributed through [Amadeus e-Travel Management](#), which distributes rail content through the corporate and travel management companies (TMC) channel.

➤ [Hotel Optimisation Package](#) was launched, a complete set of services and technologies for large travel agencies and travel management companies (TMCs) to increase competitiveness, grant efficient access to all relevant hotel content and save valuable time for their travel counsellors. The Amadeus Hotel Optimisation Package portfolio of solutions is articulated under two areas, Profit Optimisation –to help large travel agencies and TMCs save time and have more control over global hotel programmes– and Content Optimisation,

converting Amadeus into a one-stop-shop for hotel content. **GSM Travel Management** was one of the first clients to work in partnership with Amadeus on [LinkHotel](#), part of the Amadeus Hotel Optimisation Package, which actively seeks smaller or independent hotels and adds them to the platform, delivering the kind of content that TMC customers frequently need.

A strategic alliance to distribute **Hotel Reservation Services'** (HRS) hotel content through Amadeus was announced. HRS is the worldwide leading hotel portal for corporate customers, and the agreement was a milestone in HRS' strategy as it was the first time the hotel portal made its content available through a global distribution system. Through this strategic partnership, Amadeus took a major step forward in its 'Multisource' hotel initiative to integrate and distribute hotel content from diverse sources. With the integration of HRS, the total hotel inventory available through the Amadeus system exceeded 250,000 hotels.

➤ Our strategy in North America continued to produce significant results with many high-profile developments. **Expedia** - the largest travel enterprise in the world in

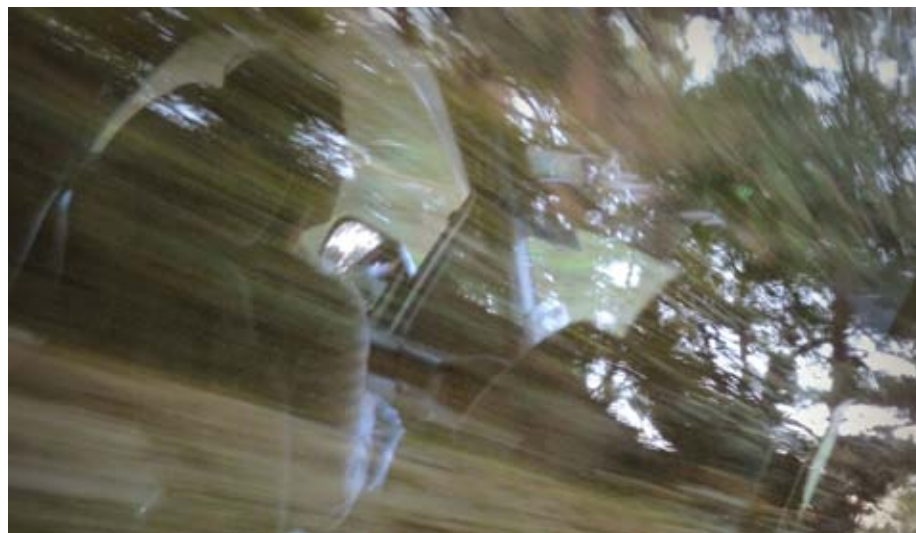


Photo by Joanna Venzon

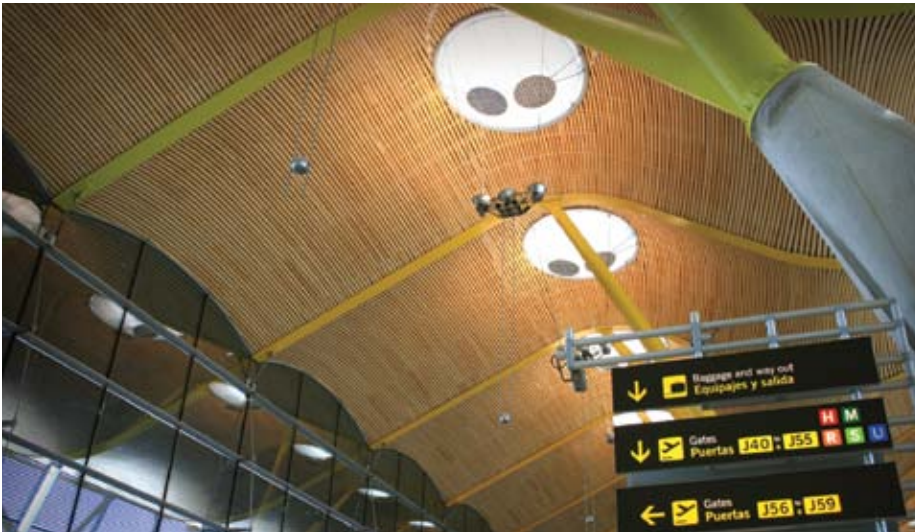


Photo by Carolina de Caso

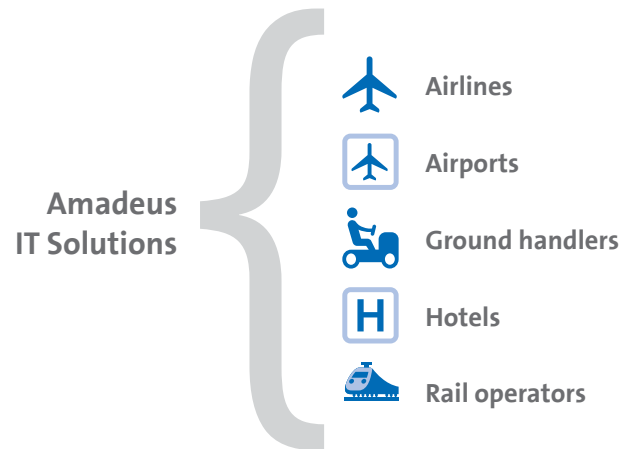
terms of air volumes- signed a multi-year content and technology agreement for North America, which provided Expedia with Amadeus' fare search technologies for air travel amongst other products, as well as access to global travel supplier content through the Amadeus system. Since its launch in the summer, Expedia has been ramping up the volumes of bookings made on the Amadeus system.

**KAYAK**, a leading US-based travel search company, signed a multi-year agreement that extended its existing strategic

global alliance to expand the use of Amadeus' airline fare and availability technology. The innovative US-based metasearch website **Hipmunk** also selected Amadeus' advanced technology solutions to provide international low fare search and shopping to help assure its users the best online experience and speed. Hipmunk will utilise [Amadeus Meta Pricer](#), [Amadeus Master Pricer](#), and [Amadeus Web Services solutions](#). Also in the US, **Routehappy** selected Amadeus as the provider of its airfare pricing and

availability information. Routehappy is the first travel website to focus on the experience of air travel, such as enabling users to find flights based on various factors such as plane quality, flight amenities and recent airline ratings provided by real flyers.

➤ **FCm Travel Solutions**, the global corporate travel and expense management specialist, renewed its global content agreement for a further five years, meaning Amadeus' content will continue to be available to FCm's partner network via [Amadeus Selling Platform](#) and [Amadeus e-Travel Management](#). A content agreement was also extended with **STA Travel**, which is a global travel organisation that handles six million passengers each year across 29 markets and specialises in the student and youth sector. Later in the year **Cleartrip**, one of India's leading online travel companies, also signed a multi-year technology agreement, based on which Amadeus will provide the company with fare search technologies and access to global travel content through the Amadeus system.



## IT customers and new businesses

Amadeus offers 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. In fact, at 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 these 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.



Photo by Roberto Lotta



## Highlights 2012

In 2012, **EVA Airways**, Taiwan's second largest international airline, selected the full **Amadeus Altéa Suite** for its passenger management, and also for the international passengers of its subsidiary **UNI Airways**. The long-term agreement with Amadeus will bring EVA Airways and UNI Airways onto **Star Alliance's** Common IT Platform -already used by 64% of Star Alliance members -which offers enhanced customer service functionalities, for both sales and airport environments. **Garuda Indonesia**, the national airline of Indonesia, also announced that it will transform its passenger service processes with the introduction of the **Amadeus Altéa Customer Management** solution to manage its domestic and international reservations, inventory and departure control processes.

One particularly noteworthy development occurred in April when **Southwest Airlines**, the largest U.S. carrier in terms of domestic passengers boarded and consistently ranked number one in customer service by the US Department of Transportation, entered into a contract for the **Amadeus Altéa Reservation** solution to support the carrier's international flights.

Additional signatures for the full **Amadeus Altéa Suite** included **Czech Airlines**, which provides connections to 104 destinations in 44 countries, **Equatorial Congo Airlines**, **Izair**, **Air Côte d'Ivoire** and **Air Greenland**. Both **Mongolian Airlines Group** and **Ural Airlines** announced contracts for both the full **Amadeus Altéa Suite** plus the **Amadeus e-Retail** online booking engine.

In terms of further up selling, existing Altéa users **Aigle Azur**, **Bulgaria Air**, **Trans Air Congo**, **Egyptair** and its subsidiary **Air Sinai** completed the full **Amadeus Altéa Suite** by contracting to use **Amadeus Altéa Departure Control system**.

At the close of the year, a total number of 121 airlines were contracted for both **Altéa Reservation** and **Altéa Inventory**, 104 of which were contracted to use the full **Altéa Suite**, up from 92 at the end of 2011. Based upon these contracts, Amadeus estimates that by 2015<sup>(12)</sup> the number of Passengers Boarded<sup>(13)</sup> (PB) will be more than 800 million, which would represent an increase of almost 42% vs. the 564 million PB processed on the Altéa platform during 2012.

In addition to these commercial achievements, successful migrations

onto the Altéa platform were completed during the year for **Cathay Pacific** and its subsidiary **Dragonair**, **Scandinavian Airlines** and later on in the year **Singapore Airlines** and its subsidiary **SilkAir**.

IT Solutions also continued to migrate existing Altéa users to the Departure Control module, including **TACA** and many of its group airlines, **Saudi Arabia**, **airberlin**, **Royal Brunei**, **Qatar Airways** or **Egyptair**.

Amadeus also made inroads with Ground Handling Companies thanks to **Altéa Departure Control System** (DCS) for Ground Handlers, a community platform developed by working closely with ground handlers. In 2012, Amadeus announced the signatures of **Swissport International**, **SATS** in Asia, **Aviation Handling Services** in Africa, **Billund Airport** in Denmark, **Egyptian Aviation Services**, **Groundforce Portugal**, **Groupe Europe Handling** (Europe Handling and Sky Handling Partner) and **SEA Handling** in Italy. Agreements are now in place with 21 ground handlers for the deployment of the solution. Separately, **Altéa Reservation Desktop** (ARD) with Map Handling was launched in **Nice Airport** and the service is currently being deployed in eight other airports.

<sup>12</sup> 2015 estimated annual Passengers Boarded (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).

<sup>13</sup> 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.

## Customer support: Regionalisation

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 (ACOs) locally in each market. This is the backbone of our service organisation, the closest possible to the customer, supporting local language and market specific products.

In the case of the Americas, the Global Customer Services organisation operates the [Amadeus Customer Service Centre](#) based in San José (Costa Rica) and Buenos Aires (Argentina) as the sole point of contact for all travel agency customers in North and Latin America. These functional and technical support services are provided in both English and Spanish. In addition, Amadeus Brazil provides front line support to travel agency subscribers in the Brazilian market in the local language.

In Asia-Pacific, our centre in Manila (Philippines) operates as a virtual centre for several markets in the region and are connected with the service centres in

Buenos Aires and San José to establish a [Follow The Sun](#), **Global Help Desk** support for first level services in English.

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

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

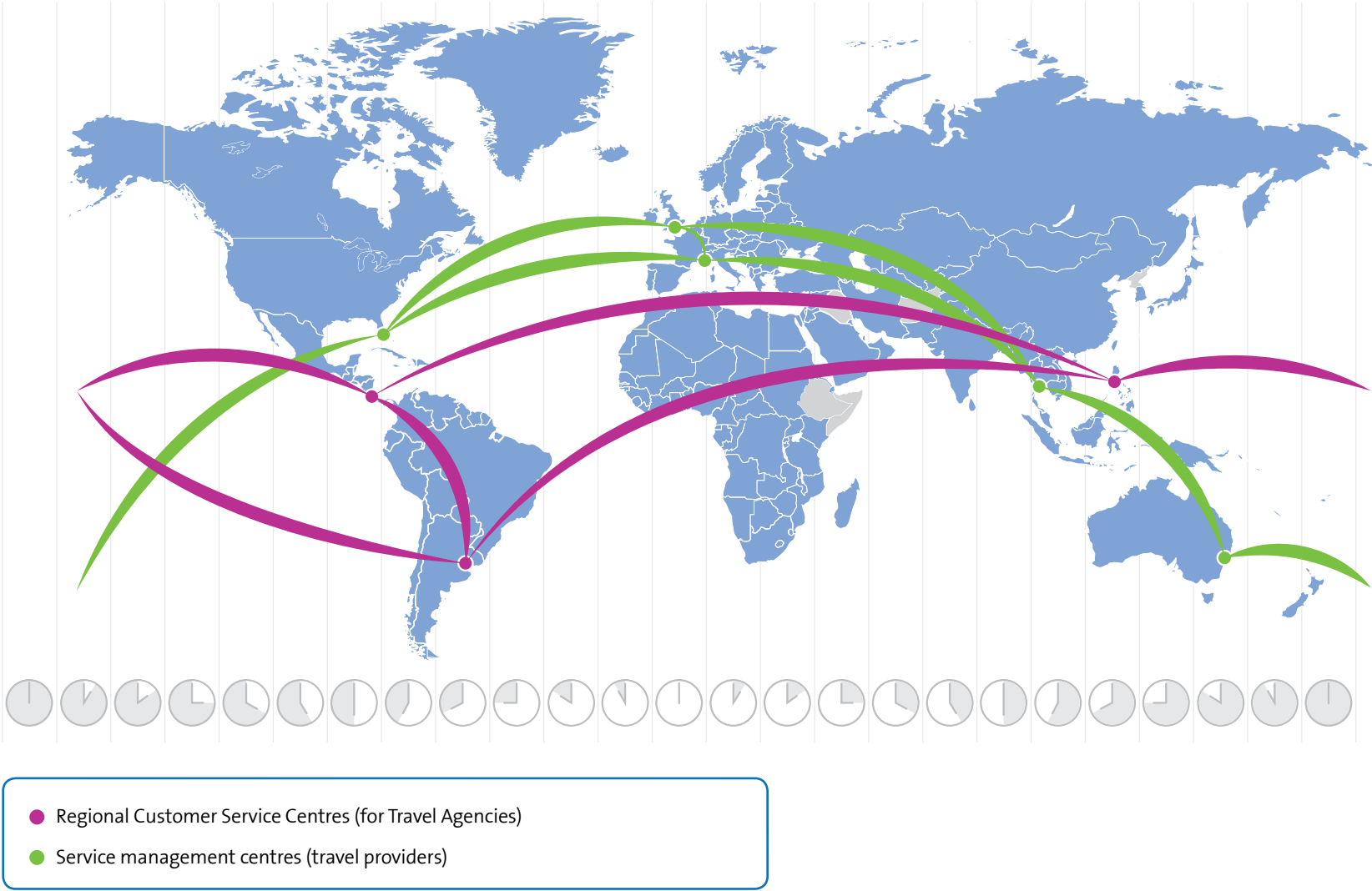
- As an example of our efforts to get closer to customers and to be able to respond faster to their regional needs, part of our **training** organisation has been regionalised by creating a regional

training centre for the Asia-Pacific region. New facilities were inaugurated early 2012 in Bangkok to continue supporting our growth and to better respond to the needs of all Amadeus customers.

Whenever possible, we also try to deliver training in local languages, mainly in the Asia-Pacific and Latin American regions.

- Amadeus has also invested in innovative **online self service solutions** for its customers. [Amadeus e-Support Centre](#) is providing a powerful search, knowledge base, case and claims logging capabilities, etc. Today, more than 85,000 customers in 100 markets are serviced online via the [Amadeus e-Support Centre](#).

Global, regional and local customer service (24/7 Follow The Sun)



## Customer satisfaction

A good understanding of customer needs is required in order to fulfil our company value of “customers first”. To this end, throughout 2012 Amadeus reviewed its customer feedback management system and put in place a solid process for the evaluation of customer satisfaction and loyalty.

Amadeus’ Customer Satisfaction Strategy process (CSS) involves the following steps:

### Step 1: Customer Satisfaction Strategy (CSS)

The CSS is agreed at the senior management level and is closely linked to the company’s business strategy. It outlines the areas of focus and of greatest importance in the Amadeus-customer relationship.

### Step 2: Targets

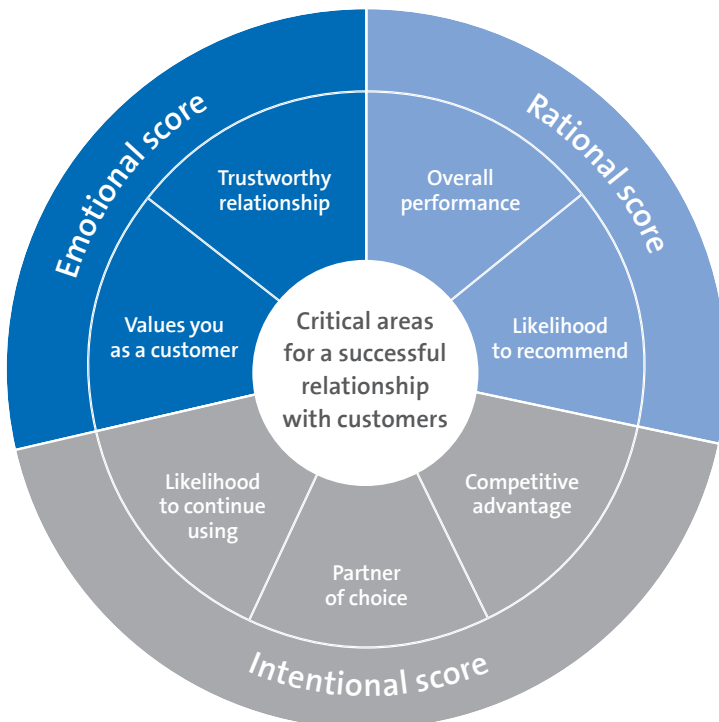
Targets are based on a benchmark developed externally by consultants for a customer loyalty score. They are based on seven areas believed to be critical for a long-term win-win relationship with customers:

- › Whether customers feel their relationship with Amadeus is trustworthy
- › Likelihood to continue to use Amadeus as a provider
- › Whether Amadeus is their partner of choice
- › Whether Amadeus provides them with a competitive advantage

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

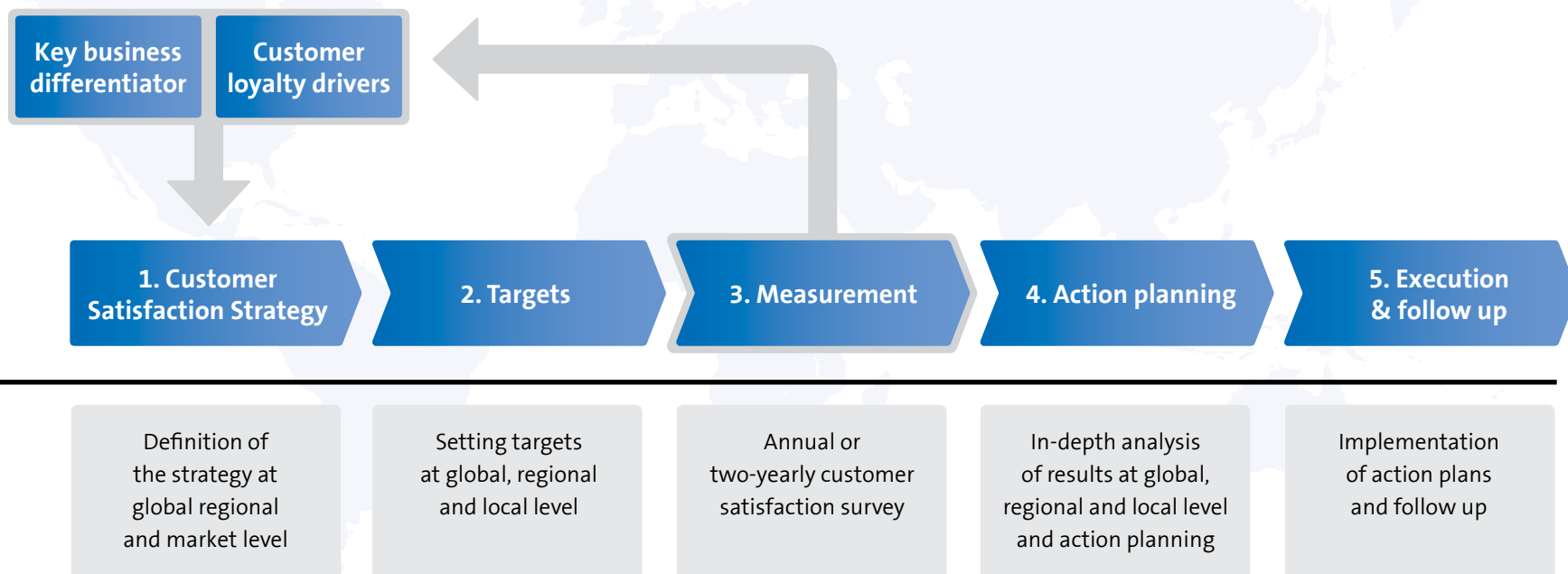
- › Overall performance of Amadeus solutions
- › Likelihood to recommend Amadeus products and services
- › Whether customers feel valued by Amadeus

Customer loyalty score areas

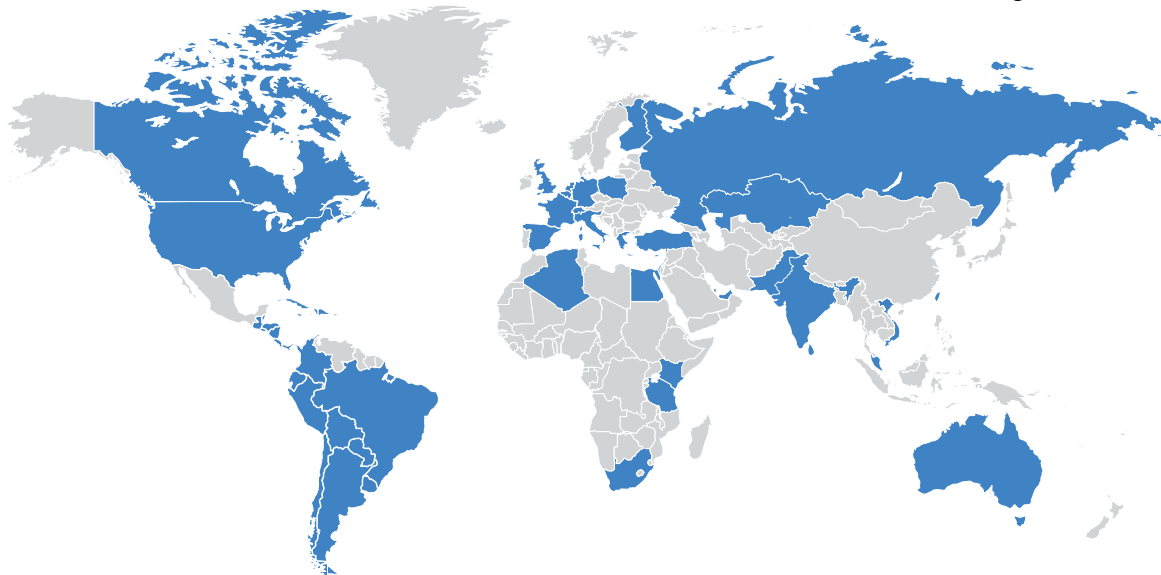




**Amadeus' Customer Satisfaction Strategy process (CSS)**  
– local, regional and global implementation



#### Customer Satisfaction Surveys completed in 41 markets worldwide



#### Step 3. Measurement

Measurement takes place on an annual or biennial basis depending on the business unit or segment. It is a programme managed by the Amadeus Global Marketing Research team and delivered by an external consultancy.

Through its Customer Satisfaction Survey in 2011 and 2012 Amadeus gathered feedback from over 4,000 customers based in 41 markets (80% of its customer representation) obtaining a solid picture of its relationship with customers all over the globe.

#### Step 4. Action planning

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

#### Step 5. Execution and follow up

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

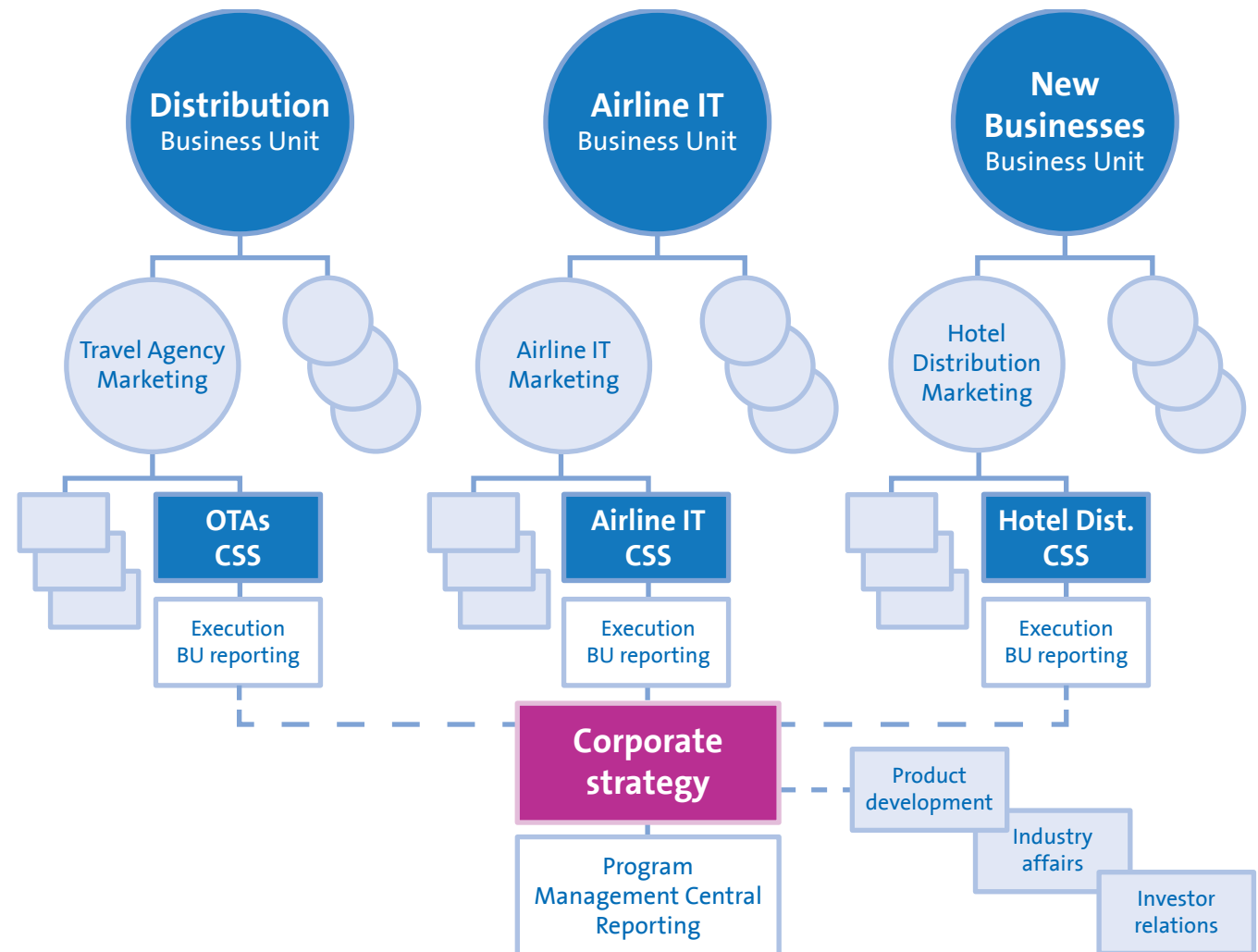
As a result of the customer satisfaction measurement in 2011 and 2012, a number of actions have been put in place at a market, regional and global level addressing areas for improvement identified by customers. The implementation of the action plans is sponsored by General Managers or Marketing Directors in the markets and senior management in the regional and central organisations.

## Customer satisfaction governance model

### Governance

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

In 2013 Amadeus will continue measuring customer satisfaction with its products and services as well as customer loyalty. It will also work on a wider consolidated feedback management system to ensure that the voice of customers is heard and always acted upon. To this end, customer feedback survey mapping is being developed. All this is part of a larger initiative concerned with improving customer intimacy and always putting Amadeus customers first.



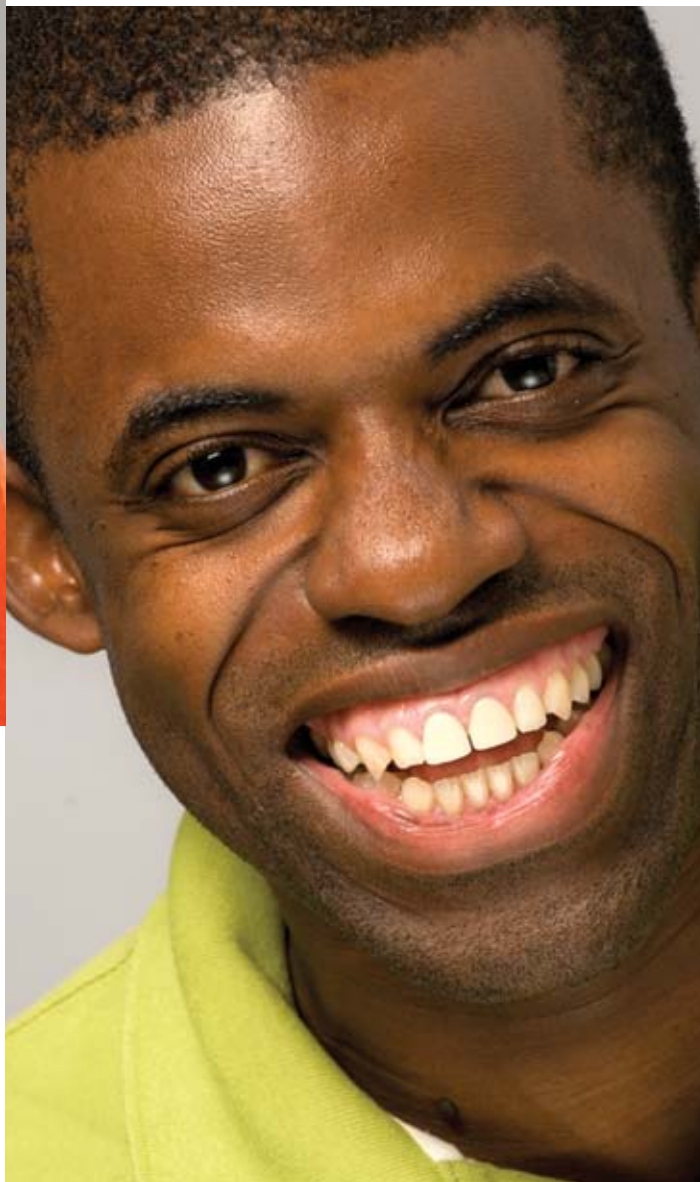


**Beate Schoess**

Country of origin: Germany  
Based in: South Africa

**Miguel Angel Chumo Mata**

Country of origin: Equatorial Guinea  
Based in: Madrid, Spain



**Carlos Romero**

Country of origin: Spain  
Based in: Bangkok, Thailand



**Christophe Rémondeau**

Country of origin: France

Based in: Bangkok, Thailand



05

## Amadeus in the travel industry



**Marta López**

Country of origin: Spain

Based in: Miami, United States

## Amadeus in the travel industry



Photo by Carolina de Caso

Collaboration among industry stakeholders is crucial for the sustainability of the global travel and tourism sectors. Amadeus engages constructively with industry stakeholders to agree upon principles and ambitions for sustainability. The global position of Amadeus obliges us to take a leading role in shaping the future of the industry. We fundamentally believe that the stakeholders across the travel industry, whether airlines, railways, travel agencies, or travel buyers, need to come together to agree on a common industry agenda for sustainability that builds on principles of transparency, fair competition, and respect for the environment in which we operate. We remain firmly committed to working with our industry partners to achieve this.

Amadeus created its Industry Affairs unit in 2011, consolidating how Amadeus works with industry stakeholders globally.

At Amadeus, we collaborate constructively across teams engaging in industry initiatives in order to achieve the above mentioned goals. Amongst others, these initiatives are related to:

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

The graphic on the next page illustrates our approach to industry relations:

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

Amadeus works with relevant regulatory bodies such as the European Commission (EC) and the US Department of Transportation (DOT), as well as the main trade industry associations, academic institutions and consumer organisations. Our closest partners are ETTSA (European Technology and Travel Services Association) and TTA (The Travel Technology Association, formerly ITSA), of which Amadeus is a founding member. We have an allied membership of ECTAA (European Travel Agencies' and Tour Operators' Association), and also work very closely with ASTA (American Society of Travel Agents), and its global organisation WTAAA (World Travel Agents Association Alliance). Through the TTA we are also indirectly members of Open Allies for Airfare Transparency. In Asia, we are a long-standing member of PATA (The Pacific Asia Travel Association).

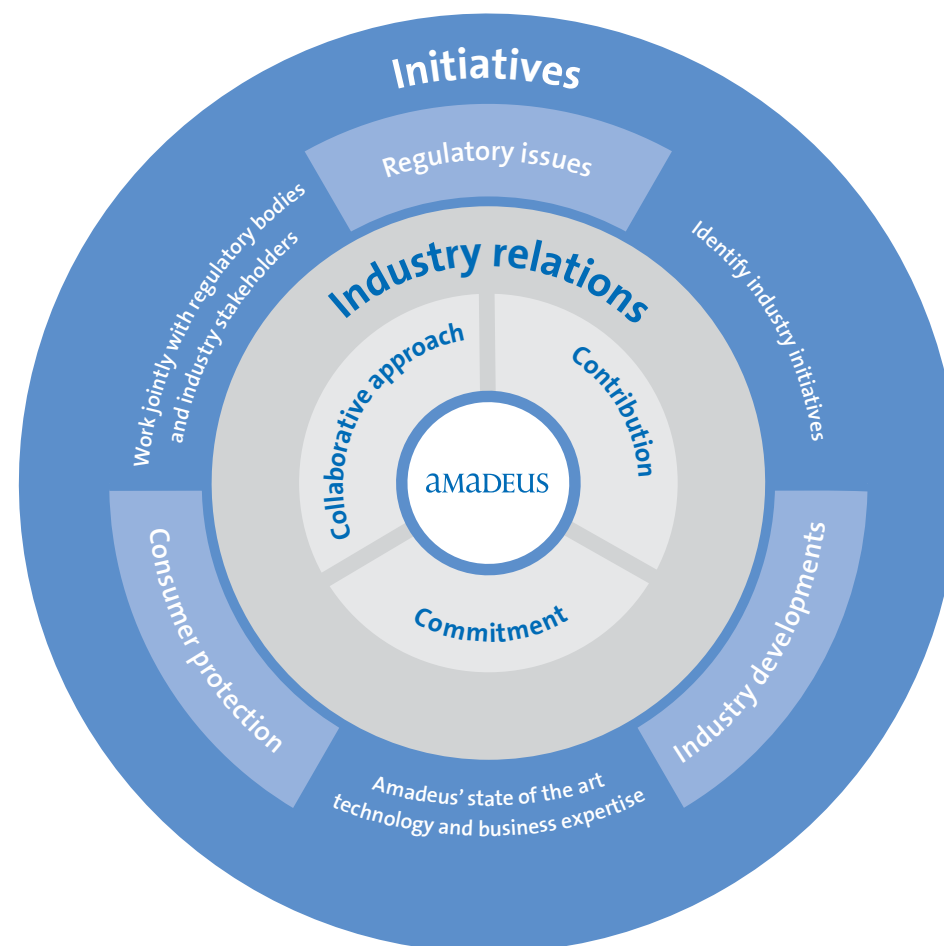
Amadeus is a strategic partner of IATA (International Air Transport Association), and we support the efforts of ICAO (International Civil Aviation Organisation) in establishing standards for measuring carbon emissions in the airline industry. We work constructively with IATA and Airlines for America to convince the airline

community that a common industry agenda should be developed to ensure the sustainable growth of the airline industry, whilst ensuring that changes and initiatives are not disruptive, but also ensuring that the requirements of all industry stakeholders are taken into consideration.

Additionally, we are a global partner of UNICEF (United Nations Children's Fund, please see separate section), and an affiliate member of UNWTO (United Nations World Tourism Organisation).

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

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



## Industry reports and white papers

Being on the front-line of one of the world's largest business sector means that we are always striving to be at the forefront of thought leadership initiatives. As part of our commitment to innovation, a number of reports on market trends and predictions for the future of the travel industry were published in 2012, many of which generated debate in international media. Our research papers are available for download from the Amadeus website:

<http://www.amadeus.com/blog/24/12/our-best-thought-leadership-reports-2012-a-year-in-review/>



***From chaos to collaboration:  
How transformative technologies  
will herald a new era in travel***

Our biggest report of the year explores future travel trends, both in terms of how people travel, and how travel providers work together with travellers.

The advent of mass travel and tourism came along with the pain of delays, lost luggage and increasing queues that many travellers confront. The future of travel is likely to be shaped by technological innovations which reduce stress, uncertainty and chaos.

This study outlines how transformative technologies and evolving social values and trends will combine to establish a new era of collaborative travel over the next decade and beyond. *From chaos to collaboration* claims that increased partnership across the travel industry will in turn provide much richer, deeper and more personal travel experiences at the same time.

If you want to know more about the future of collaborative travel and tourism, travel technologies, and what they will entail for travel providers, download the free report from the Amadeus website.





***Open for business:  
The value of open source software  
in transaction processing***

In this groundbreaking report sponsored by Amadeus, renowned Professor Jim Norton explores what the transition to open source systems means for business customers, IT providers and end consumers.

Open source software has been around for the last couple of decades and its presence is now being felt across many sectors. Today open systems are making significant inroads into enterprise and critical computing systems.

The benefits to business customers are diverse and include greater and swifter innovation, increased responsiveness, enhanced systems accessibility and support. Likewise, there are advantages to the IT provider that also have a trickle down benefit for customers: lower total cost of ownership, the ability to attract

highly skilled and talented staff, quicker access to new technology developments, and access to a global community for quick problem resolution.

*Open for business* supports the move to open systems in the travel industry in order to unlock innovation, respond faster to industry and consumer change and reduce costs. The report outlines how open systems release the industry from its dependence on proprietary software and provide travel companies with greater competitive advantage.

The shift to open systems, despite the significant advantages, does not come without difficulty. The paper provides lessons from those that have done it before which may help to reduce the challenges of transition.

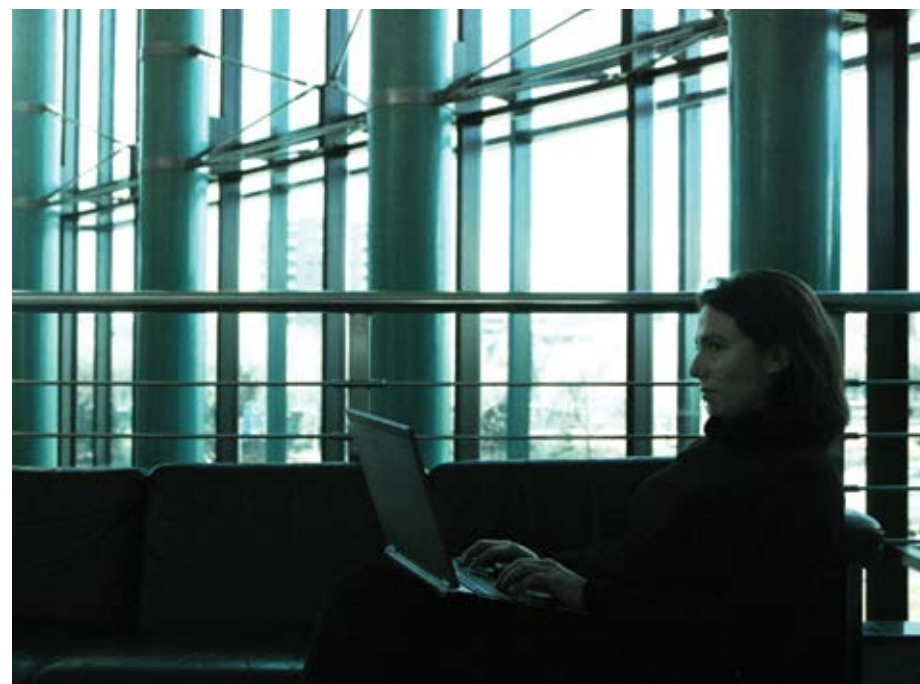
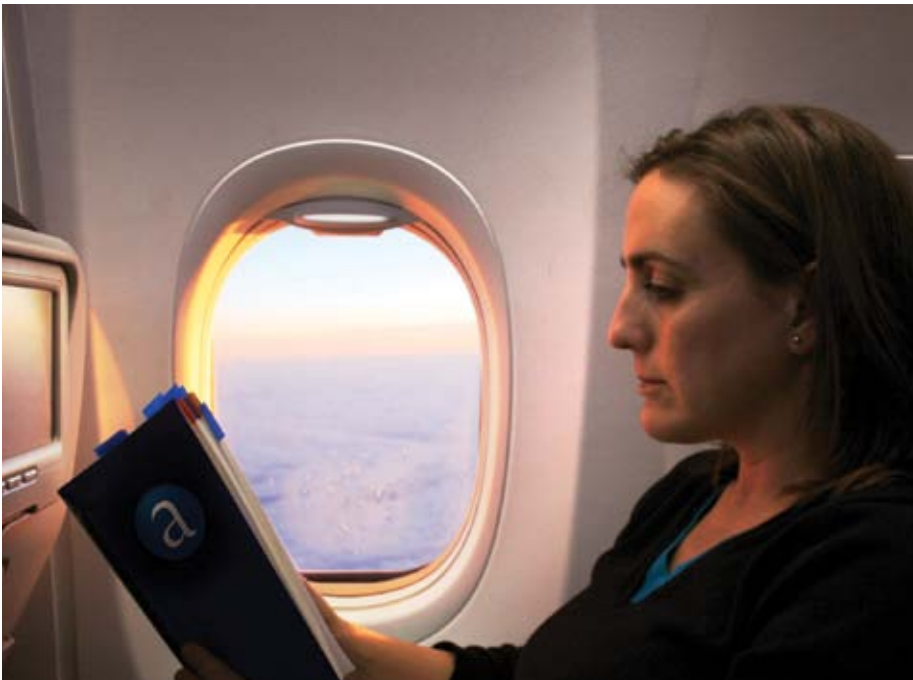


Photo by Employee & Brand Engagement team





***Back on track:  
Supporting the development  
of a 21st century rail network***



Authored by Professor James Woudhuysen, this report claims that outsourcing would help the rail industry to drive growth and expansion in order to meet the multiple challenges of increasing passenger numbers, financial pressures and customer expectations. This paper argues that the adoption of next generation IT Solutions –similar to those used by airlines– by the rail industry can raise productivity, cut costs, and improve the customer experience.

Back on track explains how outsourcing can support the rail industry's drive for modernisation, so that the objectives laid out in the European Community whitepaper *Roadmap to a single European transport network* can be achieved.



***Empowering inspiration:  
The future of travel search***

This study on how consumers will search for travel in the future reveals travellers' pain points and future motivations when planning and booking for travel online regarding destination selection, shopping and booking processes.

This research was conducted to understand the behaviours of a representative sample of trend-setting leisure travellers in six different countries –the United States, the United Kingdom, Germany, India, Russia and Brazil– and to uncover cross-market comparisons of how people shop for travel online.

Empowering inspiration shows that using advanced destination selection and content customisation tools to attract and inspire consumers earlier in the travel planning process is key to gaining a competitive edge in the months and years ahead.



***Reinventing the airport ecosystem:  
Mapping strategic direction  
for the next 20 years***

Based on input from futurist researchers, industry experts and airport stakeholders, this report evaluates all aspects of the future airport landscape. This industry study calls for a fundamental rethink of the airport ecosystem, identifying consumer frustrations with today's airport experience, and mapping how airports will reinvent themselves up to 2025, with new operating models, driving revenues beyond traditional aviation income.



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Based in: Madrid, Spain

**Elizabeth Gutierrez**

Country of origin: Brazil  
Based in: Madrid, Spain



**John Ammah Tagoe**

Country of origin: Ghana  
Based in: Nice, France





**Shell Lim**

Country of origin: Australia  
Based in: Bangkok, Thailand



# 06

## Amadeus people



**Patricia Welmans**

Country of origin: Zambia  
Based in: South Africa

## Amadeus people



Photo by Srichitra Leelataviwat

### KEY FIGURES

**An international company committed to its people:**

- > Workforce of over 11,000 people<sup>(14)</sup>
- > 39% women
- > A diverse team from more than 100 countries
- > Presence in 195 countries

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 2012, for example, we:

- > Conducted workshops worldwide to promote Amadeus values & behaviours
- > Started reviewing the Amadeus brand, building it from the inside-out
- > Completed our second Global Employee Engagement Survey
- > Achieved Top Employer certification by the CRF Institute<sup>(15)</sup> for our corporate headquarters in Spain.

<sup>14</sup> FTEs as of 31st December 2012.

<sup>15</sup> CRF offers independent HR assessment and acknowledgement. The CRF Institute's headquarters are based in The Netherlands.



## Amadeus: a people's company

Our people, with their competencies, skills and attitudes, and our company culture are unique assets for Amadeus, differentiating us from competitors 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 2012, our company was made up of 11,037 people, of which 80% have permanent active Amadeus contracts. About 39% of our permanent employees are women.

Total workforce (in FTEs*) by type of contract	2010**	2011	2012
Permanent staff	7,852	7,901	8,883
Temporary staff	108	87	113
External manpower (including contractors, and staff seconded from other firms)	2,310	2,234	2,042
<b>Total</b>	<b>10,270</b>	<b>10,222</b>	<b>11,037</b>

Scope: All Amadeus Group Companies.

\* FTE (Full Time Equivalent) is the number of headcount converted to a full-time basis, for example, an employee working part-time covering 80% of a full-time schedule is considered as 0.8 FTEs.

\*\* Figures for 2010 include Opodo Group.

Number of employees by professional category and gender	2010*	2011	2012
<b>Vice-Presidents and Directors</b>	<b>122</b>	<b>136</b>	<b>141</b>
Men	110	121	124
Women	12	15	17
<b>Senior Managers / Managers</b>	<b>1,903</b>	<b>2,022</b>	<b>2,091</b>
Men	1,222	1,388	1,429
Women	681	643	662
<b>Staff</b>	<b>5,753</b>	<b>6,003</b>	<b>6,931</b>
Men	3,184	3,328	4,024
Women	2,569	2,675	2,907
<b>Total</b>	<b>7,778</b>	<b>8,161</b>	<b>9,163</b>

Scope: All Amadeus Group Companies. Only Permanent Heads.

\* Figures for 2010 do not include Opodo Group.

Turnover rate by region	2012
Europe	4.5%
North America	15.3%
South America	15.3%
Asia	12%
Middle East and Africa	N/A

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

	2010	2011 <sup>(1)</sup>	2012
<b>Employee turnover</b>			
Turnover rate	5.3%	6.2%	6.9%
<b>Number of new employee hires</b>			
	N/A	807	1,164
<b>Employee turnover by gender</b>			
Number of men who left Amadeus	184	288	313
Number of women who left Amadeus	131	182	273

(1) Turnover figures for 2011 revised for like to like comparison with 2012.

Note: Only permanent employees included. For 2010, these figures represent 77% of Amadeus staff. In 2011 and 2012, these figures represent 90% of Amadeus staff, some subsidiaries are not included.

As we continue to invest in comprehensive practices regarding talent retention, we keep a low turnover rate of 6.9%, substantially below the IT labour market rate, which according to the Corporate Leadership Council was 14.9%<sup>(16)</sup> 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.

## A culture to success

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

- › Our central offices in Spain are listed as a Top Employer in Spain 2012/2013
- › Engagement of our staff is important to us: Second Global Employee Engagement survey completed in 2012

## Evolving our culture

With the rapid growth of our business and an increasingly diverse business portfolio and employee base, Amadeus embarked on an effort to adapt its company values. Following the definition of the evolved Amadeus values & behaviours during 2011, in 2012 we rolled-out these values throughout the company, following a top-down approach. Workshops were organised to spread the evolved Amadeus values to our employees and they gave employees the opportunity to see how the behaviours are applied in daily situations.

## Employee diversity

Multiculturalism, respect and openness are at the heart of our identity. With employees from 110 countries speaking over 53 languages, our staff enriches the

company with its different experiences and backgrounds. We have over 80 nationalities represented in our central sites in Spain, France and Germany.

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

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.

We take allegations of discrimination very seriously. To our knowledge, there were no reported discrimination incidents against the company during 2012.

Workforce by region	2010	2011	2012
Europe	7,998	7,824	7,974
North America	725	737	749
South America	508	532	539
Asia	873	947	1,581
Middle East and Africa	166	182	194
<b>Total</b>	<b>10,270</b>	<b>10,222</b>	<b>11,037</b>

Scope: All Amadeus group companies as of December 2012. Figures for 2011 do not include divestment of Opodo in Europe & Vacations.com in North America.



Amadeus employees at Madrid headquarters



Photo by Mariatou Ouattara

We have processes and tools in place to ensure our compliance with national laws and the UN declaration of human rights. We have implemented group-wide:

- > A mandatory training in ethics that all Amadeus employees must attend
- > A Compliance Committee, an internal independent body composed by six 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, employees and with employee representatives

### Gender diversity

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

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

Human rights aspect	Internal Amadeus process	Effectiveness
<b>Prevention of child labour</b>	Verification of age of employee when hired	100% of employees are over 15 years old
<b>Prevention of forced labour</b>	Employment contract based on employee's voluntary agreement	100% of employees have a right to unilateral termination of employment contract
<b>Prevention of discrimination</b>	HR policies based on objectives criteria	Clear definition of the policies and communication to employees and management
<b>Right to collective representation and collective bargaining</b>	No company measures to restrict collective representation and collective bargaining	53% of employees are working in a site where collective bargaining agreements have been signed and/or where employee representation exists



various steps are in place to ensure equal treatment between employees.

### People with disabilities

In line with our commitment to uphold the principles of the Diversity Charter in France, 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.

Working with the Handi Project in Nice (France) since 2004, we have set a number of priorities on different levels. One of the top priorities is to support staff affected by a disabling illness or disability, to help them keep their position or find a suitable alternative role. 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 have been working on solutions such as a phone system for deaf persons and a special screen for visually impaired employees.

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

### Building engagement

During 2012 Amadeus completed the second Global Employee Engagement Survey. Using the same provider and methodology as in 2010, 85% of our employees participated in the survey, demonstrating the importance of employee engagement both for the employees as well as for Amadeus. Continuing with our efforts to encourage engagement efforts from human resources, 24 human resources colleagues commenced an external engagement training and provided more direct engagement support to teams and managers.

### External recognition

2012 saw Amadeus receive the Top Employer Spain certification for our office in Madrid. In an awards ceremony in November, the CRF Institute announced the companies that were certified for 2012/2013 in Spain. The entire certification process took place between May and October, and consisted of a self-evaluation followed by an audit by both the CRF Institute and Grant Thornton. Among the areas assessed are benefits, company culture & talent management. Participating for the first time, our corporate headquarters in Madrid joined other multinational companies based in Spain with the Top Employer certification.



	2010	2011	2012
Number of employees with disabilities	59	71	74

Note: For 2010, figures cover around 80% of Amadeus staff. In 2011 and 2012, figures cover around 90% of Amadeus staff, some subsidiaries are not included.



Photo by Employee & Brand Engagement team

## Empowering Amadeus people

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

- > Employees received 143,128 hours of training in 2012
- > €6.7 million invested in training
- > Over 450 e-learning courses are available for employees on-line

### 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 the line manager

and employee meet up to examine the progress of objectives 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 85% of our employees had a performance and career development review in 2012.

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

- > Internal [Development Centres](#) are part of development programs in some Amadeus sites. The staff participating in a development centre is 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.

Hours of training by employee category	2010	2011	2012	2012 average hours of training per employee
VPs and Directors	479	913	1,092	7.8
Senior Managers & Managers	22,619	46,283	24,839	11.9
Staff	128,714	107,861	117,197	16.9
<b>Total</b>	<b>151,812</b>	<b>155,057</b>	<b>143,128</b>	<b>15.6</b>

Note: For 2011 -2012 Figures cover around 90% of Amadeus staff, some subsidiaries are not included. Only classroom training included.

e-Learning hours	2010	2011	2012
<b>Total</b>	<b>21,686</b>	<b>17,733</b>	<b>23,139</b>

- 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 & 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.

### Relationship with employee representatives

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

In all cases, we respect employees' right to freedom of association and trade union representation, and we are committed to informing and consulting, as needed, with labour partners. In this respect, 53% of our employees are covered by collective bargaining agreements.

We are committed to treating all our employees fairly. In the event of a significant operational change, we pay particular attention to providing appropriate notice periods and follow the legal information and consultation requirements within the countries where the changes are being implemented. Naturally, the length of the notice period depends upon the type of operational change being made. We always assess the impact of operational change on employees with great care, establishing a plan including communication with

labour partners and employees. Even where legal obligations or labour partners are absent, our company ensures regular communication is maintained with all impacted employees.

At a European level, we inform employee representatives, as per the agreement signed with the Amadeus European Employee Council, in a timely manner, providing information that allows 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.

Percentage of employees covered by collective bargaining agreements	2010	2011	2012
<b>Total</b>	<b>64%</b>	<b>55%</b>	<b>53%</b>

Note: For 2011-2012 figures cover around 90% of Amadeus staff, some subsidiaries are not included. Only classroom training included.

2012 rates by region	Injury rate	Lost day rate	Common illness rate	Absentee rate
Europe	1.05	0.01	2.24%	2.62%
North America	0	0	1.7%	1.77%
South America	0	0	0.88%	0.12%
Asia	0	0	1.03%	1.60%
Middle East and Africa	2.86	0.02	0.64%	0.39%

Accidents	2010		2011		2012	
	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	8	10	21	22	10	20
Number of accidents not resulting in lost days	4	5	22	14	23	30
Number of fatal accidents	0	0	0	1	0	0

Note: For 2010, figures cover 51% of Amadeus staff. For 2011 and 2012, figures cover 90% of Amadeus staff, some subsidiaries are not included.

## Employee well-being

- **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.

	2010	2011	2012
Injury rate	0.49	1.65	0.73
Lost day rate	0.01	0.03	0.01
Common illness rate (%)	2.30	2.14	2.03
Absentee rate (%)	2.48	2.38	2.3

Note: For 2010, Figures cover 51% of Amadeus staff. For 2011 and 2012, figures cover 90% of Amadeus staff, some subsidiaries are not included.



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 applicable local legislation.

Beyond legal requirements, we have proactively developed initiatives to improve employee health and well-being at work and considered the Company's "duty of care", which forms part of our focus on employee satisfaction. For example, the Madrid-based unit has also implemented services such as a nutrition program, which offers healthy daily menus and diet 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.

## 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 benefit packages (aligned with Social Security legislation, tax legislation and market practice in each location). The majority of our permanent employees are entitled to a defined contribution retirement plan, life and disability insurance, a medical plan and comprehensive travel insurance for business trips, plus all business travellers and employees on international assignments are covered by 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.

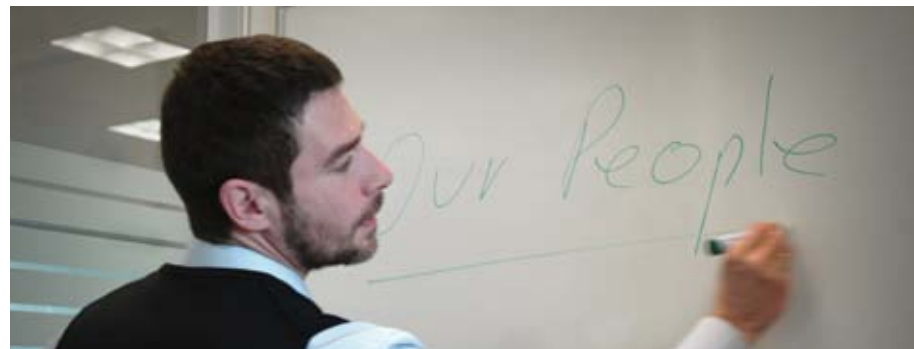


Photo by Employee & Brand Engagement team



**Habib Ragelhassi**

Country of origin: Morocco  
Based in: Nice, France

**Monica Jowah**

Country of origin: Zimbabwe  
Based in: South Africa



**Stefano Boero**

Country of origin: Italy  
Based in: Nice, France

**Juliane Benete**

Country of origin: Brazil

Based in: Sydney



07

## Corporate Social Responsibility



**Lauren Moment-Walker**

Country of origin: United Kingdom

Based in: Bangkok, Thailand

## Corporate Social Responsibility



Photo by France Grenot

The travel and tourism industry comprises diverse and interdependent sectors which together represent 9% of global GDP and employment worldwide<sup>17</sup>. Connecting the complex ecosystem of sellers and buyers of travel, Amadeus is in a privileged position to drive Corporate Social Responsibility (CSR) activities, leveraging underlying technology capabilities, expertise and stakeholder relations.

While the number and quality of **CSR projects** driven by Amadeus continued to grow, 2012 was also a year of review and self-assessment. We examined Amadeus CSR strategy since its formal establishment in 2008. Our goal was to evaluate the results and impact of our existing programme and thereafter determine how we would continue to grow our contribution. The outcome of this evaluation indicated that while the Amadeus CSR programme was based on a strong foundation, there was significant margin for improvement and more focused growth.

In the reshaped approach, project work is grouped under six programme areas:

### **Under Corporate Citizenship:**

#### **1 Knowledge and skills transfer**

- › Training and educational projects

#### **2 Technology for good**

- › Selected components of Amadeus technology deployed in social projects

#### **3 Community support**

- › Local community projects and volunteering

### **Under Environmental Sustainability:**

#### **1 Environmental Management System**

- › To measure, evaluate, improve and follow up on energy and resources used in operations

#### **2 Evaluation of environmental performance of Amadeus products**

- › Identify and maximise environmental benefits of our products

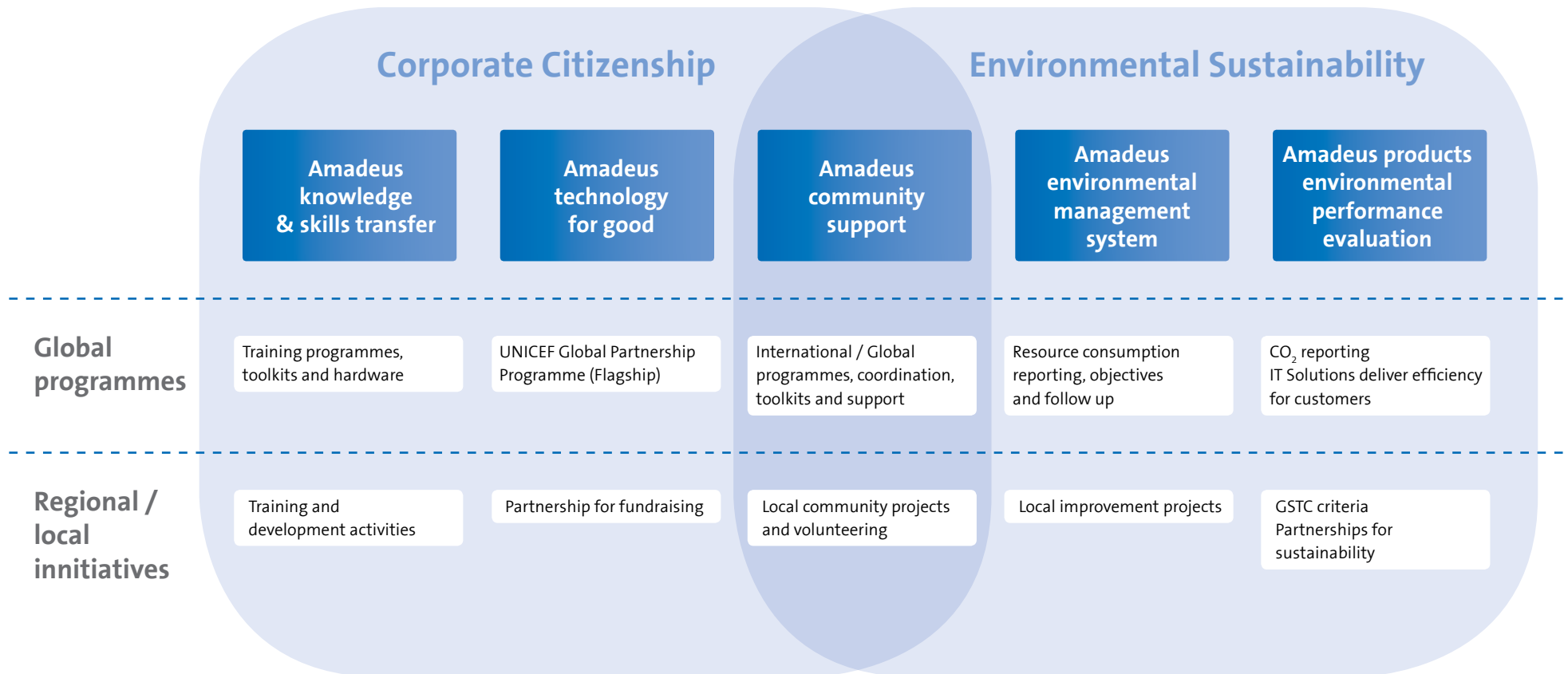
#### **3 Partnerships for sustainability**

- › Work in cooperation with other industry players in joint sustainability projects

<sup>17</sup> WTTC (World Travel and Tourism Council) (27th February 2013). *Economic impact of travel and tourism 2013 annual update: summary*. WTTC, London, United Kingdom.



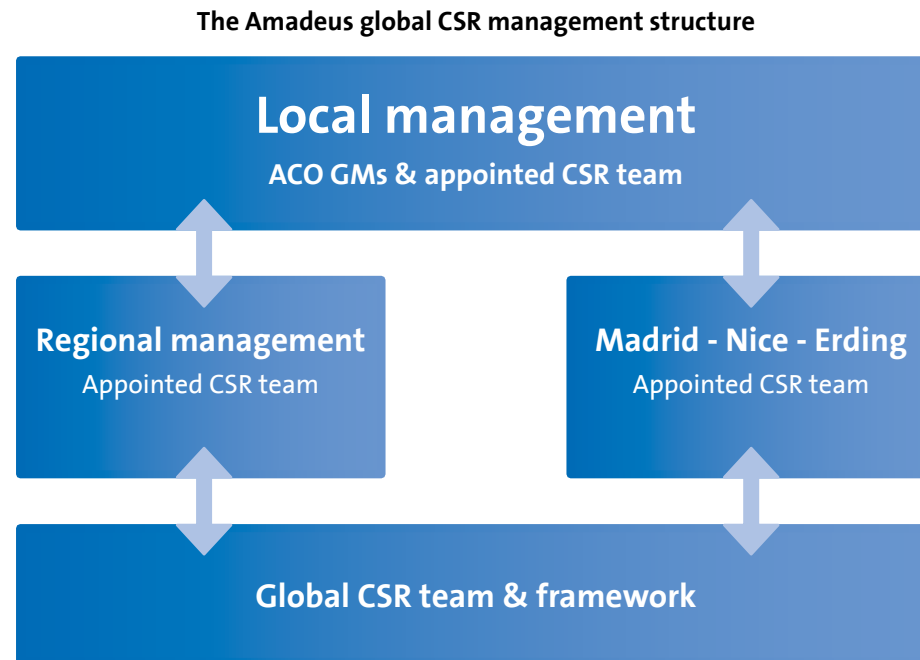
**New Amadeus global framework for Corporate Social Responsibility**



Through a combination of opt-in global programmes and local or regional initiatives in these six areas, we are able to implement CSR in a flexible and relevant way to suit the contexts and needs of diverse markets worldwide.

### A reinforced management structure

To drive the new CSR programme, a reinforced, senior-level management structure has been set up, that decentralises control and facilitates full involvement of the Amadeus community, local ownership and management of projects. This structure will ensure the bottom-up engagement that is necessary to increasing qualitative geographic reach of our CSR programme and a common, more focused approach across the Amadeus group of companies.



## Corporate Citizenship

Our ambition is to gradually but visibly, improve our contribution to society by engaging the resources that make Amadeus unique:

- 1 Our **people** and their **talent**
- 2 Our **technological capabilities**
- 3 Our **expertise** in the global travel industry

The Amadeus Corporate Citizenship programme arises from a desire to ensure our contribution to society goes beyond purely commercial expansion. As a global, corporate citizen, we have a **duty to interact in a responsible way from a business, social and environmental perspective**. In this context, one of the questions Amadeus aims to answer is: how do our activities improve living standards in the communities we work in?

In addition, it makes business sense in the long-term. When managed well, Corporate Citizenship can also facilitate achievement of strategically important goals for Amadeus:

- Involvement in project work that tackles real challenges in our communities is a way through which we can increase **staff engagement**, loyalty and **pride**

- Through collaboration in projects we can improve the **dynamism of relationships** with our partners and customers
- As a consequence of positive outcomes from our Corporate Citizenship activity, we can enhance Amadeus' **reputation** among key stakeholders globally

### Amadeus Corporate Citizenship programme addresses real social challenges

**Shortage of local skilled manpower in the travel sector in developing countries**

Amadeus **knowledge & skills transfer projects** benefiting vocational students, university graduates and industry professionals in 22 countries. The professional skills training projects aim to bridge the gap between mainstream academia and real-life business needs

***"While the number of extreme poor has dropped in the past 3 decades... there are still more than a billion people living in extreme poverty."***  
(source:UNDP: Fast Facts: Poverty Reduction. January 2013)

Amadeus **community support** initiatives raised more than 150,000 EUR in cash donations, covering basic needs for various communities worldwide

**In 2012, every day 19,000 children died from preventable causes**  
(source:UNICEF)

Amadeus' **global partnership with UNICEF** to request donations from consumers when they buy travel services online. The contributions pooled together will help fund projects for disadvantaged children around the world



Amadeus Global Leadership Conference 2012: Amadeus market heads in CSR Workshop, assessing impact of CSR strategy and activity worldwide

### The journey to reshape our Corporate Citizenship programme

From the results of our social projects and feedback from our project partners, we have confirmed our belief that our unique set of **skills** and **technology**, plus the reach of our **business network**, together, translate into sustainable resources of considerable value to **drive social change** in many local communities, where we have a presence. In this context, we have laid out the foundation to move forward with manageable, visible steps – starting in 2013 – to ensure **bottom-up engagement**, steadily **increasing geographical reach** and a **common approach** across the Amadeus Group worldwide.

### The first step: Assessing our approach and activity

As a first step, evaluation of our Corporate Citizenship programme involved internal analysis of the type of activity carried out until 2012, and its results. During the six-month process, Amadeus management at all our country offices, project partners around the world and the Amadeus Executive Committee provided their appraisal of the impact of the overall approach and on-going projects.

In 2013 – 2014 we will extend the review process to incorporate more views from our key external stakeholders.

**2012**

Reengineering CSR strategy

**2013**

Start executing the strategic plan



### **The second step: Establishing a common set of guidelines across the company**

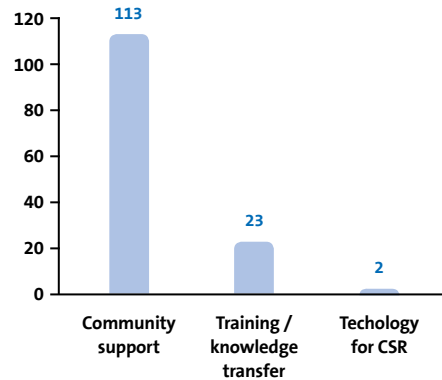
To ensure the right level of coordination and high standards of outcome, a set of common and flexible guidelines are made available for the Amadeus community through a dedicated CSR community site. These guidelines, together with the CSR framework support the development of the company's Corporate Citizenship policy worldwide. Additionally, coordination is being carried out through twice yearly meetings of the global CSR management network, as well as quarterly progress review meetings between the central organisation and each region CSR management.



The Amadeus Corporate Citizenship community site



**Corporate Citizenship projects in 2012**



Key Performance Indicators	2012
No. of countries with projects on-going	45
No. of active partnerships (projects & initiatives)	138
No. of staff involved	1,628
Local/site CSR management	84
Staff volunteers	1,544
Registered volunteer hours	4,670
Investment in community initiatives (value in EUR)	
In-kind donations	194,880
Cash donations	156,083

### Outcome of Amadeus Corporate Citizenship in 2012

Amadeus Corporate Citizenship covers all the social projects and initiatives in which the Amadeus community is involved in, projects that foster social development, skills capacitation and humanitarian support in the local communities. A full picture of the scope and reach of activity in 2012 is available at [www.amadeus.com/csrmmap](http://www.amadeus.com/csrmmap)

In 2012, Amadeus people once again demonstrated their continuing commitment to make a contribution towards alleviating social challenges in their local communities. A total of 138 initiatives were developed in 45 countries, that is 62% of Amadeus country offices worldwide.

### Amadeus community support programme

Our community support programme covers the social projects that Amadeus offices and people carry out in their locations, for the benefit of, and in partnership with, their local communities. Today, a combination of multi-country programmes and single market projects shape this activity across the Amadeus group of companies.

In 2012, more than 80% of activity in our Corporate Citizenship programme was centred on community support coinciding with the company's 25th anniversary, during which various markets opted to share the celebration with the disadvantaged, in their communities. During the week-long celebrations in October, Amadeus people across the globe chose to make CSR a real and visible part of the company's anniversary.

Staff at over 20 sites representing over 80% of our workforce went out to make a personal contribution in their local communities. The resulting activities delivered quality time and material donations including food, school kits, clothing and toys to people in need.

*“Our 25th anniversary celebration was less about ourselves and more about what 25 years of success can inspire us to achieve for others...”*



US Miami staff clearing woodland



Thailand staff sharing celebrations with the Child Protection and Development Centre



Ivory Coast. Donation to childrens' non-profit organisation AREÉA-La Page Blanche



Hong Kong community service ceremony



UK staff during 25th anniversary fundraising buffet for Children in Need



South Africa. Plane ride and day out for St Lawrence Children's Haven

Besides the activity around the anniversary celebration, our longer-term community support projects continued to flourish.

Some examples are:

**Latin America:** The second edition of the Latin America Volunteer Day, in which **12 Amadeus country offices** across the region organised and coordinated employees who wanted to volunteer and contribute to the development of local communities in need. A new and key addition to this edition was the participation of customers alongside Amadeus volunteers.

**North America:** The official handing over of the Amadeus Haiti Orphanage project to non-profit Great Commission Alliance.

In 2010, **Amadeus North America** and Great Commission Alliance (GCA) joined forces to build an orphanage for 100 children. Amadeus staff raised \$194,000 to build the first floor of the orphanage. On completion, the GCA assumed the day to day running and future development of the orphanage.

### Results of the Amadeus Haiti Orphanage Project

To finance building of the orphanage which was initiated in 2011, Amadeus North America in close coordination with local staff established a fundraising sponsorship level program and an employee payroll deduction donation program. To further boost these efforts, employees participated in fundraising events and established a customer and employee raffle. Continued fundraising was required to cover additional costs of construction, due to price increases after the earthquake.

The GCA/Amadeus House of Hope Orphanage has a complete staff of quality individuals who provide a loving and caring home environment. House of Hope staff includes Director, Assistant Director, House Moms, kitchen, laundry, housekeeping, and full time security.

The funds needed to operate the GCA/Amadeus House of Hope Orphanage is \$175 per child per month (\$50 for care, \$100 for food – 3 meals a day, \$25 for education). The GCA aims to solicit these funds through its “Sponsor an Orphan Program”. In the meantime, GCA is covering the costs directly thanks to annual fund raising events that cover administrative costs.



Haiti Orphanage

**Europe:** A monthly donation of foodstuff by staff in Madrid to non-profit Caritas. In the first week of every month Amadeus staff bring, non-perishable, varied foodstuff, including baby food and diapers. The donations are collected by Caritas volunteers who then deliver it to families in need, within Madrid. In the first six months of the project, over 2000 kilogrammes of food were donated to over 400 families.

abandoned children in Kenya, Malaika Babies Home in Uganda, SOS Village in Cameroon, Dzorwulu Special school in Ghana, Fondation Espoir in Ivory Coast and Village Pilote Centre in Senegal.

**Asia-Pacific:** Amadeus Cares: a 3-pillar programme at **Amadeus Asia-Pacific**, our Bangkok-based regional office, which reaches out to the most vulnerable members of the community in Thailand.



**Africa:** Activity focused mainly on sponsorship and support for homeless children. Amadeus staff and management worked closely with local charities and institutions including St.Laurence Haven in South Africa, Mnazi Mmoja Primary School in Tanzania, Angels Centre for



SOS Douala instructor and children with Amadeus team in Cameroon



Solidarity day in Ivory Coast: leisure activity with children of Bingerville orphanage at Doraville centre



**Amadeus Cares:  
A growing focus on Corporate Social  
Responsibility in Asia**

At Amadeus Asia-Pacific, Corporate Social Responsibility is a strategic tool, which aims to support social and economic development in underprivileged communities.

*“Amadeus Cares is the umbrella theme under which we are developing our social responsibility activity, with a special focus on education and children”*

Under Amadeus Cares, we have three project areas that mirror our global corporate framework for CSR: Build to give, Run to give, and Educate to give. The aim of these projects is to provide support to local underprivileged communities particularly in Thailand.

**Build to give** is undertaken in partnership with non-profit Habitat for Humanity who identified local families in need of new homes. To date more than 100 Amadeus employees from the regional office – working with professional builders - have

helped lay foundations, put up and paint walls of homes for the beneficiaries. In 2012 staff in Bangkok helped paint and clean up a school hit by floods. This is the third edition of Build to give and each year the number of employees increases.

**Run to give** was designed as a charity event in which Amadeus employees from the regional office were encouraged to take part in charity races to raise funds for the education of students in Thailand that do not have financial resources. In 2012 proceeds went to fund a computer lab in the International Support Group Foundation and grants for university students. In this case also, the number of employees increases year on year.

**Educate to give** focuses on improving the education of children in underprivileged areas of Bangkok. In 2012, in collaboration with non-profit WorldVision and travel insurance provider ACE Travel, 40 staff volunteers spent a weekend away with 100 children from very poor areas in Thailand, enjoying different educational activities. On a second occasion, 30 Amadeus staff took 100 children to visit the Planetarium in Bangkok.

**Extracts from staff feedback**

*“It was such a memorable weekend spending time with the kids and I was so glad to be a part of it, to brighten up their smiles. I will not miss the next one!!! GREAT JOB”*

Ploy Srirathum

*“Thank you very much for the great activity we had together. The overall activity was just great and a wonderful memory. I would like to have this kind of activity more often so we can get along with the kids and get to know each other...”*

Korakod Sangmala

Other activity around the world included sports races and marathons in which staff participated to raise funds for preferred charities in diverse markets such as the UK, Germany, Thailand or Australia.

Charity bazaars were also a popular means of fundraising with examples such as Amadeus Italy's Charity Village. The project in collaboration with non-profit Telefono Azzurro Onlus, aims to gather funds through staff efforts and skills such as making and selling foodstuff, used books etc.



Italy staff run Charity Village sales to raise funds for multiple community initiatives

### **Amadeus technology for good programme**

In our commitment to step up our role as a global actor in social development, Amadeus has entered into a global partnership with UNICEF to improve the lives of children worldwide through travel.

Through this global programme we will put our technology to work for UNICEF, by deploying a donation engine solution on commercial travel websites. This will give travellers worldwide the possibility to donate to UNICEF projects when making online travel bookings.

To realise our goal with the programme, Amadeus and UNICEF will reach out to travel sellers in selected markets, to engage them in the global initiative,

in order for them to facilitate traveller donations on their commercial websites.

Amadeus technical teams will support, host and maintain the donation engine solution at no cost to UNICEF or the travel sellers.

This partnership aims at setting the foundation for a wider collaboration using technological innovation and engaging the global travel industry and travellers, to make small, individual contributions, that when pooled together, can translate into a significant and sustainable source of funds for children's projects around the world.



Solidarity day in Senegal: Amadeus team at Village Pilote Centre in Sangalkam.  
Photo by Mariatou Ouattara

### **Amadeus knowledge and skills transfer programme**

The projects under the Amadeus knowledge and skills transfer programme also continued to grow in 2012, providing much needed skills and insight into the world of travel, to graduates and industry professionals in 23 countries. The professional skills training projects aim to bridge the gap between mainstream academia and real-life business needs – with courses ranging from travel reservation, general business management down to basic IT skills. Amadeus Tourism Observatory projects are also providing useful insight on tourism traffic flows to ministries of tourism in Argentina, Cuba, Uruguay and Chile.

## Collaboration in the Americas through Business Corps

In a multi-market collaborative approach to build up professional skills in non-profit organisations, Amadeus North America and Amadeus Brazil, helped improve business management processes in three non-governmental organisations (NGOs) -Bola Pra Frente, Saude Crianca and CDI. The project was a pilot of Business Corps, a multi-company partnership led by a network of private-sector partners of which Amadeus North America is a founder member and sitting chair in 2012-2013. The contribution of Amadeus Brazil on the ground, along with DOW Chemical, HP and IBM, working directly with the three NGOs is a tangible result of Business Corps' goals.



Amadeus professionals in planning session with executives of CDI non-profit organisation in Brazil

### Extracts from the results achieved with the three NGOs:

*"...All of CDI's staff in Rio and São Paulo were migrated onto a single email system, which improved organisational efficiency by 200% and increased disc space by 25,500% (100MB to 25GB). Additionally, CDI's account limit increased from 200 to 300 accounts, and the new system is more stable and less restrictive for users. The time required to configure and fix accounts has also been greatly reduced, which has streamlined the IT department's operations and is saving them an additional 4 hours per month..."*

*"...30 documents were translated into Spanish for Saúde Criança, which has allowed them to reach a wider audience throughout Latin America. Development has also started on a new online*

*donations platform, which is increasing program awareness and facilitating the receipt of international donations..."*

*"...for Bola Pra Frente, an institutional IT systems assessment was completed and an email migration process carried out. Amadeus collaboration also included an IT server and software backup project which is expected to improve organisational efficiency, security and communications. Bola Pra Frente also received professional skills support in Business Planning and Marketing strategies for their events and fundraising activity. More information is available in the [Rio Impact Report](#) published by Business Corps"*



Bola Pra Frente

**AmadeusFans:  
Bridging the gap between graduate  
school learning experience and  
labour market requirements**

AmadeusFans is a non-profit association founded by Amadeus Egypt staff with the objective of developing graduate skills to meet the required knowledge and experience then referring them as candidates for job vacancies to travel agencies and airlines in Egypt. The training programme offered to these young jobseekers serves to bridge the gap between their learning experience and labour market requirements.



AmadeusFans training programme for job seekers in Cairo and Alexandria regions

*“...In July 2011 AmadeusFans was registered with the number 8200 with the Ministry of Social Solidarity. Our goal is to develop the skills of graduates and job seekers in order to help them find good jobs in the travel and tourism industry. AmadeusFans aims to give 100 Egyptian university graduates each year a full training scholarship. We started our first batch of training in March 2012. Since then, 24 students have completed their scholarship which included training in customer service, selected components of global travel distribution and airline basics. AmadeusFans also offers subsidised training to improve the skills of local travel agents.”*



Travel distribution training with the Aga Khan Foundation and non-profit OM Habiba in Aswan region

Building on this success, in 2012, Amadeus in Egypt extended agreements with the Aga Khan Foundation non-profit, Om Habiba and the Egyptian Travel Agents Association to provide training licences for certified training in global travel distribution, in 8 different governorates - Cairo, Alexandria, Mansoura, Aswan, Luxor, Zagzig, Sharm El Sheikh, Hurgada. Computers will also be donated in the 2-year collaboration. The goal is to support the travel agencies in each location through skills capacitation.

Among sponsors of AmadeusFans are local travel industry players Carlson Wagonlit, Thomas Cook, East West, Red Sea Tours, Astra Travel, Excel and Blue Sky.



To facilitate higher learning for students from underprivileged backgrounds, Amadeus staff also participated in sports for charity events. A notable example of this was the Bangkok Post Marathon where 130 staff in Bangkok participated to raise funds for university grants for students in need.

#### PC donations

In relation to the knowledge and skills transfer projects, demand for Amadeus PC donations also continued to grow to facilitate online training and establishment of computer labs in schools. More than 250 computers were donated to set up computerised classrooms in various countries, including Jordan, Ukraine, Germany, France, China, Malaysia, Cuba, Philippines, Panama and Tanzania.



UAC Ukraine orphanage children with PCs



Staff refurbishing computers



Inauguration of computer training room at Universidad Camaguey

## Environmental sustainability

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

Under the reviewed CSR programme, Amadeus' environmental initiatives can be divided into three main areas of activity/contribution. **Firstly**, our direct and most clear responsibility is to address the **environmental impact of our operations**. Our **Environmental Management System** measures our resource consumption, identifies areas for improvement, implements specific actions and reviews results achieved. During 2012 our principal progress in this area has been an improved reporting system for resource consumption of our top 10 sites worldwide by number of employees; which resulted in

more accurate information being reported. In some cases this exercise required the correction of previously reported figures, and this has been indicated in the pertinent section. Generally, efficiency has been improved for all items (electricity, paper, CO<sub>2</sub> emissions, water and waste). More detailed information is included in the following paragraphs and images.

As in previous years, we find frequently common economic and environmental interests that facilitate action in reducing resource consumption and environmental impact. In many cases, actions to reduce consumption do not require any or very little investment (like initiatives encouraging behavioural change) and in most cases, return on investment takes place in less than a year (like the replacement of incandescent light bulbs for LEDs).

**Secondly**, we are keen to continuously evaluate and identify **environmental benefits** that our **innovation** and **technological capabilities** bring to our customers and the industry in general. In this respect, the improved fuel efficiency demonstrated by our solution Altéa Departure Control System Flight Management (DCS FM) for airlines<sup>(18)</sup>

has been expanded; by the end of 2012, 58 airlines had already implemented the solution and 104 more carriers have contracted Altéa DCS and will be implementing the product in the near future. In 2013, we plan to review the potential environmental benefits of products that will be launched during the year. The chapter dedicated to R&D and innovation provides further information regarding the areas in which Amadeus is investing in R&D projects.

Greenhouse gas emissions and climate change are a principal concern in the travel industry, particularly due to the high energy intensity of means of transport in general. The **risks associated to climate change for Amadeus** are principally linked to the demand for travel. This is due in part to the fact that incremental environmental costs translate with some delay into increased economic costs; and, all other things being equal, an increase in costs leads to a reduced demand for travel. Besides, consumers, in order to avoid negative environmental impacts, may look for alternatives to travelling.

On the other hand, **regarding opportunities** linked to climate change, we are in Amadeus in a privileged position

<sup>18</sup> See Amadeus Corporate Responsibility Report 2011, page 102. More than 300 tonnes of CO<sub>2</sub> emissions were saved by one single airline after Altéa DCS FM implementation. More detailed information can be provided upon request.

to help raise environmental awareness in the industry. We need to bear in mind that Amadeus is involved in one way or the other in the travel of more than one million passengers every day. Environmental services included in our distribution platforms and/or IT Solutions are a way in which Amadeus can improve customer loyalty, reputation in the travel industry, contract new customers and retain current ones, improve our network and relationship with industry stakeholders and, importantly, play our part in the contribution to industry sustainability.

**Thirdly, we work together with other industry stakeholders** to address environmental challenges for the whole industry. For example, since 2009, Amadeus and the International Civil Aviation Organisation (ICAO) reached an agreement by which Amadeus uses ICAO's carbon calculator in our corporate booking tool, so that corporations and travellers can be informed about greenhouse gas emissions released in their trips. ICAO's carbon calculator brings the benefits of neutrality, a global approach and, legitimacy, since ICAO is the United Nations agency regulating civil aviation.

### Amadeus' environmental programme contribution to the sustainability of the travel industry



### ICAO & Amadeus partnership



### Environmental key performance indicators

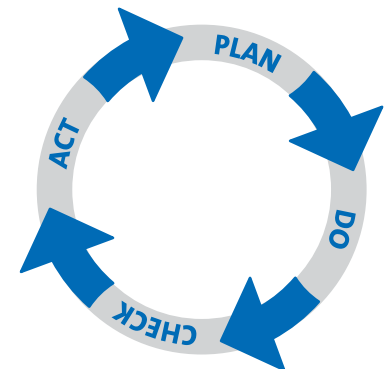
Amadeus' Environmental Management System (EMS) monitors energy and resource consumption at our top 10 sites by number of employees, which in 2012 represented 75% of the total workforce. Amadeus sites included in the reporting are:

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 SNC. Paris (France)
10. Amadeus Soluciones Tecnológicas, S.A. Madrid (Spain)

Items included in the EMS are electricity consumption, CO<sub>2</sub> emissions, paper, water and waste. We have an on-going process for continuous improvement based on measuring consumption, identifying best practices, implementing actions for improvement and following up on results.

In addition, for 2013 we will implement more specific targets both in absolute and efficiency targets, that can be adjusted depending on company growth. Also in 2013, we will use our central reporting database to share best practices and encourage active involvement from all sites.

The following paragraphs provide an overview of our performance, explanation of the main measures taken and our plans and objectives for the future.



## Electricity consumption

Electricity consumption represents our **main direct environmental impact** and therefore deserves special attention. Approximately half of Amadeus electricity consumption comes from our Data Centre in Erding (near Munich, Germany).

**In 2012, more than 400 million travel bookings and over 550 million passengers boarded were processed in the Amadeus Data Centre. Reliability and energy efficiency are critical objectives**

In 2012, Amadeus Data Processing GmbH, **renewed the energy efficiency certification from TÜV SÜD** initially obtained in 2010. The certification process involves an in-depth review of the Data Centre operations, as well as recommendations for improvement. In addition, we continued our regular environmental audits, carried out three times a year by Bureau Veritas, in which security, safety and maintenance checks are performed.

During the year, the new energy annex building became fully operational, providing almost double capacity of

power and cooling for the three firecells of the Data Centre, increased free cooling capacity and reduced cost by optimising the use of cold water provisioning from our own well.

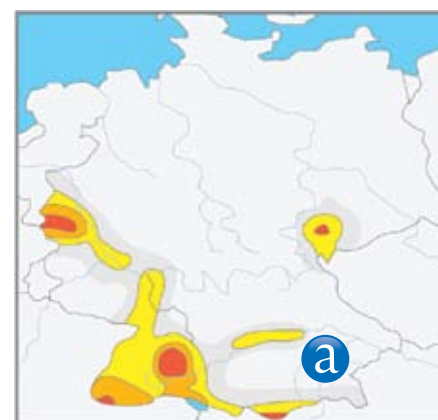
Other measures to improve efficiency implemented or recorded in the year include the replacement of the two oldest cooling machines, serving the Operational Bridge in the Data Centre Building. On the other hand, the change from fluorescent to LEDs lamps in the three fire cells of the Data Centre (approx. 700 lights) resulted in energy savings of more than 270,000 kWh per year.



Amadeus Data Centre, Erding, with the new energy annex for improved cooling  
Photo by Stefan Halmagyi-Fischer



TÜV SÜD renewed energy efficiency certification



Safe location with very low risk of natural disasters and high hydropower generation, for reduced CO<sub>2</sub> emissions

***“The average Power Usage Effectiveness (PUE)\* for the Data Centre in 2012 was 1.39”***

\* Power Usage Effectiveness is defined as follows:  $PUE = \text{Total Facility Power} / \text{IT Equipment Power}$ . Total Facility Power: This includes everything that supports the IT equipment load such as:

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

On the other hand, IT equipment power includes the load associated with all of the IT equipment, such as computer, storage, and network equipment, along with supplemental equipment such as KVM switches, monitors, and workstations/laptops used to monitor or otherwise control the data centre.



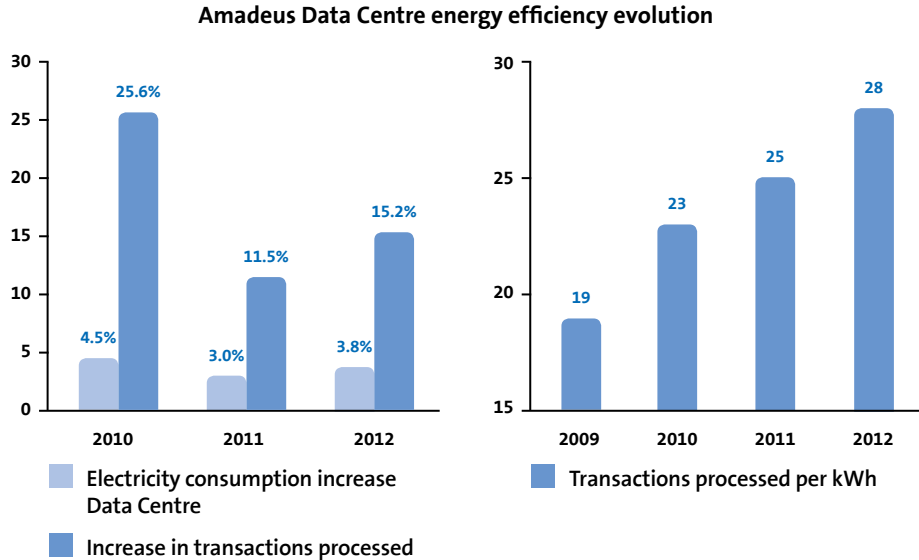


Photo by Joachim Raffin

The figures on the left show the results achieved. Total electricity consumption growth was significantly lower than the increase in total business transactions processed<sup>19</sup>. Amadeus has therefore managed to continuously improve energy efficiency by processing increasing number of transactions per kWh.

It is also important to take into consideration that the methodology for calculating transactions remains constant, although the complexity per transaction keeps continuously growing,

since technological advances permit dealing with increasing amounts of data per transaction. In other words, efficiency gains are in effect larger than what is depicted in the graph.

Apart from the Data Centre, the other sources of electricity consumption are our office buildings across the world. We measure and monitor our consumption in our top 10 sites, both in absolute numbers, as well as in efficiency ratios of electricity per employee, as per graphic on facing page.

<sup>19</sup> Business transactions processed are identified as basic operations linked directly to our business, like bookings or passengers boarded processed.

Below are some examples of specific local initiatives implemented during 2012, in order to optimise performance:

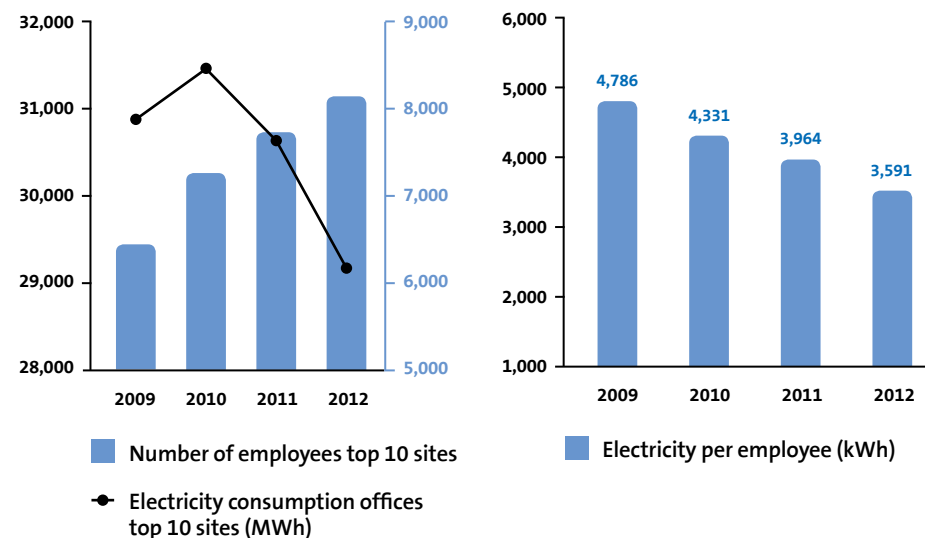
➤ **London, UK.** During 2012 a new contract was implemented with our energy provider, in which consumption reductions were committed.

➤ **Nice, France.** Replacement of heat pumps with more efficient equipment, and operating with a refrigerant gas with no impact on the ozone layer. Implementation of experimental efficient lighting in cooperation with provider. Entered into contract with energy provider to identify actions to reduce energy consumption and exchange results with other companies for mutual benefit.

➤ **Miami, USA.** The construction of the new office space was based on efficiency. We created open spaces for natural light to penetrate the building from one end to the other as one example. In addition, we chose efficient indirect lighting, occupancy sensors in every office and open area. Bathrooms also have occupancy sensors and motion sensor toilets and faucets.

➤ **Sydney, Australia.** We entered into an agreement with the landlord to meet certain commitments drawn from the Green Lease Schedule and received a Sustainability Incentive to fund energy saving lighting controls.

The table on the right summarises electricity consumption and the trend over the last years of Amadeus' operations worldwide, including our premises worldwide, and our Data Centre.



Electricity consumption	2009	2010	2011	2012
Number of employees top 10 sites	6,452	7,265	7,728	8,130
Electricity consumption offices top 10 sites (GJ)	111,166	113,275	110,276	105,086
Electricity consumption per employee and year (GJ)	17	16	14	13
Electricity consumption Data Centre (GJ)	125,438	131,057	135,044	140,113
Number of transactions processed by Data Centre (Millions)	676.7	849.9	947.6	1,091.3
Energy required per 1 Million transactions (GJ)	185	154	143	128
<b>Total Electricity Consumption top 10 sites, including Data Centre (GJ)</b>	<b>236,604</b>	<b>244,332</b>	<b>245,320</b>	<b>245,199</b>

Electricity generation	Energy content per type of fuel used (GJ)*						Total
	Coal	Fuel oil	Natural gas	Biomass	Waste	Other**	
Top 10 Amadeus sites	59,879	5,555	50,264	4,364	2,413	64,542	187,018
Data Centre (Erding)	171,298	7,598	62,185	16,351	6,076	49,957	313,466

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

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

## Paper consumption

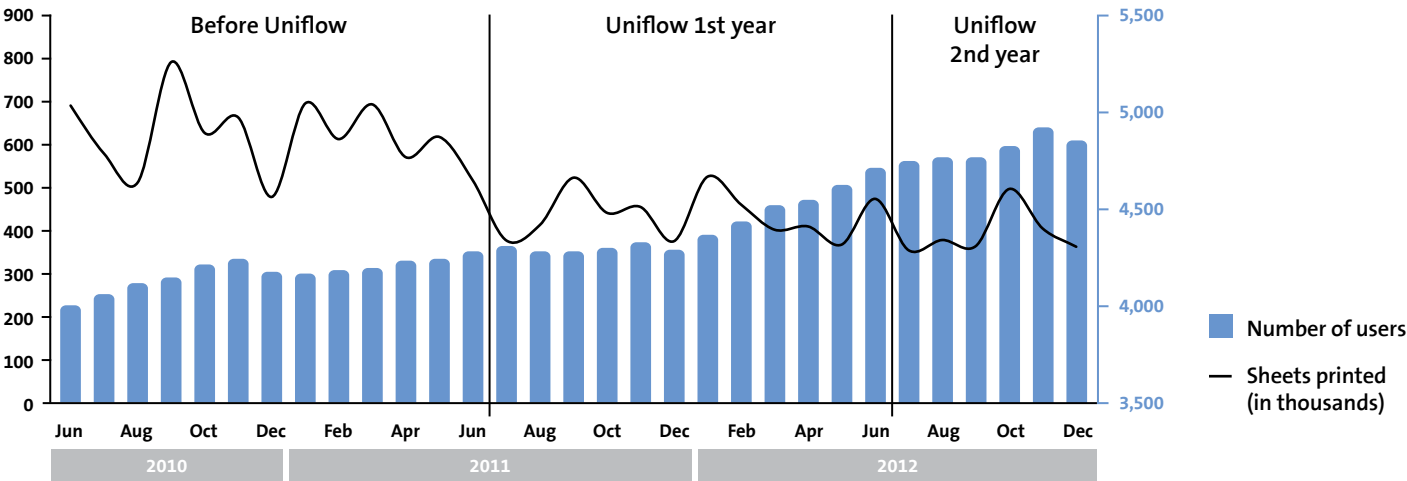
During 2012, the Uniflow printing solution continued to be deployed in our main site in Sophia Antipolis, France.

Uniflow is a badge-based printing system by which users send a print job to a queue; and the job is only printed when the user goes to the printer and confirms the printing job. This reduces the amount of paper used by eliminating the need of printing cover pages, as well as avoiding printing documents that have not been confirmed.

The results are very encouraging since we are seeing not only a **decline in the amount of paper** printed before and after the implementation, but also a **behavioural change** by which, even after one full year of implementation, and despite the increase in number of users, total paper consumption keeps decreasing.

**Number of printed pages significantly reduced with Uniflow in first year, and continues to decrease in second year**

**Paper consumption evolution before and after implementation of Uniflow solution in Amadeus SAS Sophia Antipolis**



Since our site in Sophia Antipolis represents more than half of the total workforce, the Uniflow system implementation in that site has had a very significant positive impact on the overall consumption of the top 10 sites. In addition, each site continues with its own improvement measures.

Furthermore, in our efforts to continuously improve the accuracy of the data gathering process, we have identified previous errors in the information reported in some sites, particularly in Madrid, where the data included for previous years was incorrect due to an error detected in the aggregation of information, and we have now included the right data. This explains the difference in the reported data in previous years from the data included in the table below.



Photo by Stanislav Fajkus

Paper consumption	2009	2010	2011	2012
Paper consumption top ten Amadeus sites (kg)	116,595	118,928	118,997	106,436
Number of employees top 10 Amadeus sites	6,452	7,265	7,728	8,130
Paper consumption per employee (A4 sheets / working day)	16.4	14.9	14.0	11.9

Fossil fuels	2009	2010	2011	2012
Natural gas (GJ)	22,553	23,517	19,959	22,287
Trend Natural gas		4%	-15%	12%
Diesel (GJ)	1,713	1,802	1,743	1,239
Trend Diesel		5%	-3%	-29%

All figures in tonnes of CO <sub>2</sub> emissions unless otherwise indicated	2009	2010	2011	2012
Scope 1. Direct emissions (fossil fuels)	1,310	1,367	1,175	1,263
Scope 2. Indirect emissions from purchased electricity	18,493	19,470	18,924	18,291
Scope 3. Indirect emissions from other sources	3,642	4,043	5,192	5,493
Natural gas (m <sup>3</sup> )	590,185	615,416	522,307	583,221
Diesel (L)	44,388	46,673	45,147	32,087

## Fossil fuels and CO<sub>2</sub> emissions

Regarding fossil fuels, our offices in Erding, Frankfurt and London use diesel and natural gas for heating and guaranteeing uninterrupted power supply in the Data Centre. During 2012, one of the diesel tanks in the Data Centre was replaced and regular testing was therefore altered, this explains the significantly lower diesel consumption in 2012 compared to previous years. On the other hand, winter 2012 was significantly colder than in 2011 in the south of Germany, and this is the main reason for the increase in natural gas consumption observed in 2012.

Following Greenhouse Gas Protocol standards, we include below an explanation of the scope for each category:

- **Scope 1** includes diesel and natural gas used in our premises in Frankfurt, Erding and London for heating and for uninterrupted power supply guarantee.
- **Scope 2** includes purchased electricity from our top 10 sites worldwide, including the Data Centre in Erding<sup>(20)</sup>.

➤ **Scope 3** includes estimated emissions from paper used and aircraft emissions from business trips managed from our top seven sites across the world. For the estimations of aircraft emissions we have used the International Civil Aviation carbon calculator, which, as explained briefly above, provides a neutral, global and precise estimation of CO<sub>2</sub> emissions per passenger, and customised for any city-pair covered by civil aviation.

During 2013, our office in Paris will be running a pilot project to offset emissions from normal operation.

## Water

The main change in water consumption is due to increased use of water from our well in Erding to provide cooling power. The increase in well water is in direct correlation to the introduction of our energy annex, which houses another two cooling machines of 3000 kW capacity in total. The increased water consumption is partly compensated by the energy efficiency gains. The additional cooling system is in operation as expected

<sup>20</sup> To estimate CO<sub>2</sub> emissions from kWh, we conform to the following process:

> When the electricity provider includes information in their invoice about CO<sub>2</sub> emissions per kWh we use this figure

> Otherwise we use the average of the last three years available published for all countries by the International Energy Agency. (<http://www.iea.org/co2highlights/co2highlights.pdf>) (Pages 111 onwards). During 2012, our provider in our largest consumption site has recently informed us that the way in which the emissions are estimated have changed, (according to German regulation §42 EnWG) resulting in significantly different estimations. We have therefore for 2012 and 2011 applied the new conversion factor provided, i.e. 274 g. of CO<sub>2</sub> per kWh, as opposed to the 171 g. of CO<sub>2</sub> per kWh reported last year. For this reason, the figures of this report do not match what was reported last year.



and energy efficiency results are very promising, although a full year is not yet available for comparison. The current performance figure, i.e. comparison of power energy provided to cooling energy gained, is 6.09 compared to 5.52 in 2009.

Despite the overall increase explained above, some offices have seen significant improvements, like our new building in Miami, where the total consumption decreased by more than 50%, thanks to new technologies in the new building, like sensor faucets and minimal irrigation. Our office in Sydney has also seen significant improvement due to the new environmentally friendly measures implemented during the year, like water saving shower heads in the shower blocks.

## Waste

In our efforts to improve resource consumption reporting, we have now included waste, since we consider important to monitor and improve performance. Even though data provided from some sites, like London or Bangkok, are based on estimations, we still consider

it valuable information to establish benchmarks and objectives.

Our main sites have recycling containers in place for plastic, paper, organic material and glass. In addition all floors in our premises in Madrid have battery containers so employees can dispose hazardous waste safely without the burden of looking for specific containers outside the office. Our North American branch has joined the new programme created by the city of Miami called **“Single stream Waste Management”**. This programme allows occupants to discard all items into their traditional waste basket. The basket is then retrieved by the cleaning crew and placed in a container provided by the city. The city collects the container and takes it to a new state-of-the-art separation process where a combination of manual and automated process classifies waste for recycling.

Water consumption	2009	2010	2011	2012
Water consumption top 10 Amadeus sites (m³)	180,202	180,818	168,869	191,799

Waste	2009	2010	2011	2012
Total estimated waste top 10 Amadeus sites (kg)	169,228	189,500	181,996	177,357



**Ying Ling**

Country of origin: China  
Based in: Nice, France

**David Ktorza**

Country of origin: France  
Based in: Sao Paulo, Brazil



**Iwan Spillebeen**

Country of origin: Belgium  
Based in: Bangkok, Thailand

**Oussama Berrad**

Country of origin: Morocco  
Based in: Nice, France

08

## Transparency and integrity



**Federico Coen**

Country of origin: Argentina  
Based in: Santiago, Chile

# Transparency and integrity



Photo by Catherine Dubois

Amadeus' commitment to integrity and transparency begins with our own staff. Amadeus employees adhere to ethical standards, as set-out in the Amadeus Code of Professional Behaviour. However, we do not see this Code as purely a 'rule book'. Instead we view it as a mutual agreement across the organisation worldwide to promote a series of positive values and behaviours that will add value to our business and ensure the highest standards of integrity at all times. The areas of professional behaviour covered in our Code are the following:

- > Our commitment to the environment
- > Avoiding conflicts of interest
- > Protecting personal data and confidentiality
- > Handling relations with third parties and the media
- > Handling of company property, equipment and installations

Amadeus strives to ensure that staff behave ethically, and in 2012 we launched several new policies to prevent and control specific unethical practices such as fraud, bribery, corruption, and political and charitable contributions. Regarding training, in 2012 we have followed a top-down approach by which 61% of top management (100 employees) received specific anti-fraud policy training; and they were asked to inform their teams about basic Amadeus anti-fraud policies.

Code of Professional Behaviour Training	
Number of employees trained in 2012	886
Percentage of employees trained in 2012	9.7
Number of training hours in 2012	525
Number of employees trained since CP launch	7,581

This table shows the number of employees that received specific training on the Code in 2012.

The Risk & Compliance Office has defined a Compliance Framework that allows to establish the main behavioural principles and provides training and awareness in the organisation in coordination with Human Resources.

The **Compliance Committee** is the body in charge of the oversight of behaviour and ensures compliance with regulatory and business driven requirements. This Committee also addresses any concerns that our employees may have and simultaneously assists in the implementation of the Code throughout the Group.

In addition, we have elected to do business in accordance with a set of behavioural standards and we strive to ensure that our activities are free of fraud and corruption. As such we are improving our control mechanisms, and a series of measures have been launched to expand the anti-fraud framework, among other activities.

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



Photo by Robert Breedstraet

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

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

## Risk management

In connection with all of the above, transparency and integrity is also achieved through our assessment of both risks and opportunities at Amadeus. We continually monitor the most significant risks that could affect the organisation and the companies that make up the Group, as well as its activities and objectives.

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

- > Achieve 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 guarantees to customers and defend their interests;
- > Guarantee corporate stability and financial strength 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, which permit Amadeus to achieve the following objectives:

- Identify the most significant risks that affect our strategy, operations, information and compliance, following the COSO (Committee of Sponsoring Organisations of the Treadway Commission) methodology, a widely-used framework in not only the United States but around the world. According to COSO, the three primary objectives of an internal control system are to ensure efficient and effective operations, accurate financial reporting, and compliance with laws and regulations.
- Analyse, measure and evaluate these risks in terms of their likelihood 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 action plans and mitigation

measures following appropriate procedures, including the contingency plans that are necessary to mitigate the impact of the materialisation of these risks. This is achieved in a more concrete way by designating “risk owners” and formulating action plans.

The ultimate goal is to have a record of the most significant risks that could compromise the achievement of the goals set out in our strategic plan. This risk

analysis is a fundamental element of our Group’s decision-making processes, both within the governing bodies and in the management of the business as a whole.

The Risk Map at the Group level defines the twenty most critical risks related to the business and achievement of objectives of the Group, among which the following are highlighted: technological risks, operational risks that could affect the efficiency of business processes and

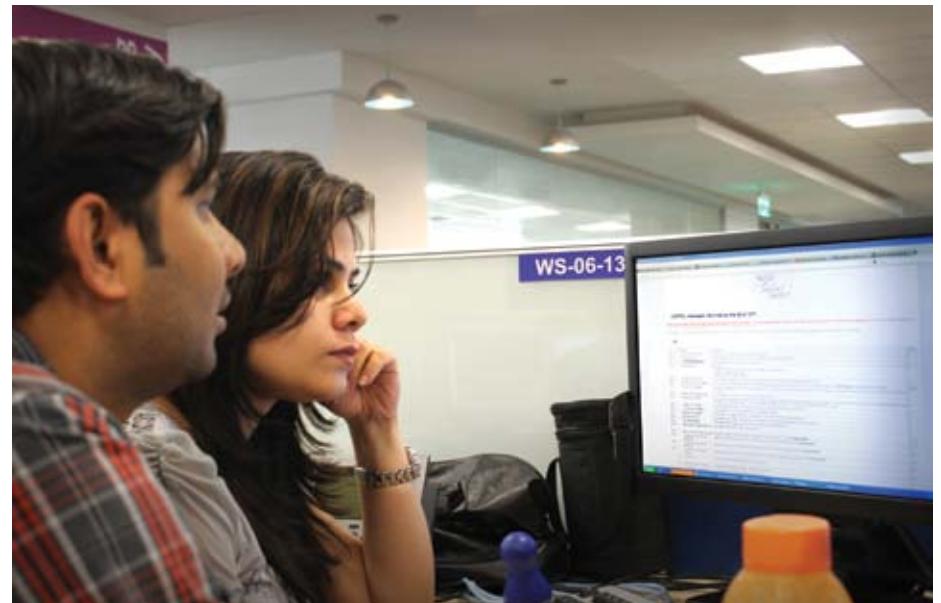


Photo by Deepti Gupta

services, commercial risks that could affect customer satisfaction, reputational risks and compliance risks.

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

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



Photo by Stanislav Fajkus

## **Audit Committee**

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

## **Executive Management Committee**

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

## **Risk and Compliance Office**

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

## **Internal Audit Unit**

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

### The General Shareholders' Meeting

The General Shareholders' Meeting is the highest body representing Amadeus Group's share capital and exercises the power reserved to it exclusively in corporate law and in the company's bylaws. According to these laws, 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.

### The Board of Directors

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

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

## Corporate governance

The corporate governance policies and procedures we use are designed to help the Company achieve its general objectives and to protect the interests of shareholders. The legal norms specific to the Group regarding corporate governance were drawn up on the occasion of the company's flotation on the Spanish stock market in April 2010, and some of them were adapted to the new mercantile framework within the year of 2012. These are the following:

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

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

### Audit Committee

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

David Webster	Chairman		
Christian Boireau	Member	Guillermo de la Dehesa	Member
Dame Clara Furse	Member	Enrique Dupuy de Lôme Chavarri*	Member

\*Mr. Dupuy replaced Mr. McAlpine effective 19 April 2012

### Nomination and Remuneration Committee

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

Guillermo de la Dehesa	Chairman		
Francesco Loredan	Member	Bernard Bourigeaud	Member
Dame Clara Furse	Member	Stephan Gemkow **	Member

\*\*Mr. Gemkow replaced Mr. Dupuy effective 19 April 2012



Photo by Carolina de Caso

### Compliance with regulations and internal processes

In order to ensure compliance with regulations affecting the Group, the Audit Committee provides support to the Board of Directors in its oversight duties, ensuring compliance with all laws and internal

rules 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.



Photo by Srichitra Leelataviwat

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

➤ Amadeus Group Internal Audit has under its scope all the Amadeus Group companies. Madrid, Nice and Erding sites are audited on a yearly basis. For the rest of group companies other than these ones, internal audits are performed at least once every 5-6 years.

In 2012, we have performed 13 internal audits, which represent 15.3% of our total group entities:

- **10 Amadeus Commercial Organisations (ACOs):** Argentina, Paraguay, Chile, Peru, Mexico, Hong Kong, United Kingdom, Kazakhstan, Nigeria, Ghana;
- **3 regional/ corporate process:** HR LATAM, investments and running costs.

Furthermore, ICFR (Internal Control over Financial Reporting) testing has been carried out in Madrid, Nice and Erding sites.





Photo by Deepti Gupta

- Purchasing. Almost all Amadeus providers are included in these four categories:
  - Consulting and Marketing Services
  - Hardware Providers
  - Software Providers
  - Data Communication Providers

As compared to other industries, we estimate that the exposure of our providers to social and environmental risks are limited, particularly for consulting and marketing services companies; nonetheless, Amadeus has highlighted some Corporate Social Responsibility clauses in its Corporate Purchasing

Policy. These clauses refer to issues such as the implementation of a corporate environmental policy or respecting human rights of employees across the world.

Our Corporate Purchasing Policy also requires that potential vendors have a proven commitment to environmental responsibility. To enforce this clause, Amadeus Corporate RFX<sup>(21)</sup> document for any vendor bidding process requires all potential vendors to provide evidence of their social and environmental initiatives.

And last but not least, Amadeus performs an annual CSR survey to ensure that key suppliers are in line with our CSR requirements. In 2012, 57% of our key suppliers have gone through the CSR survey.

<sup>21</sup> Generally, Request for Proposal, Information or Quotation.



**Maria-Paz Sepulveda**

Country of origin: Chile  
Based in: Miami, United States



**Rachit Sharma**

Country of origin: India  
Based in: Nice, France



**Hélène Eingel**

Country of origin: France  
Based in: Madrid, Spain

**Pierre Olivier Chaplain**

Country of origin: France

Based in: Bangkok, Thailand



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## Outlook of the future



**Carlos Ballesteros**

Country of origin: Switzerland

Based in: Bangkok, Thailand



## Outlook of the future



Photo by Carolina de Caso

**By Tomás López Fernebrand, Senior VP,  
General Counsel & Corporate Secretary**

Historically, the ultimate purpose of companies, which incidentally has remained unchallenged for many years, was to grow, develop and generate increasing profits as fast as possible. However, since the concept of sustainability first appeared and began to gain popularity in the 1980s, the whole paradigm around an unlimited economic growth is constantly being reviewed and questioned.

Indeed, until quite recently, the notion of sustainability was mainly limited to the idea that being respectful to nature, and preserving the environment represented a guarantee of sustainability. Thankfully, things have evolved somewhat and an increasing amount of people are conscious of the importance of keeping sustainability in mind in every action we take in our daily lives, making it become an attitude not just a mindset. We too have adopted this approach, and daily life at Amadeus includes creating and developing technology that not only shapes the future of the travel industry but does so on the road to a sustainable world. Sustainability is therefore inherently part of our company strategy; and whilst this is

a step in the right direction, it is clear that the job is far from complete.

As an industry leader, we have a responsibility to fully engage in serious dialogue with all of our stakeholders on the question of sustainability, working together with our partners and customers in order to deliver sustainable growth not just for our own company but the industry as a whole.

Over the past 25 years, our innovation has played a significant role in satisfying travellers' needs. At the beginning of its life, Amadeus provided the technology to travel agents so that they could offer real-time search, pricing, booking and ticketing. This is how consumers were able to have access to neutral, unbiased, flight availability data for the first time in history. The speed at which technology has evolved since that time has been impressive and often hard to anticipate. At present, our close study of passenger behaviour shows the crucial role of innovative and transformative technology in facilitating the fulfilment of passengers' increasingly complex travel demands: ancillary services, social media, mobile solutions, intelligent passenger records and more.

Amadeus strives to live up to the challenge of this rapid technological evolution whilst maintaining active dialogue with industry stakeholders. We make sure our platforms display a range of different travel possibilities in a transparent manner, responding to customers' needs. On the other hand, our IT Solutions will continue to focus on innovation and increased efficiencies for our customers and the travel industry in general.

Finally, the success of our company could not be explained without the talent, commitment and dedication of our people. In this edition of our Corporate Sustainability Report we pay tribute to those employees in particular that work in a different country from their own, often making extra personal sacrifices and contributing to keeping Amadeus as the culturally rich company it is today. We are dedicating the front page of each section of the report to this specific group of individuals, by including pictures of a select sample of them. Counting on the engagement of our people, we face the future with confidence.



Photo by Huibert-Jan Evekink





**Johan Nordqvist**

Country of origin: Sweden  
Based in: Bangkok, Thailand

**Brenda Mpavaenda**

Country of origin: Zimbabwe  
Based in: South Africa



**Dave Timothy**

Country of origin: Trinidad and Tobago  
Based in: Miami, United States

**Shibu T. George**

Country of origin: India

Based in: Dubai, UAE



# ANNEX

## About this report



**Claudia Haverbeck**

Country of origin: Brazil

Based in: Madrid, Spain

## About this report

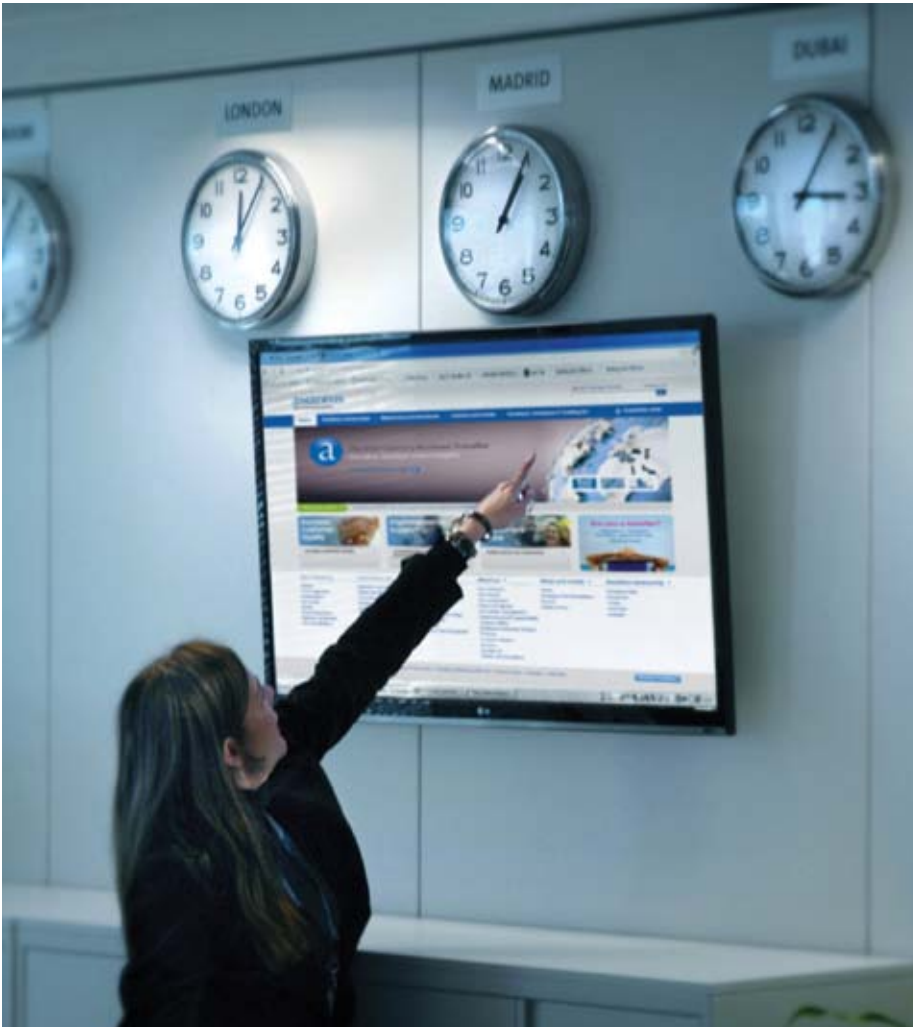


Photo by Employee & Brand Engagement team

## Methodology and materiality

### 1. Overall scope, objectives and methodology

The **Amadeus Corporate Sustainability Report** reviews Amadeus' business and its performance in 2012 from a sustainability approach. The document takes into account the economic, environmental, and social impacts of Amadeus' business, as well as its contribution to help meeting sustainability objectives.

Sustainability reporting guidelines from the Global Reporting Initiative<sup>(22)</sup> (GRI) have been a principal reference to identify relevant topics and metrics to be included in this report. We have also incorporated in this edition our reflections on the concept of sustainability, its inclusion in the company strategy and our mind-set when facing the challenge of industry sustainability in the long term.

Finally, the report focuses on our relationship with our main stakeholders, namely employees, shareholders, customers, providers, business partners, authorities and more generally the environment and society.

### 2. Materiality analysis

As a transaction processor and software developer for the global travel and tourism industry, Amadeus has a relatively low direct environmental impact. We are not involved in any physical manufacturing process and our main source of energy and natural resource consumption is our Data Centre in Erding, Germany. Moreover, one principal objective of the solutions we provide to our customers is to improve operational efficiencies, and these often imply reduced energy and natural resources consumption; we are focusing increasingly on evaluating and maximising positive environmental benefits of our solutions, particularly given the high energy intensity of the travel industry.

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

<sup>22</sup> The Global Reporting Initiative (GRI) is a non-profit organisation that promotes economic, environmental and social sustainability. GRI provides all companies and organisations with a comprehensive sustainability reporting framework that is widely used around the world.



- Consulting and Marketing Services
- Hardware Providers
- Software Providers
- Data Communication Providers

Approximately 80% of our total spend with external providers is concentrated within 30 companies, and this facilitates our control and access to information in our supply chain. In 2012, we have

broadened our review process with regard to our providers, examining their Corporate Social Responsibility initiatives and business ethics.

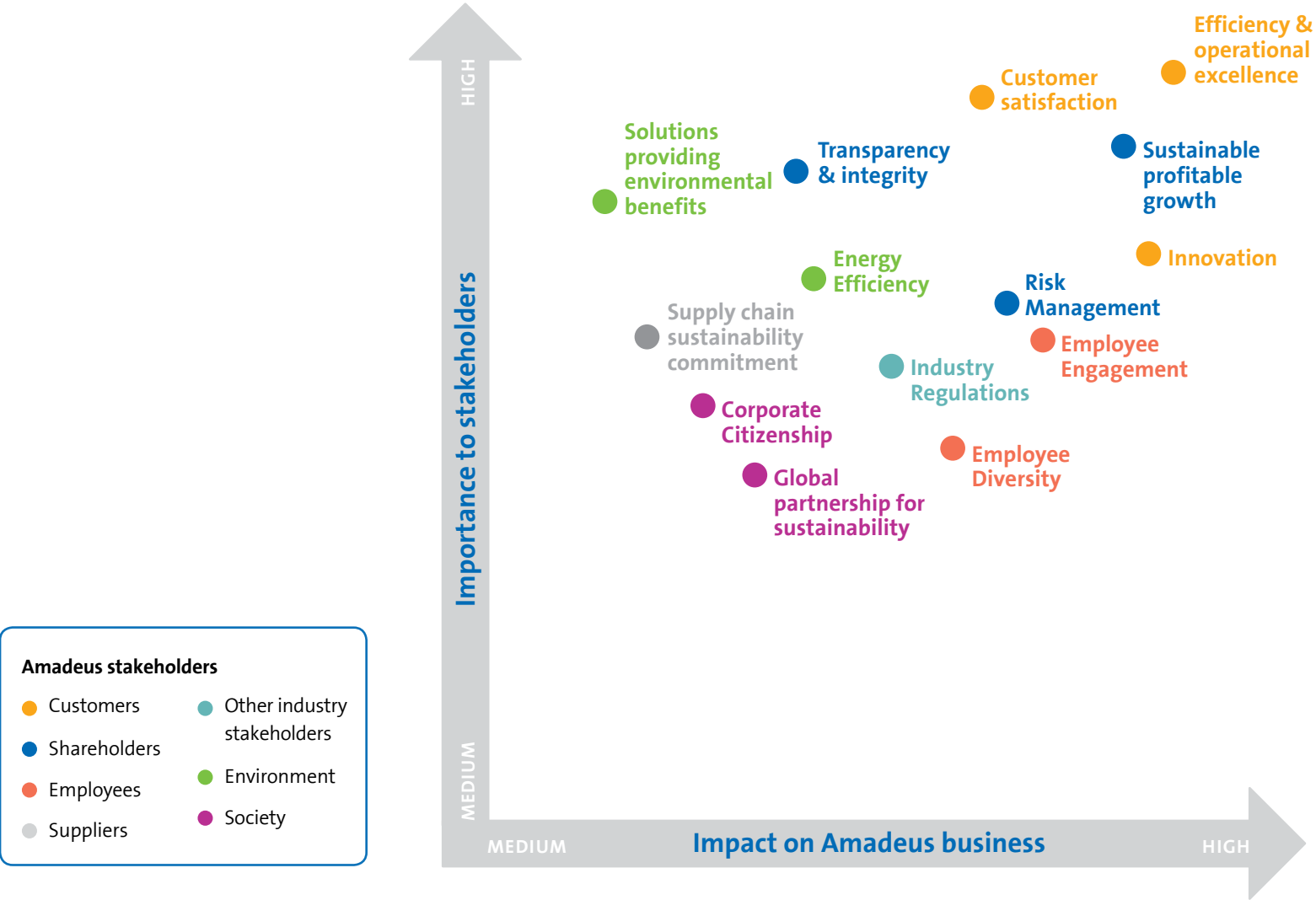
The materiality matrix on the next page maps those subjects that we consider most important for our stakeholders, as well as those that pose the highest impact on Amadeus business from a broad perspective, and particularly from a sustainability point of view.

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



Photo by Marine Heilmann

Amadeus' materiality matrix





### 3. Producing the Amadeus CS Report

More than 30 people representing some 15 business units within Amadeus have been directly involved to define and shape the content of the *Amadeus Corporate Sustainability Report*. The scheme below illustrates the process followed in the production of this report:

Regarding the data gathering process and scope of the report, we have balanced the materiality of the information on one side and the effort of collecting the data on the other. As a result, in some cases we have not covered 100% of the business scope. For example, for environmental reporting of our operations we have gathered data

from the top 10 Amadeus sites worldwide and we estimate that these include more than 80% of the total energy and natural resource consumption of the Amadeus group of companies worldwide. In any case, the scope of the data is explained for each case either in the body of the document or through references or footnotes.

### 4. Amadeus external reporting

Amadeus external reporting aims at ensuring clear communication, as well as transparency in relation to the company's performance. The Amadeus Corporate Sustainability Report is released at the same time as the Amadeus Annual Report 2012. These reports complement each other and together provide a full picture of

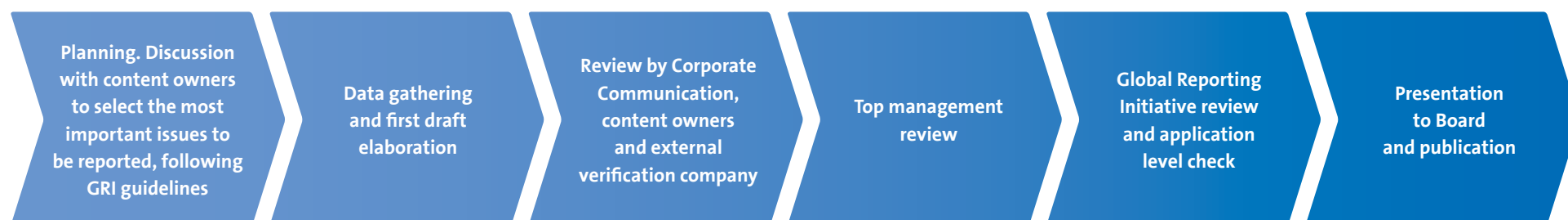
Amadeus performance in 2012. In addition to these publications, other documents provide further insight into Amadeus' business activity:

- Amadeus **Corporate Governance Annual Report**.
- Quarterly results announcements, **Annual accounts** and the **Directors' Report** (annexed to the *Annual accounts*).
- Extensive information about Amadeus can be found at <http://www.investors.amadeus.com>. Through the Investor Relations Department, the company maintains dialogue with the financial community, including analysts, current and potential investors (both large institutional and minority shareholders),

debt holders, credit rating agencies and other market constituencies such as the Spanish stock market regulator (the CNMV<sup>(23)</sup>). Investors Relations' key role is to increase Amadeus' visibility in capital markets, at the same time as keeping the different parties informed of the most relevant news for the company and the industry, the competitive dynamics and the operating and financial performance of the company.

- Updates to our blogs and social media on [www.amadeus.com](http://www.amadeus.com) offer additional information on Amadeus news.

### Amadeus Corporate Sustainability Report production process



<sup>23</sup> The *Comisión Nacional del Mercado de Valores* (CNMV) is the agency in charge of supervising and inspecting the Spanish Stock Markets and the activities of all the participants in those markets.



**INDEPENDENT ASSURANCE REPORT ON THE  
2012 CORPORATE SUSTAINABILITY 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 2012 Corporate Sustainability Report, for the year ended 31 December 2012, 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 2012.

The Management of Amadeus is responsible for the preparation of the 2012 Corporate Sustainability 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 Sustainability 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 2012 Corporate Sustainability 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 2012 Corporate Sustainability 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 2012 Corporate Sustainability Report, based on Amadeus' understanding of its stakeholder requirements.
- Analysis of whether the contents of the 2012 Corporate Sustainability Report are in line with the GRI-G3.1.

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R. M. Madrid, hoja 07 2012-1, folio 75, tomo 9.267, libro 8.064, sección 3ª. Inscrita en el R.O.A.C. con el número 30342 - CIF: B-79 031290



- 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 2012 Corporate Sustainability 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 2012 Corporate Sustainability 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.

A handwritten signature in blue ink, appearing to read 'Ramón Abella', written over a horizontal line.

Ramón Abella  
Partner  
19<sup>th</sup> April 2013

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Chapter cover photographic design by Marc de Cock Buning

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