

AMADEUS IT GROUP, S.A. - *Amadeus or the Company*- (in accordance with the provisions of Article 227 of Restated Text of the Securities Exchange Act (Ley del Mercado de Valores) by this letter communicates the following

OTHER RELEVANT INFORMATION

STATEMENT OF NON-FINANCIAL INFORMATION 2021

The Board of Directors, in the meeting held on February 24, 2022, has drawn-up, together with the consolidated Annual Accounts for the year ended on December 31, 2021, the corresponding consolidated Directors' Report which, amongst other documents, includes by reference, the attached Statement of Non-Financial Information. The Statement includes the corresponding Independent Limited Assurance Report from the external auditor E&Y.

Madrid, 24 February 2022

Amadeus IT Group, S.A.

Non-financial information 2021

(This statement of non-financial information is part of the consolidated Directors' report approved by the Board of Directors at the meeting held on February 24, 2022)

amADEUS

1. Introduction	1
1.1 Scope and limitations of the non-financial information statement	1
1.2 Methodology	1
1.3 Rebuilding travel	4
2. Amadeus' business model	7
2.1 Amadeus business lines	8
2.2 Amadeus strategic priorities and expected business evolution	10
2.3 Trends with a potential to impact travel volumes	10
2.4 Headcount information	15
3. Corporate risk management	16
3.1 First Line: executive management, management and staff	16
3.2 Second Line: internal governance functions	17
3.3 Third Line: Group Internal Audit	20
4. Amadeus policies – fight against bribery, corruption and money laundering	21
4.1 Code of Ethics and Business Conduct	22
4.2 Anti-Bribery and Anti-Corruption Policy	22
4.3 Anti-Fraud Policy	22
4.4 Anti-Money Laundering	23
4.5 Training and awareness	23
4.6 Corporate Criminal Prevention Program	23
5. Amadeus' environmental sustainability strategy	24
5.1 Amadeus Environmental Management System (EMS)	24
5.2 Detailed information on environmental matters	26
5.3 Climate change and Amadeus	31
5.4 Tables related to environmental sustainability	36
6. Amadeus workforce	38
6.1 Employment	38
6.2 Health and safety	45
6.3 Relationship with employees	45
6.4 Training and development	47
6.5 Accessibility	48
6.6 Equity	48
6.7 Human Rights Policy	49
7. Societal information	52
7.1 Social commitment	52
7.2 Relationship with vendors	54
7.3 Customer services	57
7.4 Industry relations	58
7.5 Fiscal information	58
8. Annex A. EU Taxonomy as per EU Regulation 2020/852	63
8.1 Our activities	63
8.2 Our KPIs and accounting policies	67
9. Annex B. Table of contents as required by Law 11/2018	70

1. Introduction

1.1 Scope and limitations of the non-financial information statement

This document includes the information required by the Non-Financial Reporting and Diversity Law (11/2018), of 28 December 2018, and details the main aspects of Amadeus Group business model and corporate risk management, as well as its sustainability plans, environmental matters, social issues and subjects related to workforce, human rights, prevention of corruption and bribery and societal information.

The document provides a summary of Amadeus business model, a description of the policies in relation to these matters and the measures adopted, the results of these policies, the related risks identified, the management of these risks and the indicators of its non-financial results.

The reporting scope for each material aspect includes the entire Amadeus Group unless otherwise is indicated. In terms of the data-gathering process and scope of this document, we have considered the materiality of the information on one hand and the effort of collecting the data on the other to provide a sensible balance between these two elements.

This document includes certain information that is also provided in other documents, such as the annual Amadeus Global Report.

The principal objective of the Amadeus Global Report is to provide a comprehensive and transparent view of Amadeus' activities, operations and performance from a commercial, financial and sustainability perspective. As a communication tool, the Report contains a basic explanation of our business lines for any internal or external audience, as well as a summary of our financial results and management review of the year. A significant portion of the report is dedicated to environmental, social and governance matters (ESG), in addition to a description of our activities in the areas of industry relations and corporate risk management.

The Amadeus Global Report is verified by an external firm, and it follows the Global Reporting Initiative (GRI) in accordance with the GRI Standards (core option) for the reporting of non-financial information.

1.2 Methodology

1.2.1 Reporting principles

Based on our materiality analysis, this non-financial information report has been produced following the requirements of the Spanish Law 11/2018 on non-financial information reporting, as well as the Global Reporting Initiative (GRI) standards. Annex B of this report includes a table of content in which all the information items required by the Law are listed, with a reference to the page(s) where the information is included and the corresponding, if any, GRI indicator.

According to the Spanish Law 11/2018 requirements, this non-financial report has been externally reviewed by EY. The external assurance of this document by an independent organization (EY) ensures that the quantitative and qualitative material issues are reported accurately. The corresponding Limited Assurance Report is attached to this report.

1.2.2 Materiality analysis

A principal driver for the selection of the specific non-financial indicators chosen is the materiality analysis carried out by Amadeus. Materiality helps us understand our impacts and our stakeholders' concerns and it helps us to meet their expectations.

Since the COVID-19 outbreak in 2020, the travel industry is facing a shared challenge. Amadeus' business has adapted to this unprecedented emergency in an extremely complex environment. In 2020 we conducted a review of our materiality analysis in order to reflect the impacts of the pandemic on our business and on the travel industry.

This review was led by external consultants (Mazars). Based on the ESG issues identified in our previous materiality analysis, the 2020 update consisted of the following phases:

1. Update of external assessment

The aim of this phase was to identify key changes in our stakeholders' concerns to every issue, including peers, industry opinion makers, industry associations, society, mass media, employees, main reporting standards (Global Reporting Initiative, Sustainability Accounting Standards Board, the United Nations Sustainable Development Goals), ESG investors and ratings (Dow Jones Sustainability Indices, FTSE4Good, Ecovadis or BlackRock).

2. Update of internal assessment

The consultants interviewed our top management to identify how the significance of each ESG issue changed due to the impact of the pandemic.

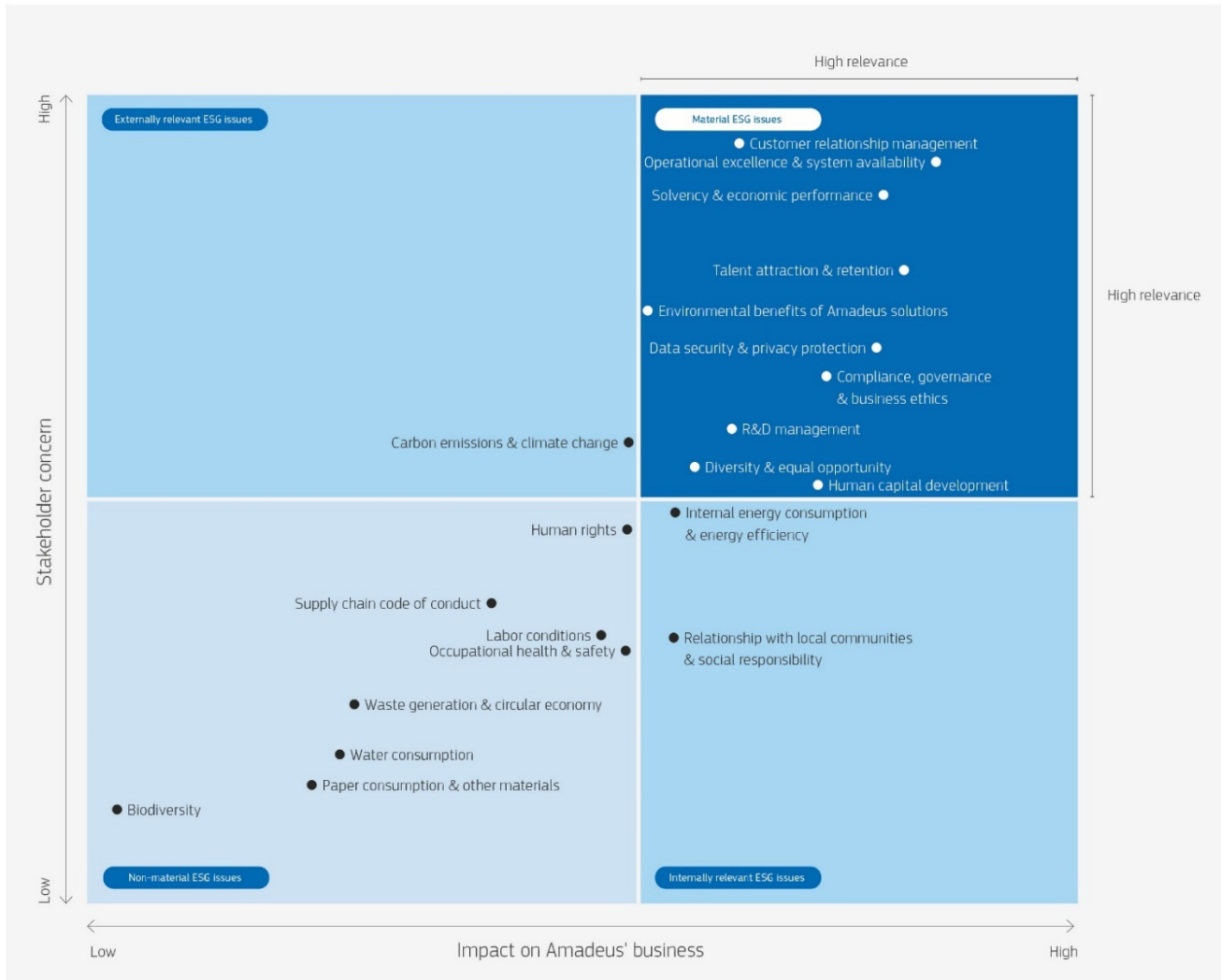
3. Prioritization and materiality matrix generation

The results of the previous phases above were aggregated in order to create the materiality matrix. This matrix has two axes representing two dimensions of ESG issues: their relevance to the company and their influence on our stakeholders' assessments and decisions. Material issues are those that exceed the average scoring on both axes, while issues exceeding average scores on only one of them are considered externally or internally relevant (see graph below).¹

This matrix is reviewed on a yearly basis and in 2021 remains the same as in 2020. It is important to note that the materiality matrix is not meant to be a precise representation, but rather an indication of principal factors.

¹ External prioritization averages 50.1 points while internal prioritization averages 65.0 out of 100.

I Amadeus materiality matrix



According to the 2020 ESG materiality analysis review, industry associations are increasingly concerned about how Amadeus can provide technology to deliver more sustainable travel solutions and society is obviously more concerned about the economic impacts of the COVID-19 pandemic. Employees show increasing interest in talent attraction & retention, while customers highlight aspects like customer relationship management, operational excellence & system availability. Additionally, the most important ESG issue for our shareholders is Compliance, Governance & Business Ethics and regulators are concerned about diversity, data security and privacy protection.

The materiality analysis has helped to define what must be reported in more detail. From that starting point, we report not only on our material issues but also on the main topics identified as either externally or internally relevant: carbon emissions, energy consumption and social responsibility.

Additionally, current regulation and key sustainability ratings require that we report specific non-material issues. Therefore, for the purpose of improving overall transparency and stakeholder engagement, we have included indicators on materials (paper consumption), water usage, effluents and waste generation, social and environmental assessments of suppliers, human rights and occupational health and safety.

1.2.3 Amadeus' contribution to the Sustainable Development Goals

Based on the results of the materiality analysis, external experts have assessed our impact in relation to UN Sustainable Development Goals (SDGs). This assessment has had the vision of Amadeus' top management regarding our contribution to each SDG. This exercise has served to identify those areas with the highest potential action by Amadeus. Thus, the relationship between our material issues and the SDGs' targets, quantified according to the level of our contribution, has led us to prioritize the SDGs 4, 5, 7, 8, 9, 10, 13, 16 and 17.

The table below summarizes our main contributions to the goals per material issue.

Amadeus' contribution to the Sustainable Development Goals

Amadeus material issues		1 PEOPLE	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	13 CLIMATE ACTION	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Material	Operational excellence and system availability						●	●			●		
	Talent attraction and retention				●		●	●	●				
	Solvency and economic performance						●						
	Data security and privacy protection											●	
	Compliance, governance and business ethics						●					●	●
	R&D management					●	●	●					●
	Customer relationship management												
	Environmental benefits of Amadeus solutions					●	●	●		●	●		●
	Human capital development				●		●						
	Diversity and equal opportunity				●		●		●				
Relevant	Internal energy consumption and energy efficiency					●					●		
	Carbon emissions and climate change										●		
	Human rights				●		●		●			●	
	Relationships with local communities and social responsibility	●	●	●			●		●	●			●

1.3 Rebuilding travel

With the future of our industry at stake, a spirit of collaboration and intentional reimagining is what the travel industry needs to rebuild. Amadeus is committed to collaborating with industry partners to design safer travel experiences that inspire trust and restore demand. The current challenge facing the travel sector is a shared one, which is why it'll require a community response.

As a starting point, here are the three things we believe could serve as a foundation as we rebuild travel.

amadeus

1.3.1 Traveler confidence is key

We know many people want to travel—the real question is how soon will they feel confident enough to explore new horizons? A survey conducted by Amadeus of 9,074 consumers across nine markets and published in October shows the appetite to travel is high: 77% of travelers want to travel in the next year.

At the same time, it reveals that greater clarity on restrictions and guidelines will be key to unlocking increased traveler confidence. Over a third (35%) of travelers said the current international guidelines around where and how to travel are confusing, making them less likely to book business and/or leisure travel.

Restoring traveler trust and confidence quickly and consistently will be key to kick-starting the industry's recovery. Understanding new traveler expectations and adapting to their changing demands and perceptions around cleanliness, sanitation and social distancing will be key to rebooting the travel industry.

Some ideas to regain traveler trust and increase demand include building greater flexibility in travel and addressing fears around financial penalties and disruption up front; packaging safer journeys that respond to traveler needs and expectations; and showing travel in action, so people know what to expect and are reassured that they're traveling in a smooth and safe way.

This is why Amadeus has developed the Safe Travel Ecosystem, a global program designed to help the industry overcome some of these challenges by delivering the technology and fostering the industry collaboration needed to accelerate recovery. Personalization will continue as a trend, but safety, hygiene and personal attitudes to risk will shape travelers' behavior more than ever before.

1.3.2 Technology and innovation are critical to driving growth

We've never had to adapt so quickly in such a dramatically changing environment, but we've also never been so prepared to tackle things head on. With access to flexible, scalable and cloud-enabled technology, travel companies can deploy new services quickly without time-consuming reconfiguration of legacy systems. Data-led artificial intelligence, the Internet of Things, biometrics and touchless technology can support the industry to deliver on traveler needs with operational speed and commercial readiness.

When the participants of our survey were asked which technology would increase confidence in traveling in the next 12 months, their answers show that mobile solutions continue to be the most popular, with the top technologies including:

- _ Mobile applications that provide on-trip notifications and alerts (44%)
- _ Self-service check-in (41%)
- _ Contactless mobile payments (e.g. Apple or Google Pay, PayPal, Venmo) (41%)
- _ Automated and flexible cancellation policies (40%)

Amadeus has a wealth of innovative technology solutions at our disposal that allow us to think out of the box. For example, we've added new capabilities to Amadeus Traveler ID, a secure platform for our travel provider customers that connects, digitalizes and automates traveler identification and document validation across the traveler journey, while meeting regulatory requirements. This platform connects the health certification touchpoints end to end, integrating multiple stakeholders involved in the process and providing a secure and frictionless way for passengers to show that they have the health documentation needed to travel.



Amadeus is integrating this solution with multiple health information aggregators such as CommonPass and ICC AOKpass1 to enable travelers to retrieve digital records through the provider of their choice, without leaving the airline website, mobile or app. We've also integrated IBM's Digital Health Pass.

For airlines and airports, this solution can be integrated directly into their own digital channels. It sits natively within their IT systems, meaning travelers don't need to be redirected to unfamiliar third-party apps in order to verify their health documentation. It can be used by the passenger either before departure or while at the airport, when checking in at the airline desk, at a self-service kiosk or at a bag drop desk. This new capability, which is agnostic for any airline passenger service system, can easily be integrated into airline systems as a stand-alone option without having to contract the full Traveler ID platform.

1.3.3 We need public-private partnerships on a global scale

In 2019 travel and tourism's direct, indirect and induced impact accounted for more than 10% of the world's GDP, or USD 8.9 trillion to be exact, so it's in everyone's interest to collaborate.

According to our survey, 93% of travelers would be willing to provide personal data for the effective use of digital health passports or certificates, and almost half (48%) of business travelers would be willing to provide their health data to visit a conference or event, while 36% of leisure travelers would be willing to do so for an excursion or activity at a destination.

Here are just some of the questions that need to be discussed: how can we balance privacy with the need for information and data? How can health and immunity certificates and standardized test-and-trace procedures help facilitate travel and reopen destinations?

Other topics that need to be tackled are how we can ensure that the recovery of travel and tourism has a positive social, environmental and economic impact on all tourism destinations. And how we can use this opportunity to rebuild travel better than before.

None of these issues can or should be addressed in a vacuum. A renewed travel industry will require widespread collaboration between governments, travel companies, entrepreneurs and public authorities. It's time for the world's best creative thinkers to figure out how we can work together to open up travel. If we want to rebuild a more resilient travel industry that benefits all sectors of society, all stakeholders need a seat at the table and a willingness to collaborate.

2. Amadeus' business model

Amadeus is a technology company dedicated to the world's travel industry. We provide solutions and services for the travel industry: airlines, airports, ground handlers, car rental agencies, corporations, cruise and ferry operators, hotels and event venues, insurance providers, travel sellers, tourism boards, travelers themselves and more. Amadeus facilitates complex transactions between travel providers and travel sellers and provides mission critical IT solutions for travel providers. Amadeus operates in more than 190 countries. Amadeus workforce exceeds 15,900 people.

Amadeus was founded in 1987 to develop a standard system for connecting airlines with travel agencies. The company created the world's leading Global Distribution System², offering unmatched search, pricing, booking, ticketing, and servicing capabilities.

In the year 2000, Amadeus pioneered the development of a revolutionary reservation technology that provided airlines and travel agencies with a shared view of travelers and allowed for truly seamless reservation servicing across direct and indirect channels to create a state-of-the-art airline Passenger Service System³. Building on this success, Amadeus has continued to expand our IT portfolio to include a variety of other applications.

At the beginning of 2016 Amadeus acquired the US-based company Navitaire, allowing us to broaden the scope of our services, particularly for low-cost carriers. We accelerated our move into the hotel IT sector with the acquisition of Newmarket in 2014. The latest acquisition of TravelClick in 2018, the largest in Amadeus history, confirms our strong commitment to the hospitality industry, broadening our product portfolio, know-how and global presence.

Amadeus has also expanded its portfolio to merchandising, revenue management, travel intelligence and travel expense management, harnessing the potential of cloud computing, mobile applications and big data for our customers. In fact, investment in research and development has been integral to Amadeus growth.

Over the years Amadeus has built a global commercial and operational network that has become one of the key components of our value proposition. The corporate headquarters are in Madrid, Spain. The main research and product development site is located in Nice, France, while the core components of Amadeus operations are run from the site in Germany.

Amadeus is a publicly listed company and part of the Spanish IBEX 35, as well as stock indices worldwide. The proportion of our stock in free float⁴ reached 99.84% at year-end.

Amadeus invested €786.5 million in R&D in 2021. Amadeus is constantly exploring new business models that will drive our own and our customers' growth, experimenting with technologies that will make travel more rewarding and sustainable. Amadeus continues to recruit the best people in the industry – a workforce that is multi-cultural, multi-generational and multi-skilled. Amadeus investment in innovation is a strategic priority. As the travel

² A Global Distribution System (GDS) is a computer network containing travel-related information such as schedules, availability, fares and related services, which also enables automated travel-related transactions between travel providers and travel sellers. GDSs offer travel-related content to a broad range of agents worldwide, making global reach an important element of their value proposition.

³ Passenger Service System (PSS), a series of mission-critical systems used by airlines. The PSS usually comprises a Reservation System, an Inventory System and a Departure Control System.

⁴ This figure includes significant direct and indirect shareholders reported to the CNMV as of December 31, 2021.

amadeus

ecosystem expands, Amadeus also continues to broaden its focus, collaborating with industry partners, investing in acquisitions and new ventures and nurturing start-ups to ensure the most comprehensive travel offer.

Since 2018 Amadeus has been a member of the United Nations Global Compact, underlining our full and unwavering commitment to its principles on human rights, labor, the environment and anti-corruption.

2.1 Amadeus business lines

Amadeus operates several complementary business lines with significant commercial and technological synergies. Through them, we offer cutting-edge technology solutions that help key players of all types in the travel industry succeed.

I At the heart of travel



2.1.1 Air Distribution

Amadeus' Distribution business is two-sided. On one side we have travel providers: airlines, hospitality providers, car rental operators, railways, cruise lines, etc. And on the other we have travel sellers (both retail and business), online travel companies and buyers like corporations. Through the Air Distribution business area, Amadeus acts as a global



network providing comprehensive real-time search, pricing, booking, ticketing and other processing solutions to our travel providers and travel agency customers.

Amadeus offers a full range of commercial services and complementary technologies that:

- Connect sellers, buyers and partners across the global travel industry and beyond
- Create opportunities to increase revenue by maximizing existing and new sales channels
- Provide economies of scale and unparalleled efficiency in delivering high-yield travel reservations

2.1.2 Air IT Solutions

Through the Air IT Solutions business area, Amadeus offers travel providers an extensive portfolio of technology solutions which facilitate mission-critical business processes, such as reservations, ticketing, inventory management and departure control.

Airline IT

Amadeus helps airlines – whether they're full-service, hybrid, or low-cost – deliver on their business objectives. Amadeus solutions help airlines become more profitable, operate more efficiently, and provide differentiated experiences for their travelers. Amadeus supports airlines so they can provide travelers with a consistent, personalized customer experience throughout every stage of the journey. Amadeus offers airlines integrated Passenger Service System (PSS), standalone software, analytics and consulting solutions that:

- Grow revenues by helping travel business reach more potential customers more profitably through direct sales and merchandising.
- Optimize costs by streamlining marketing, sales and business operations.
- Increase customer loyalty with better brand differentiation and data-driven personalization.

Airport IT

Amadeus' proposition for the airport industry is targeted at helping airports to swiftly adapt operations, costs and commercial models. Amadeus removes the constraints of legacy solutions and provides the flexibility of modern cloud technology. Amadeus also offers solutions for passenger services and core airport operations, both made stronger with seamless data exchange.

2.1.3 Hospitality & Other Solutions

Amadeus is focused on helping its hospitality customers in three key ways:

- Understanding their guests and market
- Enhancing guest experience
- Driving loyalty and increasing profitability

At Amadeus, we also have the chance to seize emerging opportunities in the payments industry. Our payments business serves every part of the travel ecosystem, streamlining how our customers both get paid and pay out to their suppliers.

Amadeus provides technology at all stages of the traveler journey, and we have the capability to serve almost every player in the travel industry. This puts us in a unique position to diversify and grow our business in new markets.

Complementing the offer in the travel industry, Amadeus diversified its business, providing technology solutions to other key sectors in the industry. This includes airports and ground transportation, as well as transversal operational areas relevant to all travel industry players, such as payments systems and travel advertising.

In addition to our business lines, Amadeus' technical teams drive product innovation with R&D initiatives. They also provide customer support to ensure data security and system stability. Finally, Amadeus' corporate units help implement and evolve implement Amadeus' corporate strategy.

2.2 Amadeus strategic priorities and expected business evolution

Amadeus is a leading technology provider for the travel industry. Amadeus has built commercial relationships with players across the industry, including airlines, travel agencies, hotels and airports, among others, and across the globe (with presence in more than 190 countries). Amadeus has invested consistently over the years to have a unique technology offering. Having market leading technology allows us to serve our customers better and to continue innovating.

In 2022, the performance across our business units will depend on the evolution of the COVID-19 pandemic and the recovery of the travel industry. We expect to maintain our leadership positions in both Air Distribution and Airline IT, while continuing to grow our Hospitality business, supported by our focus on R&D, local market understanding and travel industry expertise.

In Air Distribution, the Amadeus Travel Platform continues to bring together travel content from different sources, including NDC content, as evidenced by multiple recent airline agreements including IAG, American airlines, Qantas, and Etihad. In Airline IT we will work on the implementation programs of contracted airlines such as Etihad and Hawaiian Airlines, while continuing to enhance and expand our solutions portfolio, in areas such as NDC, revenue optimization, network planning and data analytics. In Hospitality, we will continue work on the implementation program of Marriot to the Amadeus Central Reservation System, while we continue to integrate our portfolio, to create a hospitality leader that offers a broad range of innovative solutions to hotels and chains of all sizes across the globe.

Investing in technology is a key pillar to our success. In 2022, while investment will be prioritized and closely managed, Amadeus will maintain investment in R&D to support long term growth, such as new customer implementations, product evolution, portfolio expansion and cross-area technological projects.

2.3 Trends with a potential to impact travel volumes

While the airline industry in the past has fully recovered from demand-side shocks (SARS, global economic recessions, terrorist attacks) in 6 to 18 months, the impact of the COVID-19 crisis on travel and tourism has been unprecedented in depth and duration.⁵ As such, the estimated contribution from travel and tourism to the world economy declined by 49% from 2019 to 2020, versus a 3.7% decline of the global economy.⁶

Aviation has been even more affected, and the industry has been facing the worst crisis since the beginning of commercial aviation after World War II. Several airlines have gone out of business, while others have survived only due to government bailouts. This is reflected in the decline in air travel of 66%⁷ in 2020.

⁵ International Air Transport Association (IATA) (October 2021). "[COVID-19: Airline Industry Outlook](#)."

⁶ World Travel & Tourism Council (WTTC) (June 2021). *Global Economic Impact & Trends 2021*.

⁷ International Air Transport Association (IATA) (October 2021). "[Economic Performance of the Airline Industry](#)."

However, our industry has consistently overcome downturns throughout its history. In 2021 and 2022 the industry is expected to partially recover, with the gap in air traffic versus 2019 narrowing to –60% and –39% respectively⁷, and in the long term, air traffic is expected to recover annual growth rates of 4%.⁸

Some important trends and events affecting the travel industry include health crises, geopolitical events, economic growth levels, hybrid working, capacity constraints and sustainability issues.

2.3.1 Health crises

Until the world was hit by the COVID-19 pandemic, health crises like SARS, MERS and Ebola had only regional impact on travel volumes during a relatively short period of time.⁹ COVID-19 is of a completely different order of magnitude, geographically spreading around the whole world and having a much stronger impact on travel.

Restoring travelers' confidence is now the first priority for the industry and for governments. This requires coordinated efforts to implement practical changes in established procedures following the recommendations of public health authorities to ensure passengers' health. Beyond the evolution of the pandemic and the speed at which vaccination takes place, the economic recovery and the international coordination of travel-related measures are essential to restoring traveler confidence.

Governments, trade industry associations, travel players and IT companies have launched a wide range of initiatives to address the impact of COVID-19 on travel demand—such as “travel bubbles,” contactless solutions for use at check-in, rapid testing, health pass solutions or insurance against COVID-19-related events.

Amadeus is playing an important role in this, with initiatives such as our Safe Travel Ecosystem. During the last two years, we've taken the time to rethink travel. As we listened to customers, partners, trade associations, governments and educational institutions at virtual round tables and industry events, a common theme emerged: the urgent need to create a safe travel ecosystem.

Our use of the word “ecosystem” is deliberate. We recognize that succeeding in winning back the hearts and minds of travelers—restoring confidence and removing barriers to travel—will only come about through unprecedented collaboration. No one organization can make this happen. We also believe in the vital role of technology as an enabler of safe travel. Touchless and contactless solutions and biometrics are all areas where technology can make a positive difference to the traveler journey.

We aim to work in collaboration with the relevant authorities and all industry players to define standards, coordinate requirements and build a trusted safe travel ecosystem using a more precision-engineered approach. We believe this will meet not only the health needs of global travelers and the communities they visit, but also the needs of the travel industry as it seeks to recover its economic contribution to the global economy.

Amadeus is accelerating its actions to help regain travelers' trust and boost travel demand. We believe this needs to be a joint effort by all stakeholders. For instance, we're engaging with our airline, airport and hospitality customers as well as with new players like test centers and digital health information aggregators to connect and digitalize evidence of testing and approval to travel information into our passenger handling and guest management solutions.

⁸ Boeing (2021). *Commercial Market Outlook 2021–2040* (4% growth rate compared to 2019 traffic).

⁹ Global Rescue and World Travel & Tourism Council (WTTC) (October 2019). *Crisis Readiness*.

2.3.2 Geopolitics

Geopolitical and security events in certain parts of the world are affecting travel significantly.

Political tensions and an increased level of protectionism are affecting travel negatively. Indeed, before the COVID-19 crisis, in 2018 the International Air Transport Association (IATA) projected significant differences in the growth of air travel over the next 20 years under a base case scenario ("Constant Policy": 3.5% growth p.a.) and two extreme scenarios ("Reverse Globalization": 2.4% p.a.; "Maximum Liberalization": 5.5% p.a.).¹⁰ In terms of number of passengers in 2037, this shows a difference of a factor of almost two between the best- and worst-case scenarios.

At the same time, threats of terrorism are leading to restrictions on travel, increased security and border control, and an increased administrative burden on the traveler. This, coupled with a reduced appetite for travel, can have a dampening effect on travel demand. But experience has shown that security issues tend to only affect specific countries or regions and are generally short-lived. In addition, Amadeus' high geographical diversification helps to limit the impact of such issues on our business. Technology has provided solutions for security issues in the past, and this is likely to continue, presenting a further opportunity for large travel IT providers with the required scale and reach such as Amadeus.

2.3.3 Economic growth

Economic growth levels correlate closely with travel industry growth over the long term,¹¹ although this general correlation varies substantially over time and from one region to another.

In the short to mid term, as the COVID-19 pandemic has had an unbalanced economic impact on countries and citizens, and as the recovery out of the crisis is likely to be uneven,^{12, 13} during this period the relationship between GDP and travel industry growth may be different from what has been observed historically. However, demand for travel is resilient, and people across the world still need to travel to see friends and family, carry out business in person and enjoy new destinations.

2.3.4 Hybrid working

The COVID-19 pandemic and recent lockdowns have led to new ways of working. Hybrid working models combining working from home with working from the office have become the new norm, and options to work from anywhere are becoming more and more common for many businesses. We're seeing a greater proportion of working time now taking place out of the office, and these flexible work dynamics have unleashed new trends and practices, such as the combination of periods of work immediately preceded or followed by holidays ("workcation").

With recovery in sight, businesses will see an increase in time spent at the office. However, office life as we knew it no longer exists. The purpose of the office has changed—it's now a place to come together, collaborate and

¹⁰ International Air Transport Association (IATA) (October 24, 2018). "[IATA Forecast Predicts 8.2 Billion Air Travelers in 2037.](#)"

¹¹ International Air Transport Association (IATA) (February 8, 2019). "[Air travel GDP Multiplier Falls Sharply Back to its 20-Year Median.](#)"

¹² World Bank Group (June 2021). *Global Economics Prospects*.

¹³ International Air Transport Association (IATA) (October 2021). "[COVID-19: Airline Industry Outlook.](#)"

socialize. Spaces are prioritized for the face-to-face interactions missed when working from home or asynchronously.

Off the back of these new behaviors, we expect to see new drivers of travel for business. Those who work from home, sometimes in remote locations, will now see their business trips focused around coming into the office or another central location to foster in-person connections with their teams.

2.3.5 Capacity constraints

Growth in travel is leading to strains on travel infrastructure, and in particular on airports. In summer 2019, 204 airports were designated Level 3 slot-coordinated facilities, meaning that they did not have the runway, ramp or gate capacity to handle all of the flights that carriers would like to operate.¹⁴ At the time, it was also expected that there could be another 100 slot-constrained airports declared in the next 10 years because airport infrastructure development wasn't keeping up with traffic growth.¹⁵

While the COVID-19 pandemic has considerably reduced passenger numbers, during the recovery of the industry capacity constraint issues might be exacerbated by the need for airports to safeguard passengers and comply with new national and global health standards, which will in turn increase the chance of crowded terminals, queues and bottlenecks.

Social distancing measures alone will slash airport capacity, and airports that operated close to their saturation capacity before the COVID-19 crisis can expect to reach their maximum saturation capacity at just 60–75% of their pre-COVID peaks.¹⁶

As technology can facilitate more efficient use of these scarce resources, the industry will need to invest in IT systems. For example, while traditional check-in systems direct passengers to the check-in hall, where they interact with agents to obtain a boarding pass or drop off their luggage, with technology from companies like Amadeus, airports can position fixed or portable check-in and bag drop stations at multiple locations inside or outside the terminal, minimizing congestion at the terminal.

2.3.6 Sustainability

The travel and tourism sector faces issues such as overcrowded destinations, income inequalities and human-induced climate variability. The climate issue in particular has received much more attention over recent years. In 2019 air traffic accounted for 2% of all human-induced carbon dioxide emissions,¹⁷ and social movements like “flight-shaming” have attracted unprecedented attention. The industry therefore needs to respond with facts and action. We expect a more specific and stricter legal framework to emerge on these and other issues, which could have a negative impact on travel volumes in the short term.

In regard to aviation, however, the industry is determined to grow sustainably, committing to achieving net-zero carbon emissions by 2050¹⁸ and to working together to achieve the commitments reached at the 26th

¹⁴ International Air Transport Association (IATA) (October 2021). “[Worldwide Airport Slots](#)” (factsheet).

¹⁵ Steve Creedy (June 2, 2019). “[IATA: Capacity Crunch to Hit Another 100 Airports](#),” AirlineRatings.

¹⁶ Airport Research Center (ARC) (2020). “[Study: Impact assessment of COVID-19 Measures on Airport Operations and Capacity](#).”

¹⁷ Air Transport Action Group (ATAG) (September 2020). “[Facts & Figures](#).”

¹⁸ International Air Transport Association (IATA) (October 4, 2021). “[Net-Zero Carbon Emissions by 2050](#),” Press Release No. 66.

Conference of the Parties to the United Nations Framework Convention on Climate Change (“COP26”).¹⁹ As such, many airlines have taken an active role in addressing this issue, via different initiatives. For example, EasyJet is offsetting 100% of its emissions by supporting projects that protect against deforestation, plant trees or drive the uptake of renewable energy.²⁰ Also, Delta,²¹ Lufthansa²² and IAG,²³ and even airports such as Gatwick,²⁴ are purchasing sustainable aviation fuels (SAFs) to reduce flight carbon emissions. Some others are even going further: JetBlue²⁵ and Alaska Airlines²⁶ are using their venture funds to invest in sustainable travel start-ups, while some others like Lufthansa are developing their own solutions such as compensation platforms.²⁷

In the journey toward the industry becoming more sustainable, technology from IT companies can contribute to the more efficient use of infrastructure and energy and the reduction of carbon emissions. For Amadeus, our contribution can be made principally in two ways. Firstly, we have an agreement with the UN International Civil Aviation Organization (ICAO) to use their carbon emissions calculator in our distribution platforms. Raising awareness among the millions of travelers processed through our platforms about the emissions released as a consequence of their trips helps them to make informed travel purchasing decisions, factoring in the sustainability component and eventually facilitating further mitigation measures like carbon offsetting. Secondly, developing IT solutions that improve the operational and environmental efficiency of our customers. For example, using large volumes of data and sophisticated algorithms, our Departure Control Flight Management module helps airlines, among other things, to optimize aircraft trim, delivering as a consequence the reduction of fuel used and emissions released.

¹⁹ International Air Transport Association (IATA) (November 12, 2021). [“International Aviation Climate Ambition Reflects Airlines’ Net-Zero Goal.”](#)

²⁰ EasyJet (2021). [“Leading the Industry on Sustainable Travel.”](#)

²¹ Austin Tannenbaum (October 1, 2021). [“Delta Purchases More than \\$1 Billion Worth of Sustainable Aviation Fuel,”](#) Environment + Energy Leader.

²² Lufthansa Group (October 4, 2021). [“From Test Tube to Barrel – Lufthansa Invests in First Industrially Produced Carbon-Neutral, Electricity-Based Kerosene Made in Germany.”](#)

²³ Laura Sanicola (November 10, 2021). [“Southwest, IAG Agree to Buy Sustainable Aviation Fuel Made from Wood Waste,”](#) Reuters.

²⁴ Future Travel Experience (October 2021). [“Gatwick Airport to Use Sustainable Aviation Fuel for easyJet Flights.”](#)

²⁵ Aviation Pros (April 23, 2021). [“JetBlue Technology Ventures Invests in Universal Hydrogen to Support the Airline’s Ambitious Sustainability Strategy.”](#)

²⁶ Aria Alamalhodaie (October 18, 2021). [“Alaska Airlines Launches New Venture Arm, with First Investment in UP.Partners’ \\$230M fund.”](#)

²⁷ Linda Fox (July 7, 2021). [“Lufthansa Unveils Travel Sustainability Marketplace Squake,”](#) PhocusWire.

2.4 Headcount information

Amadeus total workforce as of 31 December 2021 was 16,134 FTEs (Full-Time Equivalent). In terms of Amadeus headcount, the total was 15,936 people. This figure is the one reflected on section six, Amadeus workforce, as reporting is based on Amadeus employees (excluding external manpower).

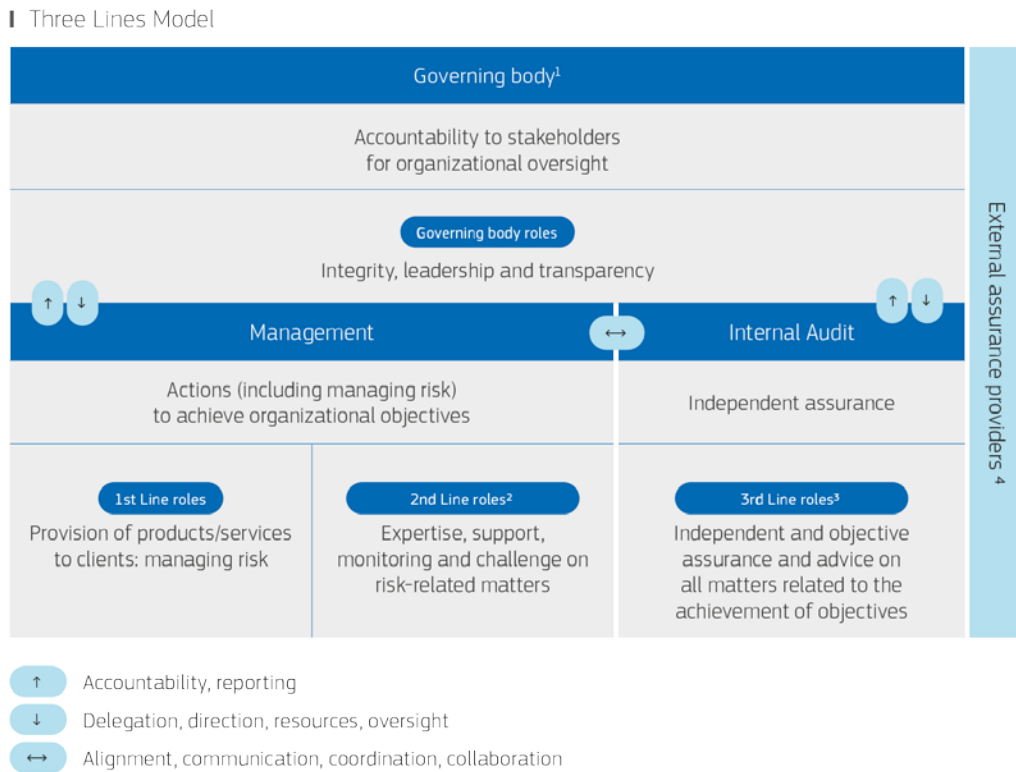
For environmental reporting, given the fact that resources consumption take place across the year, we use average FTEs in the year (16,042).

December 31, 2021

FTEs (internal + external) as of 31 December 2021	16,134
Headcount 2021	15,936
Average FTEs internal + external 2021	16,042

3. Corporate risk management

Throughout 2021 we've continued to foster effective coordination of assurance activities across Amadeus, leveraging on our updated Three Lines of Defense Model (or "Three Lines Model"), as part of our commitment to strong governance and risk management practices.



1. Roles of the Board of Directors.
2. Roles typically but no exclusively present within the following functions: Corporate Risk Management, Corporate Compliance, CISO, Data Privacy, Legal, Group Internal Control, People & Culture. These functions can also have 1st Line roles, and provide direction & oversight on 1st Line roles.
3. Roles of Group Internal Audit.
4. External auditors, regulators, etc.

3.1 First Line: executive management, management and staff

Amadeus' commitment to integrity and transparency begins with its own staff. Amadeus employees adhere to the ethical standards set forth in the Amadeus Code of Ethics & Business Conduct and related policies. We do not see this code and our core policies purely as a 'rule book', but as a mutual agreement across the company to promote positive behaviors that will add value to our business and always ensure the highest standards of integrity. The areas covered in the code are:

- Commitment to the environment
- Avoiding conflicts of interest and conducting business ethically



- Protecting personal data and confidentiality
- Handling relations with third parties and the media in a sensitive manner
- Handling company property, equipment and installations with care

All employees must receive mandatory training for the Code of Ethics and Business Conduct, as well as other policies relating to bribery and corruption, fraud, insider trading and speaking-up. Our Human Rights Policy asserts our commitment to international human rights. Accordingly, we expect all our suppliers and business partners to uphold internationally recognized standards regarding working conditions and the dignified treatment of employees.

Human rights form part of Amadeus' risk analysis framework. We evaluate the risks of infringing on the following rights:

- Non-discrimination (based on color, sex, language, religion, political opinion, social origin, property, birth or other status)
- Collective bargaining
- Freedom of association
- Fair wages
- No child labor or forced labor
- Adequately healthy and safe working conditions

Although such risks fall very low on our Corporate Risk Map, we have a series of mitigating and monitoring procedures to manage them, both internally and with our vendors and business partners.

Our mergers and acquisitions procedures also include due diligence on risks related to human rights.

Our Integration team ensures that Amadeus' policies are effectively implemented into newly integrated companies. And our Speak Up Policy encourages employees to report any breach of the Code of Ethics and Business Conduct, including potential human rights violations.

During 2021 no significant breaches of the Code of Ethics and Business Conduct were reported.

3.2 Second Line: internal governance functions

Control activities are embedded in all areas of the company. Major control activities are carried out from units such as Corporate Risk Management, Corporate Compliance, Corporate Security, Group Privacy, Corporate Legal, Corporate Finance, Human Resources and others.

Risk management and controls

The Corporate Risk Management unit is responsible for centralizing the continuous monitoring of major risk that could affect the activities and objectives of Amadeus and its companies.

Amadeus acknowledges the importance of managing risks that impact the effective achievement of our business objectives, and of providing an adequate level of assurance for shareholders, customers, employees and other stakeholders. To this end, Amadeus' management has endorsed an Enterprise Risk Management Framework to identify the main risks to the Group and the appropriate control and information systems for their periodic monitoring. We've developed our risk management framework based on the principles set out in COSO II and ISO 31000 (risk management) to ensure that risks are identified, analyzed, evaluated, managed and controlled in a systematic way and within the established risk levels.

Our Risk Management Policy sets out the basic principles of the framework and focuses on:

- Achieving the company's long-term objectives in line with its established strategic plan
- Contributing the maximum level of assurance to shareholders and customers to defend their respective interests
- Protecting the company's earnings
- Protecting the company's image and reputation
- Guaranteeing corporate stability and financial strength over time

The Corporate Risk Management unit develops Amadeus' Corporate Risk Map and establishes control and monitoring procedures for identified risks in conjunction with the owner responsible for each risk. The risks ascertained from this analysis, as well as monitoring measures are reported on a regular basis to the Risk Steering Committee, the Audit Committee and the Board of Directors.

The ultimate aim of the Corporate Risk Map is to provide visibility on significant risks and facilitate effective risk management. Risk analysis is a fundamental element of the company's decision-making processes, both within the governing bodies and in the management of the business as a whole.

The Corporate Risk Map also considers the global risks identified each year by the World Economic Forum,²⁸ many of them accelerated by the impact of COVID-19 pandemic, such as economic, technological, geopolitical, environmental, or societal risks.

We also reflect in the Corporate Risk Map emerging risks, defined as new risks or risks that are already known but difficult to identify and whose implications are difficult to assess and quantify. These are risks that could prevent Amadeus from achieving our strategic objectives and that are expected to have a long-term impact on our business. They may evolve over time from weak signals to clear tendencies with a high potential for danger. For example, public health risks have long been underestimated, and the COVID-19 crisis has increased the level of uncertainty in our markets. Cyber-risk is another area of concern and one that will continue to grow, especially after pandemic lockdowns have accelerated the shift to digitalization and remote working and cyberattacks are becoming increasingly sophisticated. Climate crisis mitigation is also on our radar, and it will require us to take action by investing in solutions to reduce emissions.

The latest version of the Corporate Risk Map defines the most critical risks relating to Amadeus' operations and objectives, including:

- Strategic risks related to the pandemic, to the macro-economic and geopolitical environment or to trends in travel and tourism in the context of a slow recovery or increasing competition.
- Operational risks derived from IT service failures or caused by cybersecurity breaches.
- Other operational risks that could affect the efficiency of business processes and services.
- Risks related to human resources, such as the inability to attract talent and highly skilled resources or the increasing talent attrition.
- Security and compliance risks.
- Legal and compliance risks related to the potential breaches of regulations.

²⁸ World Economic Forum (2020). Global Risks Report 2020, 15th Edition

Some of these risks have evolved from the previous year's Corporate Risk Map, while others have been newly identified. The impact of the COVID-19 pandemic has demonstrated the interconnected nature of risks. Cyber risk is bigger as reliance on technology has increased, and the travel industry has been impacted by unprecedented lockdowns all over the world.

After identification and evaluation of major risks, risk owners assigned to each risk propose a specific risk response. The progress achieved through mitigation measures and the evolution of key risks is submitted to the Risk Steering Committee for review and consideration, together with any proposed action plan for necessary measures or further actions.

Due to its transversal and dynamic character, this process identifies new risks that affect Amadeus arising from changes in the environment or the revision of objectives and strategies.

In the current business environment, with its increasing stakeholder demand for transparency, ethics and social responsibility, reputational risk management is becoming increasingly relevant. Therefore, assessing the reputational impact of a particular risk has been embedded into our methodology. Similarly, cybersecurity risks are managed through a security risk framework driven by our Corporate Information Security Office, which is also integrated into the Corporate Risk Map.

In addition to managing risks, Amadeus focuses on ensuring compliance with data privacy regulations, including the EU's General Data Protection Regulation (GDPR). Our activities also extend to existing certification standards such as PCI DSS (credit cards), SOC1 and SOC2 (computer controls) and ISO 27001 (cybersecurity).

Amadeus is exposed to risks that could significantly disrupt key internal services as well as IT services we provide to customers. To ensure minimal disruption in such catastrophic events, we've implemented a Business Resilience Program designed to protect our people, assets and infrastructure, and minimize the potential impact to acceptable limits. The pandemic crisis we've gone through in 2020 has proven the importance and readiness of our business continuity strategy in minimizing any business disruption.

Finally, through our training and awareness plan we aim to ensure that all employees understand and apply best practice on ethical behavior as well as security and privacy.

The Corporate Risk Management unit works closely with the following committees:

Ethics Committee

The Ethics Committee provides guidance on ethical behavior and compliance issues. This committee also addresses any concerns that employees may have and assists in the implementation of the Code of Ethics and Business Conduct. Promoting integrity, transparency and ethical conduct in all our operations is very important to us, and we have a zero-tolerance approach to prohibited practices, both in our internal affairs and external operations.

Risk Steering Committee

The Risk Steering Committee is a decision-making body empowered by the Executive Committee to provide oversight and guidance on risk management activities and issues across Amadeus, risk assessment and prioritization, risk mitigation strategies and responses.

Both the Ethics Committee and the Risk Steering Committee meet several times a year.

3.3 Third Line: Group Internal Audit

Amadeus' Group Internal Audit:

- Supports the Audit Committee in monitoring the effectiveness of the company's internal control and risk management systems.
- Provides independent and objective assurance and consulting services designed to add value and improve Amadeus' operations. It helps accomplish our goals by using a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes. This includes the potential for fraud and how the organization manages fraud risk.
- Covers all companies, businesses and processes majority-owned or controlled by Amadeus. Every year, Group Internal Audit performs a thorough background and risk assessment exercise to verify and update our audit priorities. This considers, among other dimensions:
 - The Group's strategic objectives and projects
 - The Corporate Risk Map
 - Internal/external challenges and enablers identified through interviews with senior management and major control functions
 - Magnitudes and geographical footprint of the Group's entities and activities
 - Audit cycles

The output leads to the formalization and approval by the Audit Committee of a yearly internal audit plan.

The legal entities included in Group Internal Audit reviews during 2021²⁹ represented more than 50% of the total Amadeus workforce. The main risks identified during internal auditing are reported to senior management and the Audit Committee, and their status is periodically updated until resolution or acceptance by the governing bodies.

As an optimum complement to its independent reviews, Group Internal Audit holds periodic coordination meetings with the main 2nd Line, business and technology units.

The purpose, mission, reporting lines, independence and objectivity, scope of activities, resources, responsibilities, and authority of the Group Internal Audit function are set by the Audit Committee to ensure that it has sufficient authority to carry out its duties. To further ensure Internal Audit's objectivity, its staff have no direct operational responsibility or authority over any of the activities audited. Accordingly, internal auditors don't implement internal controls, develop procedures, install systems, prepare records or engage in any other activity that may impair their judgment.

Group Internal Audit is governed according to the mandatory elements of the Institute of Internal Auditors' (IIA) International Professional Practices Framework (IPPF). This includes its Core Principles, its Definition of Internal Auditing, its International Standards and its Code of Ethics.

Group Internal Audit also runs a Quality Assurance and Improvement Program that combines ongoing monitoring with periodic internal and external assessments. The program includes the evaluation of Group Internal Audit's conformance with the IPPF. It also assesses the efficiency and effectiveness of Group Internal Audit and identifies opportunities for continuous improvement.

²⁹ Including internal audit reviews, and the assessment of the design and effectiveness of the Internal Control over Financial Reporting (ICFR) and the Corporate Crime Prevention (CCP) models.

4. Amadeus policies – fight against bribery, corruption and money laundering

Amadeus supports the business with a set of policies designed to comply with certain agreed behaviors. The Amadeus core policies are supported by systems which undergo regular internal and external quality reviews to ensure regulatory compliance and application of best practices.

Among Amadeus' main corporate policies, the following contribute to the prevention of illegal activities such as bribery, corruption and money laundering:

- Code of Ethics & Business Conduct
- Speak Up Policy
- Anti-Fraud Policy
- Anti-Bribery and Anti-Corruption Policy, including the Gifts & Entertainment Policy
- Charitable Contributions Policy
- Political Contributions & Lobbying Policy
- Internal Rules for Securities Market
- Powers of Attorney
- Banking Powers
- Antitrust & Competition Law – Compliance Manual
- On-Site Investigation Policy
- Data Privacy Manual
- Security & Privacy Handbook
- External Legal Counsel Policy
- Sales Manual
- Corporate Purchasing Policy
- Health & Safety Policy
- Environmental Policy
- Tax Policy
- Risk Management Policy

Further details of the environmental and social policies, including Human Rights, are described in chapters below.

With respect to preventing bribery, corruption and money laundering practices in Amadeus, in addition to the specific policies focused to that topic, Amadeus has also developed policies to prevent this from occurring through charitable and/or political contributions. Controls are enforced through our Industry Affairs and CSR area to control this type of contributions.

4.1 Code of Ethics and Business Conduct

The Amadeus Code of Ethics and Business Conduct (the "CEBC") sets forth the commitment of the company to conduct business pursuant to the highest ethical standards.

This Code of Ethics and Business Conduct is based on the following values: Customers First, Working Together, Taking Responsibility and Aiming for Excellence. The CEBC reflects who we are and how we conduct our business. Our guiding principle is integrity – the personal integrity of each and every member of the Amadeus community and our professional integrity as a business organization.

Employees must avoid conflicts of interests, including all situations where competing professional or personal interests put in question the impartial fulfilment of professional duties. Employees should never use their position within Amadeus, or the resources of Amadeus, to obtain benefits for themselves, relatives, or third parties connected to them.

The Amadeus Code of Ethics and Business Conduct, available at <https://corporate.amadeus.com/documents/en/corporate-sustainability/report/amadeus-code-of-ethics-and-business-conduct.pdf>, is binding on all employees of the Amadeus Group, including the members of the Executive Committee and VP/Directors, and forms part of their employment relationship with the Group or the relevant Amadeus Company.

4.2 Anti-Bribery and Anti-Corruption Policy

Amadeus is committed to winning business through fair and honest competition in the marketplace. We are committed to the highest standards of ethics, as outlined in the Amadeus Code of Ethics and Business Conduct. This includes complying with obligations under international anti-corruption laws, including but not limited to: Law 10/1995 of the Criminal Code of Spain, The Anti-Corruption Act 2007 of France, the Criminal Code and the Act on Combating International Bribery 1997 of Germany, the Bribery Act 2010 of the UK and the Foreign Corrupt Practices Act ("FCPA") of the U.S.A.

Specifically, we will abide by the letter and spirit of applicable international anti-corruption laws in conducting our business. Promising, authorizing, offering, giving, accepting or soliciting anything of value, or any advantage, to anyone, with the intention or appearance of improperly influencing his or her decisions or conduct, or as reward for improper performance, is strictly prohibited.

As well as reading and understanding the Amadeus Anti-Bribery and Anti-Corruption Policy, all Amadeus employees must also read and comply with the Amadeus Code of Ethics and Business Conduct, the Charitable Contributions Policy and the Political Contributions Policy.

Amadeus performs compliance and anti-corruption due diligence on eligible third parties, including vendors, partners, and distributors. The owner of the Anti-Bribery & Corruption Policy, available at <https://corporate.amadeus.com/documents/en/corporate-sustainability/report/amadeus-abc-policy.pdf>, is Corporate Compliance. This unit shall oversee and administer the Policy, develop and maintain procedures and guidelines to support the Policy and work with key stakeholders to ensure Amadeus' officers, employees and contingent staff affected by the Policy receive adequate communication and training.

4.3 Anti-Fraud Policy

Amadeus has no tolerance for fraud, and thus fraudulent practices of any kind are prohibited at Amadeus. All Amadeus employees are accountable for complying with appropriate procedures, controls and monitoring activities to protect



Amadeus against the commission of fraud. Where there are reasonable grounds to indicate that a fraud may have occurred, senior management has a duty to ensure a fair and respectful clarification of facts and prompt action to resolve the issue.

In the event that a fraud has been committed, Amadeus will promptly take such action as is appropriate to remedy the situation, clarify individual responsibilities, take appropriate disciplinary and legal actions, and leverage lessons learned in order to improve the internal controls wherever needed.

4.4 Anti-Money Laundering

As part of its global anti-corruption efforts, Amadeus is committed to conducting its business professionally, fairly and ethically, and in full compliance with anti-money laundering laws, and laws and regulations countering terrorist financing which are applicable to Amadeus.

4.5 Training and awareness

Achieving high business ethics standards, including preventing corruption and fraud issues requires widespread awareness of the Amadeus culture of compliance. For this reason, training and awareness is a key activity. Amadeus has implemented a mandatory Corporate Compliance e-learning module in 2021, applicable to all employees and contractors, covering the following areas: Code of Ethics and Business Conduct; Anti-Bribery & Corruption; Anti-Fraud; Internal Rules for Securities Market; and Speak-Up Policy.

4.6 Corporate Criminal Prevention Program

The Corporate Criminal Prevention Compliance Program, implemented as a result of the amendments to the Spanish Criminal Code in 2010 and later in 2015 and 2019, consists of a set of processes and procedures to ensure that risks are identified, and also that the controls that Amadeus has in place to prevent activities such as bribery, corruption or money laundering, are in place and effectively help to prevent and/or mitigate the commission of any criminal action that could impact the Company.

5. Amadeus' environmental sustainability strategy

Environmental sustainability and climate action have become crucial, gaining increased attention during last years, especially in the travel industry. The COVID-19 pandemic has revealed that the vulnerability of the industry was previously underestimated and stressed the importance of a consistent and holistic approach to sustainability.

Amadeus is an important player in the travel and tourism industry, and acknowledges its responsibility to contribute to the fight against climate change. Amadeus has been reinforcing its environmental sustainability strategy, which is based on three pillars:

1_ Environmental efficiency of Amadeus operations

We measure the environmental impact of our operations, identify areas for improvement, implement solutions and continue to monitor our performance for achieving continuous improvement in environmental efficiency. The Amadeus Environmental Management System (EMS) is the tool we use in Amadeus to achieve these objectives.

2_ Development of IT solutions that improve economic and environmental efficiency

We deliver IT solutions to inform travelers about sustainable travel options and to help our customers improve the environmental efficiency of their operations. R&D is a fundamental component of our business strategy and of our contribution to the sustainability of our customers and the industry.

3_ Collaboration with industry stakeholders in joint sustainability initiatives in our industry

We work in partnership with other industry stakeholders on projects to improve travel industry sustainability. Our partnerships include UN agencies like the International Civil Association Organization (ICAO), the World Tourism Organization (UNWTO) or the UN Climate Secretariat (UNFCCC). We also work with academic institutions from around the world and with travel industry associations like the World Travel and Tourism Council (WTTC).

5.1 Amadeus Environmental Management System (EMS)

Since 2009, the Amadeus Environmental Management System (EMS) is the tool we use at Amadeus to measure, report and improve environmental performance.

Amadeus' Environmental Management System measures the impact of our operations considering five elements: energy, CO₂ emissions, paper used, water and waste generated. We evaluate our performance considering both total consumption of resources and also efficiency ratios based on the business transactions processed and on the number of employees. We also factor in company growth to evaluate our performance. We guarantee long-term improvement in our environmental performance by setting annual targets to improve the environmental performance of the previous year.

Building & Facilities teams at local level are responsible for the optimization of the use of resources at our office buildings. They are supported in specific cases by technical teams that, for example, provide performance indicators relating to the use of resources.

5.1.1 EMS material elements

The EMS helps to manage the five principal elements related to the environmental impact of Amadeus' operations. These elements were identified in the initial materiality exercise in which we consulted our own internal experts and benchmarked with other companies in similar economic sectors. The five elements included in Amadeus EMS are: energy consumption, CO₂ emissions, paper consumption, water use and waste generation.

5.1.2 EMS geographical scope and methodology

The EMS includes the reporting of Amadeus' operations environmental impact. Amadeus has offices in more than 70 countries. Some of these offices are small and it becomes inefficient to measure and report the impact of all of them in a direct manner. Therefore, we have adopted a more efficient and pragmatic approach by which we report direct measurements of impacts in our 14 largest sites (which represent 68% of total Amadeus workforce worldwide) and then we make an estimation of the remaining sites, based on the average consumption factors per employee of the sites where we measure our impact directly. In summary, we measure our impact directly for 68% of our employees and indirectly for the remaining 32%. This new methodology was implemented in 2018. Before this date, we were reporting the impact of the sites where our measurement was direct. It is important to note that the reporting of the Amadeus Data Center is included in the direct reporting.

The 14 Amadeus sites included in the direct reporting are:

- 1_ Nice, France
- 2_ Bangalore, India
- 3_ Miami, US
- 4_ Erding, Germany
- 5_ Madrid, Spain
- 6_ London, United Kingdom
- 7_ Bad Homburg, Germany
- 8_ Bangkok, Thailand
- 9_ Sydney, Australia
- 10_ Paris, France
- 11_ Singapore
- 12_ Manila, Philippines
- 13_ Portsmouth, US
- 14_ San José, Costa Rica

The scope of the Amadeus EMS direct reporting reaches 14 of our largest sites across the world, which account for close to 70% of all Amadeus employees and approximately 90% of the total estimated Amadeus resource consumption worldwide (considering that our Data Center in Germany is by far the largest energy consumer in the Amadeus Group).

Our Data Center located in Germany is included in the EMS and until 2018 it accounted for almost 50% of the overall estimated environmental impact and more than 70% of Scopes 1 and 2 CO₂ emissions. In 2019 the Amadeus Data Center reduced CO₂ emissions to zero through the use of Guarantees of Origin of renewable energy.

The scope of the Amadeus EMS direct reporting is regularly reviewed and adapted to the changing circumstances of Amadeus and of our business environment. The most recent additions to the EMS are our premises in Portsmouth (USA) in 2019 and San José (Costa Rica) in 2021. In 2021 Waltham was removed from the EMS due to the closure of the office and Madrid ACO is being reported jointly with Madrid headquarters, as the employees of both entities are currently located in the same building.

COVID-19 pandemic has impacted our environmental performance and reporting. Due to national lockdowns and to meet safety legislation requirements, many of our offices have been partially closed to employees for several months in 2021 and a big percentage of our workforce has been working remotely. Nonetheless, building maintenance and security require certain use of resources like energy and water, therefore, consumption was not fully stopped while offices were closed.

In order to make sure that the EMS remains an efficient tool to provide visibility of Amadeus operations' environmental impact and that it also allows the proper monitoring by comparing performance from one year to the next, every year the scope of the EMS is reviewed; and when new additions are included, we provide proper comparisons including and excluding the new additions, so that internal and external audiences can easily understand the information and the performance.

We have prioritized those elements in the EMS that are quantitatively more relevant for Amadeus global performance and those where we have room for management and improvement. Following this reasoning, for example electricity gets a higher weight in our objectives than waste generation, since our electricity consumption is more important in absolute terms than the waste generated and also because, arguably, we have more capacity to manage our electricity consumption than the waste generated through our operations. In addition, and given the different nature of activities and environmental impact, we analyze separately the impact of the Data Center from the impact of office buildings.

We have introduced a number of environmentally friendly measures that helped to improve efficiency in the use of resources.

Energy efficiency at the Amadeus Data Center remains a priority. In the last seven years, we have reduced the PUE³⁰ from 1.39 to 1.33 in 2021.

To be consistent with our company-wide carbon-neutral growth policy set in 2016, we need to complement the implementation of energy efficiency measures with other initiatives, such as the use of Guarantees of Origin of renewable energy in our Data Center. Thanks to the use of Guarantees of Origin, the Amadeus Data Center is a carbon-neutral facility since 2019. In 2021 we have reduced our CO₂ emissions company-wide (Scope 2) by 75% if we compare with 2018, making a significant step toward the ambition of zero company emissions by 2050, in alignment with the objectives of the Paris Climate Change agreement.

5.2 Detailed information on environmental matters

5.2.1 Pollution

Delivering sustainable growth and reducing CO₂ emissions are some of the challenges that we face today. Electricity consumption is one of the largest sources of CO₂ emissions at Amadeus, but also paper use, business travel, natural gas and diesel contribute to our carbon footprint.

We follow the Greenhouse Gas Protocol (GHGP)³¹ to manage and report our CO₂ emissions.

³⁰ PUE stands for Power Usage Effectiveness and is a common metric used to measure the energy efficiency of data centers. The closer to 1 the PUE, the more efficient the data center is.

³¹ The Greenhouse Gas Protocol (GHGP) is the most widely used international accounting tool for government and business leaders to understand, quantify and manage greenhouse gas emissions. The GHGP classifies emissions into three scopes. Scope 1: direct GHG emissions from sources owned by the company; Scope 2: indirect GHG emissions produced as a consequence of the company's operations; and Scope 3: other indirect GHG emissions, such as emissions from travel providers for business travel.

- In Scope 1, we include emissions from natural gas and diesel.
- In Scope 2, we include emissions linked to the use of electricity³² at our office buildings worldwide and at the Data Center.
- In Scope 3, we include emissions from paper consumption and from business travel. We gather information about business trips from our travel agency provider and we use the International Civil Aviation Organization (ICAO) Carbon Emissions Calculator to estimate emissions per passenger. Emissions are therefore calculated for each individual trip. The scope of measurement of emissions from air business travel includes 65% of our total workforce.

The Scope 3 emissions reported in the dedicated table in section 5.4 have significantly decreased compared to previous years. This is mainly due to travel restrictions during the reporting year and the limitations to business travel imposed at Amadeus, restricting trips to customer visits only.

In 2015, we made a commitment to run Amadeus operations under a carbon neutral growth policy. To achieve this, we complement the implementation of energy efficiency measures with other initiatives, such as the use of Guarantees of Origin of renewable energy in our Data Center. Thanks to the use of Guarantees of Origin, the Amadeus Data Center is a carbon-neutral facility since 2019.

In addition, and in order to reduce CO₂ emissions, our sites have implemented some best practices, for example:

Data Center:

Amadeus has always been focused on the energy efficiency of all its operations. The measures taken come from a combination of internal analysis by our experts, as well as reviews and recommendations from external consultants. In this respect, the Amadeus Data Center has maintained since 2010 the Energy-Efficient certification from TÜV SÜD for its power supply, cooling and climate control processes and IT equipment, as well as its procurement, installation and de-installation procedures, following a thorough analysis of our infrastructure. The certification has been subsequently renewed in 2012, 2015, 2018 and 2021. The current certification is valid until end of 2024. Amadeus has also extended the data center certification to EN 50600, the new EU standard for data centers that is even broader in scope and more demanding.

As explained above, in 2019 it became a carbon neutral facility thanks to the use of Guarantees of Origin of renewable energy.

In 2021 we have finalized the renewal of the emergency generators in the Data Center. The new units are fuel-optimized and therefore consume less fuel than the old units, which also has the effect of reducing CO₂ emissions. The savings compared to the old generators are ~ 92.0 = L/h (per operating hour at 100% load).

Examples of other recent measures taken to improve our energy efficiency and reduce CO₂ emissions, finalized in 2020, include the renewal of our low voltage distribution units and the implementation of more efficient cooling machines that reduce the energy required to cool servers and also optimize the use of water.

Office buildings:

Some of the measures implemented include:

- Adapting room temperature to weather seasons

³² The conversion factors applied, i.e. the amount of CO₂ emitted per kWh used, are obtained from the latest updated averages for each country, published by the International Energy Agency in its data set IEA Emissions Factors 2021 (updated September 2021).

- Promoting the use of carpooling/public transportation. Some of our largest sites like Bangalore or Nice provide shuttle services and shared transport for employees to reduce environmental footprint and traffic congestion.
- Purchase of carbon-neutral paper
- Electric vehicle charging points

Given the nature of our business activities, noise and light pollution are not material for Amadeus. Our operations involve the running of our Data Center in Germany and office buildings around the world therefore we are not directly involved in the generation of significant noise or light pollution.

5.2.2 Circular economy and waste management

One of the elements included in our EMS is waste generation. Waste is generated at our premises from kitchens and from general office use. Waste is difficult to measure, since in some cases we do not have the means or documentation to report part of the waste. The principal sources of information to report waste at Amadeus are the recycling companies that provide their services to Amadeus, since they can report the amount of waste collected for recycling, as this is the basis for their invoices. On the other hand, waste generated by extraordinary activities, like works done in buildings, is generally measured, but for comparability reasons it is reported separately from regular waste. At Amadeus, waste generation is generally low compared with other sectors or other types of impact like energy use or greenhouse gas emissions. Nonetheless, we are committed to a reduce-reuse-recycle policy. We develop management procedures aimed at minimizing waste. Some of our sites have implemented local actions to reduce food waste. For example, in Nice a percentage over our total waste is sent to compost.

Some best practices to reduce waste generation are the following:

- Implementing proper infrastructure to promote classification of waste
- Replacing individual workstation bins with common area bins
- Communication campaigns to raise awareness among employees to minimize waste and the use of plastic
- Producing energy from waste
- Working with external vendors to improve the measurement and management of waste
- Reusing obsolete PC screens and other electronic equipment
- Recycling and donating office furniture
- Replacing paper cups with glass/ceramic mugs

5.2.3 Sustainable use of resources

We focus on making an efficient and responsible use of natural resources that we use directly, like water, or indirectly, like paper.

The use of water at Amadeus is divided into three categories:

1) Water used for cooling of servers, principally at the Data Centre in Erding. Continuous water quality tests are carried out at the Data Center to ensure high water quality standards. With these tests and subsequent increased water quality, we reduce the need add new water in the circuits, reducing the overall consumption.

2) Water used at office buildings in kitchens, toilets, etc. The amount used for this purpose is relatively low. Thanks to the continuous improvement measures the overall consumption has decreased throughout the years, in 2020 and 2021 due to the partial closure of our offices. The improvement measures are related to communication campaigns among Amadeus employees, implementation of new equipment like automatic sensor faucets, etc.

3) Water used for irrigation. Our gardens and irrigation system in Nice minimize the use of water since the plants in the garden are adapted to local weather.

In specific regions or seasons, water frequently becomes a scarce resource, especially drinking water. As a company, it's key to keep a responsible use of water in every action we take. Examples of initiatives carried out at our offices worldwide to reduce water consumption:

- Implementing motion sensor taps and flow regulators in washrooms
- Use of drip irrigation systems and plants with low water consumption
- Use of water-efficient household appliances in kitchens
- Implementing leak detention units to reduce the loss of water
- In Singapore, our office building harvests rainwater from the roof top for landscape irrigation. The irrigation system is equipped with automatic rain sensors to reduce water consumption.
- In Sydney, our office building harvests rainwater by using a downpipe system to collect roof catchment runoff and then deliver it to rainwater storage tanks. Filtered water from the harvesting system is then used for use in the shower and toilets in all bathroom facilities in the building, to hose down the hard-external surfaces of the building and, when possible, to clean the windows.

We report paper consumption at our premises either by summing up the amount of paper bought during the year or, when available, through automated badge-based printing system. These automated systems permit a more precise monitoring of use and facilitate the identification of areas for improvement.

Examples of initiatives carried out at our offices worldwide to reduce paper consumption:

- Implementing badge-based printing systems
- Use of carbon-neutral paper
- Setting all printers by default to black-and-white double-sided printing
- Raising awareness among users of the environmental and economic cost of printing
- Use of recycled paper
- Sending used paper for recycling
- Implementing electronic signature to reduce the printing and delivery of hard-copy contract versions
- Reducing paper advertising replacing it by digital means

Electricity is the principal type of energy we use in our operations. It also represents the main source of our carbon footprint.

We measure electricity consumption at our Data Center and at our office buildings separately. We also report natural gas consumption, which is normally used for heating some of our buildings, as well as diesel, used mainly at our Data Center for a guaranteed uninterrupted power supply through the use of a large generator.

The consumption of natural gas in our offices has increased drastically in 2021 due to the safety measures implemented against Covid-19, which didn't allow to recirculate air. This is also reflected in our Scope 1 emissions

Most sites included in the Environmental Management System have implemented best practices on energy efficiency and behavioral change. For example:

- Replacing incandescent bulbs with LEDs

- Switches connected to movement-detection control systems
- Thorough planning of areas covered by specific light switches
- Automatically switching off lights at certain hours
- Switching off PCs after working hours
- Maximizing the use of natural light
- Adapting room temperature to weather seasons
- Use of energy saving stickers and other means to encourage frugal energy consumption
- Investing in renewable energy
- Implementing photovoltaic (PV) cells on roofs

In addition, as indicated above (see section on pollution), the Data Center follows a strict energy efficiency policy that involves several actions on different fronts, from the optimization of energy used for cooling to the improvement of the process to decommission IT equipment.

Regarding renewable energy, in 2019 the Amadeus Data Center reduced CO₂ emissions to zero through the use Guarantees of Origin of renewable energy. In the rest of office buildings where Amadeus doesn't purchase renewable energy certificates, we report renewable energy use based on the production mix per country published by the International Energy Agency. Accordingly, we report on the primary sources of energy necessary for the electricity that has been consumed and the total energy consumption from renewable sources as shown below.

Through the use of Guarantees of Origin, the proportion of renewable energy for our Data Center is 100%. The source of the renewable energy is hydropower.

We have also calculated the proportion of renewable energy for our total Amadeus sites worldwide which corresponds to 29.9% over the total.

The percentage of total renewable for our Data Center and total Amadeus sites worldwide is 70.8% which corresponds to 74,658.76 MWh (268,772 GJ).

5.2.4 Biodiversity protection

Amadeus operations do not generate significant or direct biodiversity risks and therefore biodiversity is not identified as a material issue.

Amadeus has a broad network of partners and customers across the industry. We take advantage of this to participate in joint industry sustainability projects. For example, three years ago we joined the initiative led by the World Travel and Tourism Council (WTTC) to fight against the illegal trade of wildlife and supported the implementation of a corporate illegal wildlife trade policy.

Other related activities Amadeus is engaged include the reduction of the amount of waste that goes to the landfill, reduction of the use of plastics or eliminating single-use kitchenware in our office buildings.

5.2.5 Climate change

We follow the Greenhouse Gas Protocol (GHGP) standards to measure and report our CO₂ emissions.

To achieve our strategic objective of sustainable profitable growth and to be aligned with 1.5-2 degrees objective of the Paris Agreement, Amadeus has established objectives to reduce our greenhouse gas emissions.

Until 2018 we had the objective of not increasing net emissions (Scope 1 and 2) compared to our baseline year of 2015. This was a challenging target since it required efficiency improvements due to the fact that the company is growing at a fast pace. In order to achieve this objective, we worked with the UNFCCC (United Nations Framework Convention on Climate Change) investing in Clean Development Mechanism projects in India. For three years we offset an accumulated total of 32,091 t CO₂ with Certified Emissions Reductions from these projects.

In 2019 we revisited this target to make it more ambitious and start delivering net emissions reduction even if the company is growing in revenues and employees. Since 2019, we have reduced our CO₂ emissions through the use of Guarantees of Origin of renewable energy. With this measure we reduced our total CO₂ emissions by 28,250 tons the first year of its implementation (2019 compared with 2018) and 1,921 tons in 2021 compared with 2020.

On the other hand, Amadeus invested €786.5 million in R&D in 2021. We develop IT solutions that improve the operational and environmental efficiency of our customers. This helps particularly airlines and other customers to meet their own Scope 1 targets.

In 2017 we signed the UN Climate Neutral Pledge. In line with the objectives of the Paris Agreement on Climate Change and by signing the pledge, we have set the long-term objective of zero emissions by 2050. Since this is a very long-term for Amadeus, we will work on achieving the same objective by 2030, as a way to guarantee early action and reduced uncertainties. The main tools to achieve this objective are energy efficiency measures and the use of renewable energy either directly or through the use of market instruments like Guarantees of Origin of renewable energy.

5.3 Climate change and Amadeus

The travel and tourism industry needs to contribute to achieving the 1.5-2 degrees maximum increase target set by the Paris climate agreement. The actions required for the achievement of the target require fundamental changes in the travel industry.

Amadeus is involved in the travel experience of millions of passengers daily. We are an important player in the travel and tourism industry, and we acknowledge our responsibility to contribute to the fight against climate change.³³

The climate change-related risks faced by Amadeus can be classified into the following categories:

5.3.1 Governance

Amadeus' Board of Directors is the highest representative, administrative, and controlling body of the company. Among its responsibilities lie risk management, which include physical and transition risks related to climate change.

As of February 2022, the President & CEO holds the highest level of responsibility within Amadeus management team regarding environmental sustainability, including climate change-related issues.

Amadeus' Corporate Risk Management unit is responsible for centralizing and monitoring risk and compliance issues. This unit produces the Corporate Risk Map, considering global risks such as economic, environmental, geopolitical, societal, and technological risks. Based on the risks identified, Corporate Risk Management assesses those that may imply a threat toward achieving Amadeus' strategic objectives, as well as emerging issues to which Amadeus should pay attention in the medium term.

The analysis of risks and opportunities related to climate change is led by the Amadeus Sustainability team, who monitors climate change impacts on a regular basis. To ensure identification of major risks during the monitoring

³³ According to best practices, the following sections are reported according to the Recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD)

period, this analysis is reviewed on a continuous manner throughout the year in close cooperation with the Corporate Risk Management unit.

Although Amadeus operations have a relatively low level of emissions, we are involved in an energy- and emissions-intensive industry. We acknowledge and act on our responsibility to contribute, with our technology and reach, to a more sustainable and carbon neutral travel industry, working in cooperation with industry partners.

5.3.2 Strategy

Amadeus overall environmental strategy, which is applicable specifically to climate change, is based on three pillars: (1) the environmental efficiency of our operations; (2) the development of IT solutions that help our customers improve their environmental efficiency; and (3) partnering with industry stakeholders in joint sustainability initiatives in our industry.

For Amadeus, climate change identified risks are mainly linked to travel demand. This is due in part to the fact that incremental environmental costs imply increased economic costs, and this leads to a reduced demand for travel. Besides, travelers, in order to avoid negative environmental impacts, might look for alternatives to travelling.

The following table details the main risks related to climate change that may affect Amadeus' business:

Risk Category	Climate change related risks	Description
Physical risks	Physical risks affecting the communities where we operate	By operating in over 190 countries worldwide, Amadeus is exposed to local extreme weather events affecting any of the communities where we operate, our providers and/or customers, or our operations.
	Physical risks affecting our travel providers and/or customers	
	Physical risks affecting Amadeus operations	
Regulatory risks	Carbon reporting related regulations	Increasingly, new regulations are being approved, involving mandatory reporting on climate change.
	Regulations imposing charges and/or emission reductions	Since travel industry is global by nature, Implementation of regional emissions markets could create some competitive and political disruptions.
Reputational risks		The increase in the society's awareness about climate change and the commitment to develop environmentally responsible operations and value proposition.
Technology risks		Failure to reach customers' needs or to implement sustainable state-of-the-art IT solutions.
Market risks		Increasing concern from travelers and our own workforce on our initiatives against climate change

On the other hand, climate change related opportunities are linked to the development of IT solutions that help to inform travelers about sustainable travel options and to help travel providers improve the environmental efficiency of their operations. These solutions can improve customer conversion and loyalty and market reputation. Identified climate change related opportunities are detailed below:

Type of opportunity	Solution/functionality	Description
New products and services	Display	Providing the traveler an estimation of the emissions released in a journey at the time of booking.
	Compare	Our solutions are able to compare emissions from different itineraries, using ICAO Carbon Calculator.
	Reporting	Compiling all emissions released in business trips by an organization.
	Offsetting	Including the possibility to offset carbon emissions released on a journey.
Competitive advantages	Amadeus Altéa Departure Control System (DCS) Flight Management (FM) module	Optimization of aircraft load distribution, helping airlines to reduce fuel uplifts in every departure.
	Amadeus Sky Suite	Facilitates airline network planning with sophisticated algorithms to estimate travel demand, helping to optimize the use of resources, including fuel and related emissions
	Amadeus Airport Sequence Manager and other airport IT solutions	Facilitating the implementation of Collaborative Decision Making (CDM) at airports, entailing reductions in CO ₂ emissions, local pollution, noise and increasing efficiency at airports and traveler satisfaction

5.3.3 Risk management

Amadeus uses the Three Lines Model to ensure strong governance and risk management practices. This model, endorsed by the Board of Directors and the Executive Committee, allows us to coordinate all Amadeus support and assurance functions to appropriately manage risk throughout the Group.

Climate change-related risks are embedded in Amadeus corporate risk management. Our commitment to the environment is integrated in our Code of Ethics and Business Conduct (1st Line), and our Corporate Risk Map considers emerging risks such as those related with climate change (2nd Line).

The Corporate Risk Management unit develops and revises the Amadeus' Corporate Risk Map, working together with the owner responsible for each of the risks. Amadeus' Sustainability team is responsible for identifying and reporting climate change-related risks, supervised by the President & CEO.

Every risk identified is assessed according to its impact and probability, being classified into a four-level scale for each criterion. Following the risk assessment, specific prevention and mitigation measures are defined.

In the following table we describe the management for each of the identified climate related risks, as well as their assessment.

Risk Category	Climate change related risk	Management	Assessment
Physical risks	Physical risks affecting the communities where we operate	Our global presence helps us to diversify our risk. Amadeus has built a global team to coordinate social responsibility responses to cope with adverse events occurring in the markets where we operate.	Probability: Very high Impact: Minor
	Physical risks affecting our travel providers and/or customers	Our 24-hour follow-the sun customer service is ready to provide extra support if needed.	Probability: Medium Impact: Moderate
	Physical risks affecting Amadeus operations	For events affecting any of our offices, mitigation is facilitated with communication technology, allowing us to maintain our operations uninterrupted. The most significant risk is related to events affecting the regular operations of our Data Center in Erding (Germany) where all Amadeus transactions are processed. To manage this risk, the design of the Data Center included resilience measures, such as reinforced concrete insulation and redundant water and power supplies. Furthermore, €80 million are invested per year in the Amadeus Data Center, allocating part of this investment to maintain its resiliency. Besides, business continuity strategies have been implemented to minimize the effects of local weather extreme events.	Probability: Low Impact: Catastrophic
Regulatory risks	Carbon reporting related regulations	These regulations can affect Amadeus directly or indirectly, since our customers could ask us to help them comply with them. These regulations do not mean a risk for Amadeus, unless they become too complex and heterogeneous. For this reason, we are implementing active dialogue with EU representatives to raise awareness about the importance of a homogeneous international approach to carbon emissions reporting.	Probability: Low Impact: Moderate
	Regulations imposing charges and/or emission reductions	Due to the geographical diversification of Amadeus business, this risk could have a limited effect. Amadeus maintains close relationships with regulatory bodies in the EU and US and remains alert to relevant changes.	Probability: Medium Impact: Minor
Reputational risks		Companies are expected to comply with all industry environmental standards and monitor its environmental performance. Amadeus has implemented its Environmental Management System (EMS) and is participating in sustainability indexes. These measures allow us to be transparently report our environmental performance and to identify best practices and improvement areas.	Probability: Low Impact: Moderate
Technology risks		Environmental performance is becoming an important element in airlines' operational performance. We need to make sure our IT solutions help airlines improve their environmental performance (for example, optimizing fuel consumption)	Probability: Medium Impact: Moderate

Risk Category	Climate change related risk	Management	Assessment
		If Amadeus does not contribute to offer travelers carbon offsetting options, our competitive position will deteriorate. Nowadays, our solutions can calculate CO ₂ emissions for itineraries.	Probability: Medium Impact: Moderate
Market risks		Amadeus must prioritize its own environmental performance if we want to be able to attract and/or retain the talent of younger generations. We have implemented our Environmental Management System and we set environmental performance objectives.	

5.3.4 Metrics and objectives

Through the Environmental Management System (EMS), Amadeus manages KPIs regarding the environmental impact of our operations. There are twelve main indicators identified:

- Electricity consumption in the Data Center;
- Electricity consumption per transaction processed at the Data Center;
- Electricity consumption in total Amadeus' sites worldwide;
- Electricity per employee in total Amadeus' sites worldwide;
- Paper consumption in total Amadeus' sites worldwide;
- Paper per employee in total Amadeus' sites worldwide;
- CO₂ emissions (scopes 1 and 2) in total Amadeus' sites worldwide;
- CO₂ emissions per employee (scopes 1 and 2) in total Amadeus worldwide;
- Water consumption in total Amadeus' sites worldwide;
- Water consumption per employee in total Amadeus' sites worldwide;
- Waste generated in total Amadeus' sites worldwide;
- Waste per employee in total Amadeus' sites worldwide.

These indicators have been monitored since the implementation of the EMS in 2009, therefore allowing the possibility to use historical data records to analyze trends and define new strategies.

In tables related to environmental sustainability we disclose GHG emissions in tons CO₂ equivalent, broken down into Scope 1, 2 and 3.

5.4 Tables related to environmental sustainability

Energy consumption ⁽¹⁾

	2021	2020	2019
Electricity consumption top Amadeus sites* (GJ)	158,377	168,761	211,484
Number of employees	16,042	17,593	19,402
Electricity consumption per employee* (GJ)	9.87	9.59	10.9
Electricity consumption Amadeus data center (GJ)	221,446	228,611	242,590
Number of transactions processed at the data center (millions)	737.2	472.9	1,907
Electricity required per one million transactions (GJ)	300.4	483.4	127.2
Total electricity consumption top Amadeus sites and data center (GJ)	379,823	397,372	454,074
Natural gas (GJ)	33,760	22,234	25,662
Diesel oil (GJ)	2,769	3,076	7,271
Total energy consumption top Amadeus sites and data center (GJ)	416,352	422,683	487,007

¹ Scope: Total Amadeus sites worldwide. Figures have been calculated considering the direct reporting of the sites included in the EMS plus the estimation of the rest of the sites. This estimation is based on the average consumption reported by the EMS sites. For environmental reporting, given the fact that resources consumption take place across the year, we use average FTEs in the year.

*Does not include Amadeus Data Center.

Type of fuel used for electricity generation (GJ)*

	Coal	Fuel Oil	Natural Gas	Biofuel	Waste	Other**	Total
Amadeus sites worldwide (excluding the Data Center)	89,401	6,600	63,106	8,719	3,014	96,758	267,597
Data Center***	0	0	0	0	0	221,446	221,446

*All figures expressed in gigajoules equivalent, obtained from the energy mix data of each country and the energy-transformation efficiency factor for each type of energy source.

**Other: Nuclear, hydropower, geothermal, photovoltaic, solar thermal, wind power, tidal power and other sources.

***In 2021 we purchased Guarantees of Origin (GOs) of renewable energy from hydropower plants in Northern Europe for all electricity used at the Data Center. Without considering the use of GOs, the energy mix for the Data Center would result in the following split, calculated as per the German energy mix: Coal: 201,340; Fuel Oil: 4,855; Natural Gas: 84,587; Biofuel: 42,628; Waste: 12,007; Other: 98,860; Total: 444,277

CO₂ emissions ⁽¹⁾

	2021	2020	2019
Scope 1. Direct emissions (fossil fuels)	1,961	1,380	1,849
Scope 2. Indirect emissions from purchased electricity	11,767	13,688	18,213
Scope 3. Indirect emissions from other sources**	366	2,886	7,424
Natural gas (m ³)	878,897	578,834	668,071
Diesel oil (L)	71,707	79,675	188,317

¹Scope: Total Amadeus sites worldwide. Figures have been calculated considering the direct reporting of the sites included in the EMS plus the estimation of the rest of the sites. This estimation is based on the average consumption reported by the EMS sites. All figures in t of CO₂ unless otherwise indicated.

** The reported figure in 2019 includes emissions from air travel (11 sites) and from the total Amadeus paper used, estimated from the 15 sites included in the direct reporting of the EMS. In 2020 the scope of air travel emissions includes 12 sites and in 2021 we have increased it to 13 sites. At the beginning of 2022 we have started an exercise to review scope 3 emissions and potentially expand to other categories following the Greenhouse Gas Protocol.

Paper consumption ⁽¹⁾

	2021	2020	2019
Paper consumption (kg)	14,440	22,307	66,988
Number of employees	16,042	17,593	19,402
Paper consumption per employee (A4 sheets per working day)	0.82	1.15	3.14

Water consumption and waste generation ⁽¹⁾

	2021	2020	2019
Water consumption (m ³)	130,707	152,105	248,641
Total estimated waste (kg)*	164,644	184,034	427,722

¹Scope: Total Amadeus sites worldwide. Figures have been calculated considering the direct reporting of the sites included in the EMS plus the estimation of the rest of the sites. This estimation is based on the average consumption reported by the EMS sites.

*For comparability purposes, the figures for waste do not include obsolete equipment or hazardous waste. Total obsolete equipment in 2021 was 24,022 kg and total hazardous waste was 982 kg. The percentage of obsolete equipment and hazardous waste that was sent for recycling in 2021 was 99% and 86%, respectively. For non-hazardous waste, 58% is the estimated average percentage of waste that was sent for recycling in the sites included in our direct reporting.



6. Amadeus workforce

6.1 Employment

The people at Amadeus are the company's one true competitive advantage. It is their creativity, commitment, expertise and experience that have allowed us to build a leading position in our industry. They are critical to the successful delivery of our strategy and maintaining our long-term business performance.

The role of the People, Culture, Communications and Brand (PCCB) team within Amadeus is to ensure that the company can attract, retain and develop the best talent so that we can deliver for our customers every day.

Our aim therefore is to create the conditions in which all our people can thrive, to build an inclusive culture in which diversity is valued and celebrated. We provide a culture and environment that values each individual and gives them the best possible opportunity to have a productive, stimulating and enjoyable career. The encouraging results of our 2018 Employee Engagement, as well as the external recognition, suggest we are on the right path to achieve these goals.

Our PCCB teams provide a wide variety of services and processes to achieve our goals, from imaginative rewards and benefits to tailored learning and development programs and international mobility opportunities. They also manage our brand and communications. Our brand comes alive in all what we do. A key element for success is also how we communicate externally and internally. Our social media tools enjoy one of the highest number of followers in the industry and we keep employees abreast of what's happening in the company through relevant storytelling and live webcasts with senior management.

All of this makes a significant contribution to a vibrant and successful company.

Total number of employees

Total workforce by main countries*		
	2021	2020
France	4,043	4,403
India	2,475	2,079
United States	2,086	2,307
Spain	1,360	1,385
Germany	1,307	1,658
Philippines	580	533
United Kingdom	493	587
Australia	373	438
Thailand	310	323
Bulgaria	248	189
Singapore	246	314
Turkey	239	220
Colombia	192	150
Costa Rica	191	93
Poland	163	98
Ukraine	136	171
Other	1,494	1,602
Total	15,936	16,550

*Scope for this table includes all employees in controlled companies.

Employees diversity by employment type and contract

2021*

	Permanent	Temporary	Total
Full-time	15,049	133	15,182
Part-time	753	1	754
Total	15,802	134	15,936

* The information provided refers to the number of contracts at 31/12/2021, for all employees in controlled companies. The differences in the number of Part-time employees and Temporary employees between 2020 and 2021 are due to the measures implemented by Amadeus to face COVID-19 crisis.

2020*

	Permanent	Temporary	Total
Full-time	15,305	113	15,418
Part-time	1,127	5	1,132
Total	16,432	118	16,550

* The information provided refers to the number of contracts at 31/12/2020, for all employees in controlled companies.

Gender diversity by employment type and contract

2021*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
Male	9,573	180	9,754	76	2	78
Female	5,527	627	6,154	59	0	59
Total	15,100	808	15,908	135	2	137

* The information provided refers to the average number of contracts for 2021, for all employees in controlled companies. Differences in Part-time and Temporary employee's figures between 2020 and 2021 are due to the measures implemented by Amadeus to face COVID-19 crisis. Among them, Amadeus proposed an incentivized program for a temporary voluntary reduction of the working hours.

2020*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
Male	9,595	929	10,524	99	12	111
Female	5,352	1,322	6,674	81	9	90
Total	14,947	2,251	17,198	180	21	201

* The information provided refers to the average number of contracts for 2020, for all employees in controlled companies.

Age diversity by employment type and contract

2021*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
<30	2,213	10	2,223	41	0	41
30-50	10,004	544	10,549	78	1	79
>50	2,882	254	3,136	16	1	17
Total	15,100	808	15,908	135	2	137

* The information provided refers to the average number of contracts for 2021, for all employees in controlled companies. Differences in Part-time and Temporary employee's figures between 2020 and 2021 are due to the measures implemented by Amadeus to face COVID-19 crisis. Among them, Amadeus proposed an incentivized program for a temporary voluntary reduction of the working hours.

2020*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
<30	2,235	108	2,343	55	6	61
30-50	10,026	1,426	11,452	111	13	124
>50	2,687	717	3,403	13	3	17
Total	14,947	2,251	17,198	179	21	201

* The information provided refers to the average number of contracts for 2020, for all employees in controlled companies.

Professional category (Corporate Level) by employment type and contract

2021*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
VPs and directors	202	3	205	1	0	1
Senior Managers and Managers	4,104	201	4,305	12	0	12
Staff	10,794	604	11,398	122	2	124
Total	15,100	808	15,908	135	2	137

*The information provided refers to the average number of contracts for 2021, for all employees in controlled companies. Differences in Part-time and Temporary employee's figures between 2020 and 2021 are due to the measures implemented by Amadeus to face COVID-19 crisis. Among them, Amadeus proposed an incentivized program for a temporary voluntary reduction of the working hours.

2020*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
VPs and directors	180	26	207	1	0	1
Senior Managers and Managers	3,602	563	4,165	14	1	15
Staff	11,165	1,662	12,827	165	20	185
Total	14,947	2,251	17,198	179	21	201

*The information provided refers to the average number of contracts for 2020, for all employees in controlled companies.

Gender Diversity by professional category (Corporate level)

2021*

	VPs and directors	Senior managers and managers	Staff	Total
By age range				
<30	0	26	2,368	2,394
30-50	80	3,547	6,756	10,383
>50	126	1,460	1,573	3,159
By gender				
Male	162	3,326	6,270	9758
Female	44	1,707	4,427	6178
Total workforce	206	5,033	10,697	15,936

*Scope for this table includes all employees in controlled companies.

2020*

	VPs and directors	Senior managers and managers	Staff	Total
By age range				
<30	0	9	2,296	2,305
30-50	82	2,913	8,046	11,041
>50	124	1,220	1,860	3,204
By gender				
Male	164	2,784	7,180	10,127
Female	42	1,358	5,022	6,423
Total workforce	206	4,142	12,202	16,550

*Scope for this table includes all employees in controlled companies.

Dismissal by age, Gender and professional category (Corporate level)

2021*	Staff	Senior managers and managers	VPs and directors	Grand Total
<30	93			93
Male	62			62
Female	31			31
Between 30 and 50 years old	351	63	1	415
Male	193	47	1	241
Female	158	16		174
>50	215	53	5	273
Male	115	40	4	159
Female	100	13	1	114
Grand Total	659	116	6	781

*Scope for this table includes all employees in controlled companies.

In March 2020, Amadeus announced an initial set of measures to reduce fixed costs by €300m, as a response to the COVID-19 pandemic. As the pandemic progressed and the travel volumes continued to drop, the company launched an additional €250m cost reduction plan in July 2020, to strengthen our capabilities for the future, to improve the way we operated, the way we served our customers and to enhance innovation. This plan involved a workforce reduction, driven by an internal reorganization, including a global footprint rationalization of our offices and legal entities, the implementation of digitalization and automation programs, the simplification and standardization of processes and the acceleration of both M&A integration and adoption of agile, lean and SAFe methodologies. The cost saving program generated implementation costs of €216 million, related to the workforce reduction and the implementation of the operational programs.

2020*

	Staff	Senior managers and managers	VPs and directors	Grand ToStal
<30	144			144
Male	65			65
Female	79			79
Between 30 and 50 years old	399	47		446
Male	226	30		256
Female	173	17		190
>50	177	53	7	237
Male	84	29	7	120
Female	93	24		117
Grand Total	720	100	7	827

*Scope for this table includes all employees in controlled companies.

Average remunerations and their evolution disaggregated by sex, age and professional classification or "equal value".

Average remuneration by gender:

Average Compensation (euros)	2021	2020
Female	49,900	55,488
Male	59,158	66,513

Average remuneration by age:

Average Compensation (euros)	2021	2020
<30 years	25,938	29,461
30-50 years	55,087	61,067
>50 years	84,745	94,855

Average remuneration by level:

Average Compensation (euros)	2021	2020
Executive Level	228,543	282,149
Management Level	109,760	126,181
Non-management Level	47,899	53,226

Average remuneration shown above refers to total target compensation (base salary, target annual bonus and target long-term incentive).

Variations between 2021 and 2020 are strongly impacted by exchange rate evolution and difference in workforce composition.

Salary gap

Pay gap, shown as a percentage, calculated as the difference between the average compensation of male employees and the average compensation of female employees, divided by the average compensation of male employees:

Pay Gap of Average Compensation

	2021	2020
Executive Level ⁽¹⁾	10.8%	2.0%
Management Level	5.7%	4.7%
Non-management Level	9.9%	10.2%
Total (weighted average)	9.6%	9.7%

(1) Evolution in Average Pay Gap in Executive Level is explained by the retirement of various female executives such as the CFO and President, Airlines.

Pay gap, shown as a percentage, calculated as the difference between the median compensation of male employees and the median compensation of female employees, divided by the median compensation of male employees:

Pay Gap of Median Compensation

	2021	2020
Executive Level	11.5%	9.4%
Management Level	7.3%	6.4%
Non-management Level	9.1%	9.4%
Total (weighted average)	9.0%	9.1%

The average remuneration of the directors and executives, including the variable remuneration, allowances, indemnities, the payment to long-term savings systems and any other perception broken down by sex

Average Compensation (euros)

	2021		2020	
	Female	Male	Female	Male
Board of Directors				
External Directors ⁽²⁾	95,337	112,108	89,790	115,018
Executive Director		3,447,677		3,657,544
Executives⁽³⁾	228,162	256,432	314,210	289,908

(2) Remuneration paid to External Directors consists of an annual fixed fee for Chairmanship / membership of the Board, plus an additional annual fixed fee for Chairmanship / membership of the Board's Committees. Hence, total remuneration received by External Directors only depends on the time they serve on the Board during the year, and whether they are also members of one or more of the Board's Committees during part or the full year.

(3) Includes the Company's Executive Committee as well as other individuals with senior leadership responsibilities (referred to as Executive Level in the previous remuneration tables).

Organization of working time

Work life balance is embedded in our culture and promoted across the organization. The diversity in our culture implies that we have different laws and policies applicable in the different Amadeus sites worldwide. All of our main sites promote teleworking and flexible working hours opportunities, as well as two of our main sites, Nice and NORAM, (39% of overall population) recently implemented policies related to labor disconnection.

This policy confirms that employees have the right to disconnect outside of working hours (except for on-call periods), during their statutory daily and weekly rest periods, and during leave and periods when the contract is suspended.

Consequently, mobile equipment and email and other messaging systems should not be used during employees' rest periods (of all kinds); periods when the employment contract is suspended must be observed by all parties.

In our Amadeus Headquarters, following the current Spanish law ("artículo 34.2"), we have a maximum of 40 weekly working hours, with the exception of the months of July and September with 32.5 weekly hours.

Working hours should be in all cases between 8am and 8pm.



There is a maximum of 9 daily working hours, ensuring a minimum of 30 mins break for lunch time. The minimum daily hours should be of 4 hours, respecting the overall weekly schedule of 40/ 32.5 hours per week.

These flexible hours are applicable in all cases in which the function and goals of the area allow this flexibility, maintaining always a minimum coverage of service between 9am and 6pm during the week and from 9am to 5pm on Fridays.

The distribution of hours/ employee should always be agreed with the department manager.

Disabled employees

At Amadeus, our culture of inclusivity is shaped by our people: a global community of over 140 different nationalities. But diversity means more than simply being a group of people from different backgrounds and places. We are actively committed to promoting a welcoming, inclusive and supportive atmosphere across every office – a shared culture of respect, openness and thoughtfulness, underpinned by our collective enthusiasm for technology, travel and innovation.

Our commitment is to accept and respect differences between and within cultures, and acknowledge and endorse differences based on gender, age, race, ethnicity, beliefs, sexual orientation and disabilities, as well as diversity of thoughts and experiences.

To make this commitment effective, we regularly review our progress in order to identify opportunities for improvement and to provide direction for our long-term diversity and inclusion strategy. Our activities this year aimed to promote diversity and inclusion within the company and also in the communities where we operate. The key diversity dimensions we focused on were gender, LGBTI and people with disabilities.

Our largest site, in Nice, took the lead on inclusion of people with disabilities, hosting disability awareness training sessions and other activities in honor of European Disability Employment Week. We constantly review accessibility to our sites, equipment is available, and offer diversity awareness training for managers. In addition, we engage with schools, universities and job fairs to promote the hiring of people with disabilities.

Employees with disabilities*

	2021	2020
	214	217

*The scope for this table included all employees in controlled companies.

Work-life balance and absenteeism

At Amadeus we believe A good work/life balance can enable employees to feel more in control of their working life and lead to:

- increased productivity
- lower absenteeism
- a happier, less stressed workforce
- improvements in employee health and well-being
- a more positive perception of you as an employer
- greater employee loyalty, commitment and motivation
- a reduction in staff turnover and recruitment costs

We have implemented in the last few years a number of initiatives to support and embrace work-life balance.

In 2021 it has been deployed worldwide the Hybrid Working Model, with the aim of offering optimal conditions both for individual and team activities, and a better balance between business needs and flexibility. This model allows all

employees to be eligible to work from outside of Amadeus premises up to 50% of their time. Furthermore, from 2022 Amadeus employees will be able to work up to four weeks per year from another location, whether that is in the country where they are based or another country, giving them the possibility to better combine working time with vacations, and to spend more time with their families, especially during holiday season.

Number of absenteeism hours

	2021	2020
Male	186,293	111,652
Female	238,008	147,924
Total	424,301	259,577

*An employee absents from work because of incapacity of any kind, not just as the result of work-related injury or disease. Permitted leave absences such as holidays, study, maternity or paternity leave, and compassionate leave are excluded (following Global Reporting Initiative standards).

6.2 Health and safety

Amadeus is firmly committed to a work environment where all activities are carried out safely, and with all possible measures taken to remove (or at least reduce) risks to the health, safety and welfare of employees, contractors, authorized visitors, and anyone else who might be affected by our operations.

Injuries per type

	Female 2021	Female 2020	Male 2021	Male 2020
Neck or back	0	2	4	1
Bone	0	1	1	4
Soft Tissue	0	3	3	0
Burns	2	0	3	0
RMI	0	0	0	0
Other	8	17	9	27
Total	10	23	20	32

	Female 2021	Female 2020	Male 2021	Male 2020
Total Injuries	10	23	20	32
Total Occupational Disease	0	9	1	2
Injury Rate*	0.83	3.13	1.03	1.90
Occupational Disease Rate**	0.00	0.01	0.00	0.00
Lost Day Rate***	0.16	0.16	0.55	0.08

Injury rate calculated based on the number of injuries/ the effectively worked hours in the year 1,000,000.

**Occupational Disease Rate calculated based on the Occupational diseases/ the effectively worked hours in the year* 10,000.

***Lost Day Rate calculated based on the total number of lost working dates/ the effectively worked hours in the year* 1,000.

6.3 Relationship with employees

We have a culture of open, transparent and inclusive employee communications. Our goal is to help our people connect what they do individually with the company vision and strategy, to be more engaged in their day to day work, and to build a sense of belonging to one global team.



Good communications drive performance: we inform our employees about our business strategy, our customers, the market and technology landscape and key events both external and internal. We work to make relevant resources and information accessible through a variety of channels. We build a sense of belonging by sharing stories that unite us as a global workforce with common values. And we work to empower our employees at all times by encouraging greater exchange, input and dialogue.

Each and every employee makes a unique contribution to Amadeus' goals. We take pride in delivering better journeys, helping our customers be successful, innovating and giving back to our communities and society. This is brought to life by the personal experiences, perspectives and stories shared on a daily basis with colleagues around the world. In 2018 our most popular communications were '5-minute jabbers' with senior leaders, and stories on the following topics: diversity and gender equality, our employee home and language exchange program, GDPR readiness, employee relocation experiences, and customer first stories from around the world.

The internal communications team also played an important role in informing employees during key Mergers & Acquisitions developments and business transformation programs that took place across the company in 2018.

A European Work Council agreement is available for Amadeus companies located in member states of the European Union and states signatories of the European Economic Area, and non-members of the EU including Switzerland, on the provision of consultation and information sharing on transnational matters affecting employees within those companies defined later on.

The parties recognize this Agreement as a negotiated agreement under Spanish law 10/1997 of April 24, as amended by the Act 10/2011 of 19 May 2011 implementing the Council Directive 2009/38/EC of 6 May 2009.

This Agreement will apply to all Amadeus companies located in member states of the European Union and states signatories of the European Economic Area and non-members of the European Union including Switzerland, and it does not exclude any European country where an Amadeus Company with majority shareholding exists.

The scope of the Amadeus European Employee Council consists of significant subjects of a transnational nature based on a Central Management report and relating to the following:

Information shall be provided regarding, but not limited to, the following subjects:

- the structure of the business;
- the economic and financial situation and forecast of the Company, including likely business forecasts and activities of the undertaking;
- the development of the business;
- production and commercial activities and sales;
- employment trends;
- Company strategy and investments;
- establishment of undertakings;
- exceptional events affecting any of the above;
- Headcount evolution and forecasts;
- Corporate Policies;
- Employees' financial participation in the Company (e.g. Future share options).

Consultation shall be undertaken regarding, but not limited to, the following subjects:



- Substantial changes of organization such as mergers, cut-backs, closures or relocation of tasks resulting in collective redundancies;
- Cost reduction programs impacting staff;
- New working methods;
- Significant transfers of production;
- Environmental issues;
- Outsourcing plans of a transnational nature;
- Costs and benefits of transnational issues.

If the local regulation across the agreement requires additional details or procedures, the local law will always prevail.

Total Workforce by main countries/ regions covered with collective agreements* (percentage)

Country	2021	2020
France	100%	100%
United States	0	0%
India	0	0%
Germany	68%	69%
Spain	100%	100%
United Kingdom	75%	71%
Philippines	0%	0%
Australia	68%	69%
Thailand	0	0%
Singapore	0	0%
Turkey	0	0%
Ukraine	0	0%
Bulgaria	0	0%
Netherlands	0	0%
Colombia	0	0%
United Arab Emirates	0	0%
Others	46%	34%
Total	46%	48%

*Scope for this table includes all employees in controlled companies.

An overall population of 46% worldwide is covered by collective agreements, however most of European sites like Madrid (Spain), Nice (France) or Erding (Germany) the percentage of workforce covered reaches almost 100%.

The health and safety of our employees is a matter of the utmost importance for us. In order to ensure all local regulations are complied with, each Amadeus office coordinate this activity at local level. The health and safety topics are covered by collective agreements where available.

6.4 Training and development

Learning and Development are the two essential ingredients needed to keep the teams mobile and actively engaged. A Competency Model is available to all employees to give them an excellent insight and overview of what key behaviors and required skillsets are essential at every level of the business.



Every employee is considered as unique, with their own set of special aspirations, suite of skillsets and bank of knowledge. Whether they want to pursue a career in leadership, or try their hand at becoming a technical expert, the Competency Model can point them in the right direction.

We have a decentralized learning program in which each site and company of the group manages their own training budget and policies based on market requirements. We provide available corporate training tools which gives employees empowerment to decide on their own training demands.

Total number of hours of training

Employee category

Employee category	Male 2021	Male 2020	Female 2021	Female 2020	Total 2021	Total 2020
SVPs, EVPs and VPs	114.80	77.49	16.20	6.00	131.00	83.49
Directors	1,009.43	1,207.87	361.10	362.86	1,370.53	1,570.73
Associate directors	2,072.88	1,948.38	751.98	460.21	2,824.86	2,408.59
Senior managers	9,216.67	7,555.99	10,493.61	3,707.99	19,710.28	11,263.98
Managers	38,584.46	28,407.93	18,817.96	15,953.71	57,402.42	44,361.64
Staff	112,934.02	82,104.19	68,242.84	51,760.08	181,176.86	133,864.27
	163,932.26	121,301.85	98,683.69	72,250.85	262,615.95	193,552.70

*Scope for this table includes all employees in controlled companies.

Average number of trainings

Employee category

Employee category	Male 2021	Male 2020	Female 2021	Female 2020	Total 2021	Total 2020
SVPs, EVPs and VPs	5.22	3.69	8.10	2.00	5.46	3.48
Directors	7.16	8.57	8.81	9.81	7.53	8.82
Associate directors	10.06	9.06	11.57	6.97	10.42	8.57
Senior managers	11.34	9.32	29.56	11.77	16.88	10.00
Managers	15.46	11.29	13.96	11.33	14.94	11.30
Staff	15.84	11.68	14.13	10.88	15.15	11.35

*Scope for this table includes all employees in controlled companies. Figures show training average per employee category.

Amadeus invests heavily in training specially for women, as shown above on the higher average number of training hours they received compared to the male average.

6.5 Accessibility

For Amadeus, developing an accessible workplace is an imperative to help expand workplace diversity, and ultimately improve the hire, retention of employees with disabilities. Therefore, in sites like Madrid we develop individualized accessibility actions for each employee with disabilities, providing the required tools and support for their daily activities. In the USA we participate in the equal employer opportunity (EEO) program.

In accordance with the Americas with disabilities Act of 1990 (ADA), Amadeus prohibits any form of discriminations against individuals with physical or mental disabilities in hiring as well as in all terms and conditions of employment.

6.6 Equity

Amadeus works to help everyone shape their own journeys, creating value for customers, travelers and society. Our culture promotes respect, fairness, equal opportunities and dignity for everybody and allows our people to be the best version of themselves.



At Amadeus, we accept and respect differences between and within cultures, and acknowledge and endorse differences based on gender, age, race, ethnicity, beliefs, sexual orientation and disabilities, as well as diversity of thoughts and experiences.

To make this commitment effective, we regularly review our progress in order to identify opportunities for improvement and to provide direction for our long-term diversity and inclusion strategy. Our activities this year aimed to promote diversity and inclusion within the company and also in the communities where we operate. The key diversity dimensions we focused on were gender, LGBTI and people with disabilities.

We work to build a workplace with equal opportunities for all employees. We regularly review our selection processes for bias and ensure our job offers are gender neutral. We closely monitor remuneration processes for gender bias. Women at Amadeus are further empowered through cross mentoring programs, and the work of the employee-led Amadeus Women's Network which operates at many of our offices.

We're also focusing on encouraging girls and young women to pursue careers in STEM fields through our support of Inspiring Girls (see below) in Spain and our sponsorship of the Code First: Girls conference in London.

Amadeus was proud to show its commitment to the LGBTI community this year as the 150th company to support the UN Standards of Conduct for Business for tackling discrimination against Lesbian, Gay, Bi, Trans, & Intersex people. Amadeus also joined other leading Spanish companies to create REDI (Red Empresarial por la Diversidad y la Inclusion LGBTI) to promote best practices in the workplace for LGBTI diversity and inclusion. Our LGBTI employee resource group, Amadeus Proud, opened a chapter at our Madrid headquarters, increasing visibility and expanding the LGBTI and Ally network.

We were proud to support the work of Inspiring Girls, an organization that provides female professional role models to 11-15-year-old girls. The girls have an opportunity to meet women in a variety of non-traditional professions so that they can expand their view of available professions, ask questions, and see that the women who work in these fields are not outliers. Amadeus was delighted to host one of these sessions at our Madrid office

Amadeus is fully committed to comply with all appropriate laws and regulations in all countries and jurisdictions in which we operate. This includes, but is not limited to, laws and regulations pertaining to health and safety, labor, discrimination, insider trading, taxation, data privacy, competition and anti-trust, the environment, public tenders, anti-bribery and anti-money laundering. Madrid headquarters complies with the legal obligations stated in Law 3/2007 of effective equality between women and men.

6.7 Human Rights Policy

Amadeus is committed to developing an organizational culture and structure that supports human rights policies all around the world. Amadeus aims to clearly set out its views on potential issues surrounding human rights such as fair wages and compensation, freedom of association and collective bargaining, health and safety, migrant workers, and non-discrimination of the workforce.

Amadeus, and its global group of companies worldwide, is committed to developing an organizational culture and structure based upon the principles set forth in The Universal Declaration of Human Rights, The International Covenant on Civil and Political Rights, The International Covenant on Economic, Social and Cultural Rights and The International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work.

We seek to establish relationships with entities and organizations that share the same principles and values as Amadeus. It is expected from our partners to respect and not infringe upon human rights. Within our company, should any employee believe that someone is violating the Human Rights Policy or the legislation, they are asked to immediately report it to their manager, to the Human Resources department or to the Ethics Committee.



Our senior management has the responsibility for ensuring adherence to these commitments as well as for overseeing their implementation and guaranteeing that any breaches are investigated.

Amadeus adheres to national law and regulation in each market in which it operates. In situations where Amadeus faces conflicts between internationally recognized human rights and national regulations, the company will follow processes that seek ways to honor the principles of international human rights.

In addition to working within the respect for human rights, we also pursue opportunities to support human rights in areas where we can make a positive impact, in local communities, through our CSR initiatives. An increasing number of our CSR partners undergo automated compliance due diligence, in collaboration between the CSR and Corporate Compliance departments.

Our commitment to excellence has made us leaders in our industry. The same spirit of excellence informs our professional behavior and how we treat one another. It guides our relations with stakeholders, our conduct in the communities in which we operate, and our efforts to contribute to a healthier, cleaner and more sustainable environment.

Amadeus teamwork is based on trust and integrity. We expect employees to honor the trust placed in them by acting at all times with personal and professional integrity. On top of the high commitment with Human Rights, Amadeus is committed with the application, among others, with the content of the main agreements included in the ILO (International Labour organization) related to unacceptance of forced labor, modern slavery and human trafficking.

6.7.1 Child labor

There is no child labor in Amadeus, therefore it is excluded from any recruitment activity. This statement uses the applicable local legislation to determine the definition of a child.

6.7.2 Fair wages/compensation

Every Amadeus employee has the right to a fair compensation for his/her work. The company is committed to remunerating employees in line with the labor market best practices and local legislation.

Our current compensation policies include global guidelines which are being applied globally during our Salary review process, ensuring fairness, and equity across the different markets, and no discrimination of minority groups.

6.7.3 Freedom of association/collective bargaining

Amadeus reaffirms its support to the freedom of association and the right to collective bargaining. In that regard, the company is committed to complying with the ILO Conventions with respect to freedom of association and trade union rights, fully acknowledging the right to organize and the right of unions to represent and negotiate on behalf of the employees, without prejudice to existing local legislation.

6.7.4 Health and safety

Amadeus is firmly committed to a work environment where all activities are carried out safely, and with all possible measures taken to remove (or at least reduce) risks to the health, safety and welfare of employees, contractors, authorized visitors, and anyone else who may be affected by our operations. Amadeus' Health and Safety policy requires that each of its companies or legal entities develops and approves a Health and Safety Policy. Programs and procedures in line with this policy are developed and implemented at local level following the approval of the General Manager/Site Manager.

amadeus

6.7.5 Migrant workers

All of Amadeus employees, including migrant workers, are provided wages, benefits and working conditions that are fair and in accordance with local legislations. We do not permit holding workers' passports to keep them from leaving, charging any type of fee or deposit for employment, or any other unfair practice. Amadeus repudiates human trafficking.

6.7.6 Non-discrimination

At Amadeus, we value and respect the differences of our workforce. We are committed to ensuring that every single employee is treated with respect, dignity and fairness and that he/she is given equal opportunities. This means that throughout all our HR processes - recruitment, compensation and benefits, training, development, promotion, transfer, mobility and termination -, individuals are solely assessed based on their merit and their ability to meet the requirements and standards of the role and that they are not discriminated against. For our company, valuing diversity and inclusion means accepting and respecting differences between and within cultures, while acknowledging and endorsing differences based on gender, age, race, ethnicity, beliefs, sexual orientation and disabilities. We respect everybody's rights and we have a zero-tolerance policy to discrimination.

6.7.7 Non-Compliance with Policy and consequences

Non-compliance with this policy will not only violate Amadeus values, but it may also have a wider socio-economic impact on the Amadeus company as a whole. Negative press and links with human rights violations can be very damaging to a company's reputation and can lead to loss of customer trust and engagement.

Reporting violations will be treated as highly confidential and will be recorded anonymously. All reports will be taken seriously and will be treated on a case by case basis, with adequate escalation to relevant governing bodies if needed.

6.7.8 Escalation Procedure

The members of the Ethics Committee responsible of the compliance of the Human rights policy can be reached through direct contact, or through a confidential email sent to ethics@amadeus.com. Whenever necessary and appropriate, Amadeus will establish alternative means of communication outside of normal email to ensure confidentiality.

In 2020 and 2021 we have not received any complaints related to Human Rights violations.

Human Rights form part of Amadeus' risk analysis framework. We evaluate the risks of infringing any of the following rights:

- Non-discrimination (based on color, sex, language, religion, political opinion, social origin, property, birth or other status)
- Collective bargaining
- Freedom of association
- Fair wages
- No child labor or forced labor
- Adequately healthy and safe working conditions

Amadeus conducts a risk assessment of Human Rights in a selected number of countries based on the following criteria: (i) according to Human Rights standards, or (ii) because of the importance in the operations for Amadeus, especially in terms of reputational impact.

The assessment considers how each of these human rights are rated in terms of probability and impact from 1 (lowest) to 4 (highest), and how each of these Amadeus companies comply with their employees, as well as how these companies' providers and suppliers comply with their own employees.

7. Societal information

7.1 Social commitment

Our corporate social responsibility (CSR) purpose is to bring our people and technology together to help build a responsible, inclusive and sustainable travel and tourism industry. Travel can bring significant socio-economic benefits for local communities. It has a direct impact on the long-term sustainability of destinations. This is why we focus on initiatives that contribute to the responsible development of travel and tourism through:

1. Maximizing the positive contribution that travel and tourism makes to society by engaging local stakeholders and creating opportunities for communities around the world through education and socio-economic development initiatives.
2. Minimizing the potentially adverse impact of tourism on specific destinations by protecting biodiversity, cultural heritage and community spirit.

We continue to prioritize the rebuilding of our industry and our communities to enable the faster recovery of the global economy after the pandemic. We've consolidated four strategic global programs designed to meet our CSR purpose and social goals:

- _ Social Innovation Powers Good: Delivering positive social impact through product and service innovation
- _ Powering Good with Partners: Joining forces with our stakeholders in collaborative initiatives to co-generate solutions with a positive social impact for our industry and our communities
- _ Skills to Empower Good: Facilitating specialized free education to promote talent and address unemployment within the travel and tourism industry
- _ Empowering Communities: Fostering employee engagement to strengthen local communities and help them protect their natural and cultural heritage

In 2021 CSR activities were rolled out in 71 sites (47 countries), where over 80% of staff are based. We worked with organizations to form long-term partnerships and collaborated on strategic projects that can have a greater impact on our beneficiaries.

In 2021 we have focused on SDGs 1, 3, 4, 8, 10, 11, 15, and 17.

Social Innovation Powers Good

This program promotes Amadeus innovation in product and service development with a social purpose. We work jointly with all internal teams, supporting and showcasing business initiatives that can help address social challenges and contribute to achieving UN Sustainable Development Goals (SDGs).

Our social innovation efforts continued to focus on SDG 3 and the protection of travelers' health and safety. We also helped to rebuild travel and make it better than before by promoting the generation of ideas and the development of solutions that may help to rebuild our industry and our communities in the wake of the pandemic in a more inclusive and sustainable way.

Skills to Empower Good

This program provides free access to specialized training in travel and tourism for students and professionals in need of upskilling, contributing to the recovery of the industry while addressing unemployment globally.

During 2021 we received more than 110,000 registrations to our free training courses and webinars.

Powering Good with Partners

This program looks at joining forces with our stakeholders through collaborative initiatives to co-generate solutions that have a multiplier effect and increase our collective positive social impact. As the world starts recovering, we continue to work together with our partners to further support our industry and communities.

Empowering Communities

This program focuses on engaging our employees in supporting social initiatives with a positive impact on the local communities where we operate. This year, our employees' engagement centered on rebuilding travel better than before by rebuilding their local habitats and communities through volunteering, fundraising and active citizenship initiatives.

Amadeus IT Group spent in 2021 a total of €170,130 in terms of contribution to non-profit organizations.

Contribution to non-profit organizations (euros)

	2021	2020
	170,130	214,231

In relation to the impact on local development and communities, one of our principal contributions is based on the provision of high-quality jobs that generate local positive direct and indirect impact thanks to our total workforce of more than 15,900 FTEs spread across the world, resulting in a significant total tax contribution.

At Amadeus, we want to make sure that all our stakeholders have easy access to up-to-date information about the company. In addition to several publications we maintain dialogue with our stakeholders in a regular basis. We are aware of the importance of stakeholder engagement, as it allows us to understand which are our stakeholders' main concerns, and what do they expect for us. In the table below we describe the main communication channels for each of our stakeholders.

Stakeholder	Communication channel
Employees and external candidates	<ul style="list-style-type: none"> _ Direct engagement through local, regional and global Amadeus People & Culture teams _ Engagement surveys across all sites _ Collective bargaining agreements _ Employee Box email _ Intranet and internal weekly newsletter _ Participation in external events to showcase our expertise and attract new talent, covered by our social media channels _ https://jobs.amadeus.com/
Shareholders	<ul style="list-style-type: none"> _ Direct engagement through Investor Relations team and periodic reports _ Roadshows and conferences _ Investor Relations Inbox _ https://corporate.amadeus.com/ (specific pages for investors)
Customers	<ul style="list-style-type: none"> _ Regular press releases announcing new solutions, deals and other important news _ Guest blog posts in which our customers offer their view on the industry and how they collaborate with us _ Direct engagement through local, regional and global sales channels as well as customer management teams around the world _ Voice of the Customer Program

	<ul style="list-style-type: none"> _ Local and global customer support centers _ Customer-focused events showcasing our offerings and expertise and working on how to better collaborate with our customers, covered by our corporate blog and social media channels
Suppliers	<ul style="list-style-type: none"> _ Direct contact through the Amadeus Corporate Purchasing department as well as internal units and local teams across offices worldwide _ Social responsibility and environmental surveys
Industry associations	<ul style="list-style-type: none"> _ Direct engagement through participation in main industry associations _ Blog posts, bylines and other media engagements through which Amadeus offers its views on trending industry matters
Governments, authorities and regulatory bodies	<ul style="list-style-type: none"> _ Direct contact through the Industry Affairs team and local Amadeus general managers _ Participation in related meetings and events _ https://corporate.amadeus.com/ (specific pages for industry affairs)
Society and the environment	<ul style="list-style-type: none"> _ Direct engagement through multi-stakeholder panels _ Industry Affairs Box email _ Collaboration on joint social responsibility and sustainability initiatives _ Blog posts showcasing our engagement in these areas _ https://corporate.amadeus.com/en/sustainability

7.2 Relationship with vendors

Our goal is to make Amadeus the most respected brand in the industry. The Amadeus Corporate Purchasing Policy sets the policies needed to help Amadeus to achieve this goal.

Amadeus expects all internal and external participants in the purchasing process to observe the highest standards of ethical conduct. We expect business to be conducted in accordance with the Amadeus Code of Ethics and Business Conduct (CEBC) (can be found on www.amadeus.com) and Amadeus Environmental Policy.

All Amadeus employees, especially the ones involved on the procurement process, have to develop plans to ensure that all potential vendors are in line with the Amadeus Code of Ethics. Amadeus has to favor vendors which are committed to environmental responsibility.

Internally, we expect all Amadeus employees involved in the purchasing process to maintain the highest level of integrity and objectivity in the decision-making process; therefore, we discourage Employees and vendors from doing anything to compromise or appear to compromise objectivity. All Amadeus employees will have to adhere to the provisions included in the Amadeus Code of Ethics and Business Conduct (CEBC). Amadeus employees should also be aligned to main environmental principles in our outsourcing process, considering for example to buy goods and services that are truly necessary (e.g. no warehousing, make or buy evaluation or check if internal transfer of existing goods makes sense).

Externally, we expect all Amadeus vendors to commit with a minimum set of ethical standards, such as business ethical, social and environmental commitments. All Vendors of Amadeus shall be fully committed to comply in strict compliance with all appropriate laws and regulations in all countries and jurisdictions in which they operate, such as laws and regulations pertaining to health and safety, labor, human rights and discrimination, insider trading, taxation, data privacy, competition and anti-trust, the environment, public tenders, and anti-bribery. We expect that Vendors shall be guided by the highest ethical standards and shall be firmly committed to excellence in the fields of corporate governance, social responsibility and environmental sustainability. In order to verify that we should ensure:

- _ At least strategic vendors for each Amadeus Company will have to explicitly adhere in writing to the Amadeus CEBC extract for vendors. In case any of those vendors are having their own documented CEBC in place (which Amadeus

has the right to ask for and/or audit) and it is demonstrated that their own CEBC is at least as strict as the Amadeus one, it will be accepted that they adhere to their own CEBC, but this has to be confirmed in writing. In case vendor is not in agreement with this wording, it is vendor's responsibility to explicitly say if they are not adhering to CEBC, which are the reasons that motivate this and then the respective Purchasing Department together with Risk and Compliance department will decide how to move forward in each specific case

- Favor vendors which are committed to environmental and Social responsibility practices such as having an environmental policy in place, demonstrate ability and willingness to comply with environmental obligations, prioritize goods which are produced in an eco-friendly way and can be disposed in an environmental responsible way
- Avoid relationship with vendors that cannot fulfil following principles:
 - Respect the human rights of employees, and never treat employees in an inhuman manner
 - Prevent forced labor or child labor
 - Not practice discrimination in hiring and employment
 - Prevent unfair low-wage labor
 - Respect the right of employees to organize, for smooth negotiation between labor and management
 - Create and maintain healthy and safe work conditions and environment for all their employees
 - Observe all related laws and international rules, and ensure fair transactions and prevent corruption

7.2.1 Vendor qualification policy

The vendor qualification process helps identify candidates for strategic relationships, facilitates communication with potential vendors, and ensures new suppliers meet firm-wide quality, management and safety standards.

Amadeus' vendor qualification procedure provides a holistic view of our entire global supply base by:

- Identifying approved and preferred vendors for the products and services we want to buy
- Better understanding the potential risks of buying products or services in all geographies
- Encouraging improvements in supplier standards

The qualification process that needs to be applied to any new vendor for Amadeus could be divided in two steps, one related to the qualification as a vendor to provide any kind of service to Amadeus and one service qualification to ensure the Vendor can provide specific type of services such as Business Continuity Critical or IT Security Relevant

Initial Vendor Assessment / Registration

As a first step in evaluating vendor capacity to fulfil Amadeus requirements, a pre-qualification questionnaire is submitted according to the vendor criticality in addition to general contact information

This initial assessment could include at least the following aspects:

- Vendor general information
- Corporate Social Responsibility and Environmental information
- Reputational analysis
- Financial health information

This assessment could be complemented as mentioned above depending on the service this vendor should provide, if needed, with a more detailed audit of the capabilities of the vendor to respond to the requirements that Amadeus needs from them.

- Security policies or adherence to Amadeus security policies and other requirements (i.e. PCI DSS...)

amadeus

- Quality systems in place
- Competitive advantage with rest of industry
- Service levels
- Demand management capabilities
- References from similar industries

It is a good practice as well (depending on the country/location) to ask for specific registration document of the vendor to ensure proper adherence to legal local requirements.

Qualification

Output of the previous processes will be evaluated between Purchasing, Functional departments and Risk area owners. This review will decide whether vendor is allowed to work with any Amadeus company for that respective service.

The output of this evaluation will be stored in Coupa Supplier Information Management module (data related to vendor) and Contract Lifecycle Management module (data related to service to be provided)

This is just ensuring that vendor is meeting Amadeus' requirements in order to be able to work with us and in no way is to be understood and communicated to vendor as an awarding of any contract.

When running an RFX event, vendors already included in Coupa will be automatically qualified to participate if the service is similar to the ones provided before by this vendor. If service is different, Service Risk assessment will have to be performed again.

7.2.2 Amadeus vendors

Most of our external vendors fall under the following categories:

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

Although Amadeus has a worldwide presence, most of the spend, around an 80%, is concentrated in Spain, France, Germany and North America. From a supply chain perspective, our activity is related to online transaction processing and technology development. In this context, Amadeus' exposure to third-party vendors that may not comply with minimal social or environmental requirements is low, and that is a principal reason our external reporting is limited.

Regarding our vendors, our purchasing department uses a survey to make sure our vendors comply with highest sustainability standards and with the relevant environmental legislation, including greenhouse gas emissions. The majority of spend is concentrated in a limited number of vendors, mainly hardware producers (servers) and consultancy companies. Generally speaking, Amadeus is having a quite stable situation in terms of vendor concentration since 50 main vendors gather almost 54% of the global spend.

The Amadeus Corporate Purchasing Policy aims at ensuring that all employees involved in the procurement of goods and services factor in social and environmental responsibility aspects in their purchasing decisions.

An organization of local, regional and global Amadeus purchasing teams oversees the operations on the supply chain side and deals with both internal stakeholders and vendors.

7.2.3 Supervision systems and audits, and their results

Evaluation of supervision systems in our vendors is carried out by internal and external audits.

The selection of activities to be reviewed by Group Internal Audit is mostly risk based, and has to be formally approved by the Audit Committee of the Group. Through our engagements, we assess the adequacy and the effectiveness of the internal controls within the organization. This includes, whenever deemed relevant, the effectiveness of the controls over outsourced activities.

In addition to the previous, and on an ad hoc basis according to our risk-based approach, Group Internal Audit can also directly assess the activity at selected vendors, both at the Group Level and at the entity level.

In 2020 the identification of the criticality of Vendor Risk Management led to the decision of a multidisciplinary project which overall objective was to implement a risk-based approach (including Privacy, Cybersecurity, Business Continuity, IT Controls, Compliance and legal), determining how to manage subsequent vendor activities, such as vendor performance and vendor risk monitoring.

We ask our vendors to provide their sustainability strategy or to comply with the requirements of Amadeus environmental policy. We believe the systematic implementation of this approach helps to increasingly raise awareness in the industry about the importance of reducing greenhouse gas emissions overall and it also helps us to identify potential risks and areas for improvement. As part of Amadeus new vendor creation process, a mandatory questionnaire is to be completed by all the new vendors (which yearly spend is over €10k). The questionnaire includes issues related to human rights, discrimination or environmental policies. As well as either confirm adherence to our Code of Ethics or Environmental policy or confirm they have similar policies. If vendors respond incorrectly, they cannot move forward in the process and Amadeus could not work with them.

For the time being this process of implementation is already effective in our headquarters Amadeus IT Group in Madrid, our other main sites Amadeus SAS, Amadeus Data Processing GMBH and Amadeus Soft Labs, plus North America offices, covering more than 80% of our relationship with vendors (vendors that represent 47% of our turnover have signed our CEBC for Vendors). Process implementation will gradually continue with the other countries.

In 2021 the Corporate Compliance and Purchasing teams have integrated automated Compliance due diligence tools into the vendor creation process. A Compliance due diligence is performed on eligible vendors before the business relationship is entered into so risks can be appropriately mitigated during contractual negotiations.

7.3 Customer services

We develop and deliver a wide range of services to maximize our customers' efficiency, business continuity and performance. In the customer service sphere, we strive to serve each of our customers in the best possible way and address their specific needs. Our customer service delivers a wide range of learning, support, automation, content and security management services.

In order to ensure proximity to our customers, we have built a strong local, regional and global customer service presence.

Our Customer Experience program (also the "Voice of the Customer" program) collects the voice of our customers to identify from their perspective areas for improvement and areas of excellence. This program monitors customer loyalty and satisfaction across all stages of our customers' relationship with Amadeus. The program's main purpose is to transform customer feedback into actionable insights that teams across Amadeus will use to improve their performance.



This helps us continually revisit our way of doing things and focus on our customers' priorities. This feedback is also key to defining Amadeus' strategic investments.

We encourage customers to actively participate in the design of our action plans, and we keep them informed regularly of the progress made.

Our main measure is the Net Promoter Score, and we keep a track of it year on year.

In 2021 we continue to invest in our Voice of Customer practices to proactively capture, process and react to customer feedback. We sent out our yearly relationship survey to all our customers and organized customer journey mapping sessions and in-depth interviews with our key customers.

During the year, we focused on analyzing data, qualitative feedback and trends to understand changing customer behavior and expectations, especially in the wake of the pandemic. The insights were bolstered by leveraging analytics tools to understand the sentiments and feelings behind the responses. The findings and pain points were fed back to Amadeus' top management and to the customer facing teams so they could plan appropriate next steps.

On the quantitative side, in 2020 we received feedback from 60,000 customers worldwide and in 2021 we received it from over 87,000. Regarding customers that have contacted Amadeus for support, once they get assistance, they receive a request to fill out a feedback survey. If the feedback does not reflect a satisfied customer, an alert is triggered to the entities in charge of taking the following actions as relevant: improving internal processes, training staff, providing feedback to the product teams and contacting the customer back.

Low satisfying results

	2021	2020
	3.8%	3.8%

In 2022 we'll continue to focus our efforts on customer centricity by building an exceptional experience for our customers. Additionally, we will keep investing in enabling more channels to capture our customers' feedback and ideas. As an example, we've recently added a direct feedback channel on our website (amadeus.com).

Amadeus's processes and supporting tools are adhering to the privacy requirements of our customers and are compliant with GDPR guidelines.

7.4 Industry relations

In the vast landscape of different private sector and trade industry stakeholders in travel and tourism, Amadeus engages with selected players in an open and constructive dialogue on industry issues. We collaborate in our own trade associations and partner with our airline and travel agency customer organizations to work toward common public policy goals. As an active partner, we have strong relations and work closely with institutional stakeholders, consumer advocates and many other travel and tourism associations across the globe.

7.5 Fiscal information

The tax contribution provided by the Group through compliance with its fiscal duties, in relation to both taxes paid directly by the Group companies and those collected from third parties but derived from the Group's activities, is part of its core contribution to the sustainability of public finances and the development of the communities in which it operates.

The tax strategy of Amadeus IT Group, S.A. ("Amadeus" or the "Company") is aimed at the full and strict compliance with all appropriate tax laws and regulations in every country and jurisdiction in which it operates. Moreover, Amadeus strives to follow the best standards in the business community and aims to be recognized for its practices and programs on corporate and tax governance. Amadeus tax policy is publicly available at:

<https://corporate.amadeus.com/documents/en/corporate-sustainability/report/tax-strategy.pdf>

Since 2018, Spanish companies have the possibility of assigning 0.7% of their respective tax due to entities which pursue social purposes. This option is exercised in the company's corporate income tax return. In a continuous effort to contribute to the communities in which is involved, Amadeus has opted to exercise this option. For the fiscal years 2018 and 2019 this option has represented a total contribution of €2,329,270. In 2020 and 2021, the loss situation due to the pandemic has prevented the Company to assign any amount.

Fiscal information (all figures in euros)

Country	2021		2020	
	Pre-Tax Results **	Tax Cash Paid ***	Pre-Tax Results **	Tax Cash Paid ***
Albania	(100,811.01)	4,581.00	81,657.82	**** N/A
Angola	(206,048.45)	**** N/A	42,732.76	**** N/A
Argentina	562,549.81	**** N/A	555,749.16	147,336.00
Australia	(961,571.6)	(23,557.00)	4,700,917.01	(593,765.00)
Austria	262,959.44	223,886.00	901,274.84	80,345.00
Barbados	61.55	**** N/A	(1,424.64)	**** N/A
Belgium	1,154,430.69	400,376.00	1,161,522.48	806,363.00
Bolivia	115,848.93	16,740.00	60,519.48	27,040.00
Bosnia	(35,656.70)	6,406.00	63,877.65	**** N/A
Brazil	(2,660,869.42)	71,286.00	(1,576,501.74)	198,294.00
Bulgaria	585,548.53	2,632.00	376,566.02	81,427.00
Cameroon	24,207.25	12,656.00	32,687.79	15,998.48
Canada	9,780.61	218,780.00	(101,190.43)	194,672.00
Cape Verde	5,842.20	1,402.13	8,746.16	497.68
Chile	521,878.27	142,819.00	183,419.68	(58,145.00)
China	11,923,368.71	1,096,337.00	(2,618,014.29)	404,148.00
Colombia	1,373,968.79	558,085.00	1,510,813.54	159,301.00
Congo Republic	26,421.91	9,630.00	(15,070)	5,655.84
Costa Rica	336,638.44	237,509.00	384,888.31	153,023.00
Czech Republic	170,431.97	44,099.00	848,594.28	13,427.00
Democratic Republic of the Congo	7,650.20	11,990.00	16,457.15	8,864.33
Denmark	361,841.08	54,221.00	480,931.16	204,157.00
Dominican Republic	39,613.23	23,339.00	50,294.10	38,729.00
Dubai*	2,162,278.63	**** N/A	2,934,447.46	**** N/A
Egypt	205,330.51	**** N/A	**** N/A	**** N/A
Ecuador	412,242.00	138,952.00	(215,338.99)	7,660.00
El Salvador	30,005.09	6,438.00	45,758.17	5,673.00
Estonia	37,791.41	618.00	41,087.45	1,106.00
France	(46,873,839.87)	612,193.00	(234,222,981.98)	(50,389,532.00)
Gabon	9,011.73	1,071.00	19,076.33	5,193.66
Germany	(7,934,094.83)	3,078,830.00	(89,184,850.57)	(4,752,812.00)
Ghana	289,426.41	10,580.00	(196,005.95)	248.00
Greece	1,731,693.22	26,303.00	451,879.09	2,095.00

Country	2021		2020	
	Pre-Tax Results **	Tax Cash Paid ***	Pre-Tax Results **	Tax Cash Paid ***
Guam	**** N/A	**** N/A	(3,178.69)	-00.00
Guatemala	12,335.19	46,251.00	48,708.47	67,221.00
Honduras	20,868.23	4,480.00	32,927.23	17,050.00
Hong Kong	(12,392,856.21)	636,718.00	17,997,079.45	727,391.00
Hungary	(87,242.72)	7,844.00	153,350.69	6,895.00
India	19,468,541.35	4,755,699	8,104,290.74	-00.00
Indonesia	29,558.47	16,237.00	52,185.29	26,221.00
Ireland	29,627.14	32,256.00	82,001.01	11,501.00
Israel	(1,444,752.48)	91,928.00	2,310,145.51	(192,014.00)
Italy	2,329,009.51	519,626.00	2,680,199.44	18,478.00
Ivory Coast	508,704.35	47,668.00	104,923.42	35,069.13
Japan	1,354,920.80	551,888.00	1,917,850.51	416,559.00
Kazakhstan	219,494.52	16,702.00	60,900.87	220,295.00
Kenya	110,964.87	282,581.00	22,865.54	228,535.00
Latvia	(513,787.56)	7,145.00	(261,477.02)	153,400.00
Lebanon	(76,530.97)	29,500.00	415,262.11	**** N/A
Lithuania	59,543.36	16,456.00	101,378.55	**** N/A
Luxembourg	54,700.98	14,106.00	60,027.84	14,111.00
Macedonia	8,227.72	**** N/A	13,047.56	-00.00
Malaysia	69,772.49	61,009.00	(113,462.45)	27,140.00
Malta	4,860.50	2,237.00	27,265.96	9,439.00
Mauritius	36,306.37	**** N/A	67,513.59	15,966.41
Mexico	339,791.73	16,431.00	150,237.93	25,905.00
Mozambique	1,213.65	**** N/A	59,740.54	5,548.75
Netherlands	(6,378,203.26)	272,939.00	(9,946,822.20)	194,127.00
New Zealand	767,917.52	387,216.00	1,239,932.26	164,743.00
Nicaragua	6,136.05	4,865.00	12,850.44	979.00
Nigeria	85,966	84,067.00	(328,658.41)	215,692.00
Norway	162,408.07	42,987.00	172,911.53	121,973.00
Panama	9,721.26	2,656.00	23,073.39	43,509.00
Paraguay	67,609.60	20,197.00	19,475.72	6,770.00
Peru	(1,261,149.32)	200,436.00	110,446.53	75,609.00
Philippines	(1,311,204.75)	372,571.00	980,148.78	245,069.00
Poland	1,296,076.33	248,420.00	124,042.50	321,020.00
Portugal	66,096.32	41,409.00	177,976.89	**** N/A
Puerto Rico	**** N/A	**** N/A	(2,523.10)	90.00
Romania	142,136.05	**** N/A	176,473.09	**** N/A
Russia	309,790.33	82,591.00	(68,282.47)	168,152.00
Saudi Arabia	2,033,746.07	293,046.00	**** N/A	**** N/A
Senegal	120,011.10	36,003.00	115,370.39	254,129.23
Singapore	3,388,382.33	1,207,287.00	4,186,017.18	811,622.00
Slovenia	22,674.77	5,582.00	67,099.80	13,830.00

Country	2021		2020	
	Pre-Tax Results **	Tax Cash Paid ***	Pre-Tax Results **	Tax Cash Paid ***
South Africa	958,830.9	490,349.00	658,400.35	610,895.84
South Korea	186,867.73	62,923.00	317,528.30	57,528.00
Spain	(174,782,723.72)	4,378,472.00	(119,293,903.76)	47,178,721.00 ^V
Sweden	1,821,316.62	991,760.00	2,324,780.67	1,031,735.00
Switzerland	(137,117.28)	75,652.00	700,921.49	13,104.00
Taiwan	179,272.44	175,963.00	160,277.57	**** N/A
Tanzania	101,022.87	86,546.00	71,967.81	**** N/A
Thailand	1,566,534.11	767,554.00	2,167,398.21	1,472,269.00
Trinidad & Tobago	33,083.65	8,251.00	7,782.04	26,204.00
Turkey	3,028,743.94	(75,841.00)	4,487,148.69	164,082.00
Uganda	(186,730.44)	50,866.00	(150,541.04)	63,986.00
Ukraine	1,235,834.03	192,687.00	689,453.09	219,016.00
United Kingdom	6,294,050.79	1,036,342.00	3,574,668.93	(330,329.00)
Uruguay	159,399.71	16,334.00	(164.22)	35,180.00
USA	42,830,442.10	21,097,721.00	5,289,851.17	10,127,891.00

Notes:

* Dubai: Amadeus operates in Dubai through a branch of Amadeus IT Group, S.A. (Spanish Head Office).

** Pre-tax results are calculated under IFRS accounting principles

*** Tax Cash Paid applies on tax basis calculated under domestic accounting legislation

**** N/A means no cash payment during year 2021 or 2020 (no tax exemption from Corporate Income Tax).

^V This figure has been restated from previously reported 72,916,651 due to an error in last year's reporting.

Amadeus Group received approx. €11.2 million in Covid-19 Job schemes subsidies, registered in Amadeus companies either as less cost of employees or as non-operating income, in accordance with local accounting rules. As the sum of the job schemes expanded since March 2020 until October 2021, the Group is now reporting the aggregate amount for both years.

Subsidies per country (in thousands of euros)

Country	Amadeus Entity	Program	2021	2020
Argentina	Amadeus Argentina S.A.U.	Programa de Asistencia de Emergencia al Trabajo y la Producción		31.00
Australia	Amadeus IT Pacific Pty. Ltd.	Job Keeper Program		5,302.45
	Vedaleon Technologies Pty. Ltd. and ICM	Job Keeper Program		1,307.70
Canada	Amadeus Canada	Canada Emergency Wage Subsidy	544.50	1,091.90
Colombia	Amadeus IT Group Colombia, S.A.S.	Pension Plan Subsidy		56.00
		Payroll Subsidy		60.00
Hong Kong	Amadeus Hong Kong Ltd.	Employment Support Scheme		128.00

Mauritius	Amadeus GTD Southern Africa Pty, Ltd. (Mauritius Branch)	GAWS		1.80
	Pyton Communication Services B.V.	NOW Program		122.60
Netherlands	Amadeus Hospitality Netherlands B.V.	NOW Program		362.60
	Amadeus Benelux N.V.	NOW Program		128.20
New Zealand	Amadeus IT Pacific Pty Ltd (New Zealand Branch)	Covid19 Wage Subsidy		64.40
		Resurgence Wage Subsidy		6.40
Singapore	ICM Airport Technics Singapore Pte. Ltd.	Job Keeper Program		162.49
	Amadeus GDS Singapore Pte. Ltd.	Job Support Scheme	131.80	1,220.80
United Kingdom	Amadeus IT Services UK Ltd.	Coronavirus Job Retention Scheme	51.00	266.93
	Amadeus Hospitality UK Ltd.	Coronavirus Job Retention Scheme		50.40
	ICM Airport Technics UK Ltd.	Job Keeper Program		37.03
Total			727.30	10,400.70

8. Annex A. EU Taxonomy as per EU Regulation 2020/852

The Taxonomy Regulation is a key component of the European Commission's action plan to redirect capital flows towards a more sustainable economy. It represents an important step towards achieving carbon neutrality by 2050 in line with EU goals as the Taxonomy is a classification system for environmentally sustainable economic activities. In this regard, the regulatory framework applicable as of February 2022 to the calculation and reporting of KPIs is: Regulation (EU) 2020/852 on the establishment of a framework to facilitate sustainable investments, Delegated Act (EU) 2021/2139 (climate), Delegated Act (EU) 2021/2178 (disclosure)

In the following section, we as a non-financial parent undertaking present the share of our group turnover, capital expenditure (Capex) and operating expenditure (Opex) for the reporting period 2021, which are associated with Taxonomy-eligible economic activities related to the first two environmental objectives (climate change mitigation and climate change adaptation) in accordance with Art. 8 Taxonomy Regulation and Art. 10 (2) of the Art. 8 Delegated Act.

8.1 Our activities

8.1.1 Relevant judgement on the Taxonomy-eligibility of our activities

Taxonomy-eligible economic activity means an economic activity that is described in the delegated acts supplementing the Taxonomy Regulation (i.e. the Climate Delegated Act as of now) irrespective of whether that economic activity meets any or all of the technical screening criteria laid down in those delegated acts.

Taxonomy-non-eligible economic activity means any economic activity that is not described in the delegated acts supplementing the Taxonomy Regulation.

Taxonomy-aligned economic activity means an economic activity that complies with all of the following requirements:

- a) the economic activity contributes substantially to one or more of the environmental objectives;
- b) it does not significantly harm any of the environmental objectives;
- c) it is carried out in compliance with the minimum safeguards; and
- d) it complies with technical screening criteria in the delegated acts supplementing the Taxonomy Regulation (i.e. Climate Delegated Act as of now).

Our assessment of Taxonomy-eligibility is focused on economic activities defined as the provision of goods or services on a market, thus generating revenues. In this context, Amadeus as a technology company, defines the development, marketing, commercialization and distribution of services and products through computer reservation systems as well as any other services, including information technology services as the core of its business activities.

The only Taxonomy-eligible economic activity identified as per the Climate Delegate Act as of now is the activity 8.1 Data processing, hosting and related activities that consists of the storage, manipulation, management, movement, control, display, switching, interchange, transmission, or processing of data through data centers, including edge computing. The economic activities in this category could be associated with NACE code J63.11 in accordance with the statistical classification of economic activities established by Regulation (EC) No 1893/2006. This economic activity does not generate revenues independently from the other business activities performed by the group.

Amadeus revenues are mainly derived from a single performance obligation consisting of making technology services available for a customer to use as and when the customer decides. The activity 8.1 is a component of that performance obligation and cannot be isolated from the development, marketing, and commercialization activities of Amadeus for the provision of access to our software through data centers.

Activities using external personnel and subcontractors

Taxonomy-eligibility is given when one of our activities meets the description of an economic activity laid down in the Climate Delegated Act. In this context, using our own data center infrastructure or a third party to whom activities are outsourced to host our platforms, software, and data, is seen the same.

8.1.2 Background information and economic activities analyzed beyond those reported as eligible

As described in section 2. *Amadeus' business model* of this document, Amadeus is a technology company dedicated to the travel industry. Amadeus provides solutions and services for the travel industry: airlines, airports, ground handlers, car rental companies, corporations, cruise and ferry operators, hotels and event venues, insurance providers, travel sellers, tourism boards, travelers themselves and more. Amadeus facilitates complex transactions between travel providers and travel sellers and delivers mission critical IT solutions for travel companies.

We have built a commercial and operational network all over the globe, which facilitates the commercialization of products for travel providers, reducing their fixed costs of distribution and the risks associated with them, making their operations more flexible and efficient. The dual-sided nature of our distribution business — connecting travel providers and travel sellers — requires that we reach a critical size in the market to make the content of our distribution platform comprehensive enough to be competitive and attractive for travel sellers. At the same time our network of travel sellers needs to be large enough to make it attractive for travel providers.

In addition, our large customer base of IT solutions permits that we maintain a level of R&D investment, difficult to achieve by individual travel companies, contributing to the development of the most advanced technology solutions and making them available to our customers in a flexible manner, reducing the risks and fixed costs associated with internal investment in IT infrastructure and developments. This is particularly relevant and valuable in the context of frequent mergers and acquisitions in the sector, as well as in the current uncertainty in the industry due to the pandemic. In 2021, Amadeus invested €786.5 million in R&D and an accumulated €7.3 billion over the last 10 years.

Our large network of customers, level of R&D investment and travel expertise are key elements of our value proposition and of our contribution to making the travel industry more efficient from the operational and sustainability points of view.

Overall, our business is successful to the extent it facilitates the efficiency of the travel industry players, and this in many cases correlates with better environmental performance as well.

For the reasons above, the nature of Amadeus business is not easily comparable with most other companies. We found it difficult to match our activities to the EU Taxonomy list of eligible activities. In addition, some significant contributions to environmental sustainability are not included in the current list of Taxonomy activities. A large proportion of the sustainability benefits of our solutions is intertwined with the rest of the functionalities of our products and services; and these sustainability benefits are difficult to consider independently of the overall travel stakeholders with which our solutions interact.

Our analysis of the economic activities described in the technical screening criteria of Annex I of the Regulation (EU) 2020/852 draws four principal conclusions:

1. **Eligible activities.** We have identified one of our company economic activities as eligible as per the EU Taxonomy definition. This is listed and explained above in the section “Relevant judgement on the Taxonomy-eligibility of our activities” and relate to activity 8.1 of the Taxonomy list, i.e., Data processing, hosting, and related activities.
2. **Potential sustainable activities with no clear Taxonomy alignment.** Some economic activities carried out by Amadeus, that we believe bear a significant environmentally sustainable component, are not clearly identified in the list of economic activities of the EU Taxonomy.
3. **Activities that contribute directly or indirectly to sustainability, with a low relevance in terms of turnover, Capex or Opex.** Some economic activities carried out by Amadeus may contribute significantly to the mitigation of emissions, but they are a marginal element of our value proposition, Capex and Opex and do not produce any relevant turnover.
4. **Activities whose contribution to sustainability can hardly be evaluated in isolation.** Some economic activities carried out by Amadeus can hardly be evaluated as sustainable independently of the wider system in which these activities operate.

In the paragraphs below we further elaborate and provide examples of activities from points 2 to 4 above. Some of our activities may fall in more than one of these categories.

Potential sustainable activities with no clear Taxonomy alignment

Some of the economic activities of Amadeus result in the creation of solutions that improve the operational efficiency of our customers, and this operational efficiency also implies improved environmental performance.

For example, our solution Altéa Departure Control Flight Management was developed to optimize aircraft load with enhanced efficiency and precision compared to previous solutions, boosting productivity and centralizing operations in one place. The solution delivers a range of benefits for the airline, including:

- Improved flight departure monitoring
- Improved capacity management with load distribution and balance automatically calculated
- Efficient ground handling management by applying carrier preferences and processes
- Optimize staff management through easier shift scheduling, dangerous goods certifications and load controller licensing and validation

All of the above benefits, and particularly the optimized aircraft trim, permit a reduction of fuel used, reducing CO₂ emissions.

The activity to build and implement this software couldn't be matched with the Taxonomy list of eligible activities, despite the fact that the solution is very efficient and reduces emissions compared to other less sophisticated solutions in the market.

Activities that contribute directly or indirectly to sustainability, with a low relevance in terms of turnover, Capex or Opex

In 2019, Amadeus processed 580 million airline bookings. The Amadeus distribution platforms, through which the bookings are processed, provide users three critical pieces of information to help the traveler to make her/his travel purchase decision, i.e. availability of seats, airline schedules and fares. In addition, in some of our platforms Amadeus provides the information on estimated CO₂ emissions per passenger for the specific itineraries the

traveler is searching. This information of estimated CO₂ emissions per passenger is obtained by Amadeus thanks to our agreement with the UN International Civil Aviation Organization.

The purpose of providing this information to the traveler is to help travelers factor in sustainability elements in their purchasing decisions. Considering that we provide this information to millions of travelers, we believe this has an important influence so that travelers choose more sustainable travel options.

This information element of our value proposition is an addition to our distribution platforms that does not produce any direct turnover, and it will be difficult and mostly arbitrary to estimate any indirect turnover based on the enhanced value proposition it delivers to the Amadeus distribution platform. In addition, the investment required to implement this information functionality is minor compared to the overall company Capex and Opex.

In conclusion, we believe that informing millions of travelers about the CO₂ emissions released due to their trips contributes to influence them to choose more sustainable travel options, however this activity is not relevant regarding the turnover generated to Amadeus or the Capex and Opex required for its delivery. This is why this activity is not reported as eligible.

Activities whose contribution to sustainability can hardly be evaluated in isolation.

The travel industry needs to be considered as an overall system in which all players interact, and the overall efficiency of the system depends on individual performance, and also in the way different players cooperate.

For example, the airline industry has developed over the years certain standards regarding areas like safety, messaging, using codes that permit combined operations like interlining or code sharing that have contributed to reaching load factors above 80%, something that will be difficult, if not impossible, to reach by individual airlines in isolation.

Similarly, Amadeus has developed solutions to help our customers become more efficient, but the improved efficiency in many cases requires cooperation from many players. For example, Amadeus Sequence Manager is a tool Amadeus has implemented in airports like Munich or Copenhagen. Sequence Manager brings a collaborative approach to optimize flight departure processes. Sequence Manager optimizes the order in which flights should depart from their stands, reducing the amount of time aircraft spend on the runway before taking off.

The solution enables a common situational awareness, shared among all airport stakeholders. The solution is based on key performance indicators, preferences, and pre-defined criteria to maximize the use of all available airport resources, minimizing overall delays, reducing fuel use, emissions released, local pollution per passenger flown and economic costs.

Sequence Manager brings benefits to all parties involved.

- For airport operators, it helps optimize the overall airport capacity with a better use of stands and making better use of existing infrastructure
- For air traffic controllers, it allows them to maximize runway and capacity planning, offering a precise understanding of the network demand
- For ground handlers, it increases the efficiency of turnaround operations, with decisions based on shared real-time data
- For aircraft operators, it reduces fuel costs and improves punctuality, with less taxiing and delays at holding point
- The reduced fuel used means less greenhouse gas emissions and less local pollution per passenger carried



- Finally, it enhances the passenger experience by diminishing the chance of delays and missed connections, which in turn reduces the negative environmental impact of disruptions

Sequence Manager is used by airports, but it requires cooperation from other airport players to be used to its maximum potential. As explained above, the solution provides benefits beyond our commercial relationship with the airport. Accordingly, the sustainability improvements provided cannot be measured only in terms of the customer that uses the solution but in the overall airport system in which the solution operates. Consequently, we don't see a strong correlation between the turnover, Capex or Opex linked to the solution and the sustainability benefits provided by its use.

As the main sustainability benefits are linked to all the stakeholders involved and the overall system in which the solution operates, we could not match this activity with any of the listed in the Taxonomy Regulation.

In this reporting year, based on the ample room for interpretation that in our understanding the Taxonomy allows, we are taking a precautionary approach. In case of doubt, we are not including activities as eligible. Nonetheless, we are further analyzing several activities that could be considered eligible for future reporting years.

8.2 Our KPIs and accounting policies

Table 1. Proportion of Taxonomy-eligible and Taxonomy-non-eligible economic activities in total turnover, Capex and Opex

	Total (M€)	Taxonomy-eligible economic activities (in %)	Taxonomy-non-eligible economic activities (in %)
Turnover	2,670.0	9.7 %	90.3 %
Capital Expenditure (Capex)	512.5	5.8 %	94.2 %
Operating expenditure (Opex)*	707.7	46.6 %	53.4 %

*If the denominator would have been calculated according to our internal definition that includes all cost of revenues, personnel and related expenses, and other operating expenses, then the total Opex would amount to €2,071.1 million and therefore the proportion of taxonomy-eligible activities would be 15.9%.

The key performance indicators (“KPIs”) include the turnover KPI, the Capex KPI and the Opex KPI. For the reporting period 2021, the KPIs have to be disclosed in relation to our Taxonomy-eligible and Taxonomy-non-eligible economic activities (Art. 10 (2) of the Art. 8 Delegated Act). All the data used as basis for the calculations has been extracted directly from our IT systems which eliminates the risk of double counting.

The specification of the KPIs is determined in accordance with Annex I of the Art. 8 Delegated Act. We determine the Taxonomy-eligible KPIs in accordance with the legal requirements and describe our accounting policy in this regard as follows:

8.2.1 Turnover KPI

The proportion of Taxonomy-eligible economic activities in our total turnover has been calculated as the part of net turnover derived from products and services associated with Taxonomy-eligible economic activities (numerator) divided by the net turnover (denominator), in each case for the financial year from 1.1.2021 to 31.12.2021.

The denominator of the turnover KPI is based on our consolidated net revenue in accordance with IAS 1.82(a). For further details on our accounting policies regarding our consolidated net revenue, cf. note 4.2.8 of our

Consolidated Annual Accounts for the year ended December 31, 2021. Our consolidated net turnover can be reconciled to our Consolidated Annual Accounts, cf. the Consolidated Statement of Comprehensive Income (revenue).

The numerator of the turnover KPI is defined as the net turnover derived from products and services associated with Taxonomy-eligible economic activity 8.1 "Data processing, hosting and related activities" that can be reconciled to our Consolidated Annual Accounts, cf. Note 14.1 Disaggregation of revenue from contracts with customers. As explained above under "*Relevant judgement on the Taxonomy-eligibility of our activities*", net revenues derived from the stand ready obligation to make available our platforms and software to customers cannot be allocated entirely to this economic activity. To assess the amount of turnover that would relate to this taxonomy-eligible activity, we have used a ratio based on the relative weight of the costs associated with our data centers operations over the total costs of the development, marketing, commercialization, and data processing activities.

Total revenues derived from the stand ready obligation to make available our platforms and software to our customers can be reconciled to note 14.1 of our Consolidated Annual Accounts. The allocation key is not directly reconciled to the Consolidated Annual Accounts since it takes into consideration the costs of our development center, of our data centers and of our distribution center.

8.2.2 Capex KPI

The Capex KPI is defined as Taxonomy-eligible Capex (numerator) divided by our total Capex (denominator).

Total Capex consists of additions to tangible and intangible fixed assets during the financial year, before depreciation, amortization, and any re-measurements, including those resulting from impairments. It includes acquisitions of tangible fixed assets (IAS 16), intangible fixed assets (IAS 38), and right-of-use assets (IFRS 16). Additions resulting from business combinations are also included. Goodwill is not included in Capex, as it is not defined as an intangible asset in accordance with IAS 38. For further details on our accounting policies regarding our Capex, cf. note 4.2.4 "Intangible assets", note 4.2.5 "Property, plant and equipment", and note 4.2.6 "Leases" of our Consolidated Annual Accounts.

The numerator consists of the Capex related to assets or processes that are associated with Taxonomy-eligible economic activities ("category a"). We consider that assets and processes are associated with Taxonomy-eligible economic activities when they are essential components necessary to execute an economic activity. Consequently, all Capex invested into data centers are considered in the numerator of the Capex KPI and can be reconciled to our Consolidated Annual Accounts, cf. note 10 Property, plant, and equipment: "additions of Data processing hardware and software €29.7 million".

We do not include Capex that are part of a "Capex plan" to upgrade a Taxonomy-eligible economic activity to become Taxonomy-aligned or to expand a Taxonomy-aligned economic activity ("category b"). As for the reporting period 2021, we only report on Taxonomy-eligible economic activities; we have not prepared a Capex plan in the sense of the EU taxonomy.

We do not include either Capex related to the purchase of output from Taxonomy-eligible economic activities and individual measures enabling certain target activities to become low-carbon or to lead to greenhouse gas reductions ("category c"). They are also considered as Taxonomy-eligible Capex when the purchased output/individual measure meets the description of its respective economic activity. As reliable statements on the Taxonomy-alignment of our suppliers' output are currently not available and as we are not obliged to assess the

Taxonomy-alignment of our individual measures for the reporting year 2021, we cannot report any Capex/Opex for this category either.

Our total Capex can be reconciled to our Consolidated Annual Accounts, cf. note 9 Intangible Assets: "Additions €4.7 million", "Additions of Software internally developed €393.9 million" "Changes in consolidation perimeter €5 million" "Changes in consolidation perimeter accumulated amortization €-3.7 million", note 10 Property, plant and equipment: "Additions €51.2 million" and "Changes in consolidation perimeter €5.9 million" "Changes in consolidation perimeter accumulated amortization €-5.8 million", and note 11 Leases: "Additions €61.3 million".

8.2.3 Opex KPI

The Opex KPI is defined as Taxonomy-eligible Opex (numerator) divided by our total Opex (denominator).

Total Opex, according to the Taxonomy definition consists of direct non-capitalized costs that relate to research and development, building renovation measures, short-term lease, maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of assets of property, plant, and equipment. In our case, this includes specifically:

- Research and development expenditure recognized as an expense during the reporting period in our Consolidated Statement of Comprehensive Income (cf. note 4.2.4 on page 6 of our Consolidated Annual Accounts). In line with our consolidated financial statements (IAS 38.126), this includes all non-capitalized expenditure that is directly attributable to research or development activities.
- Maintenance and repair and other direct expenditures relating to the day-to-day servicing of assets of property, plant and equipment were determined based on the maintenance and repair costs allocated to our internal cost centers. The related cost items can be found in various line items in our Consolidated Statement of Comprehensive Income, including personnel and related expenses (maintenance and repair of IT-systems and infrastructures) and cost of revenues and other operating expenses (cloud services, data communications and other external services properly allocated to the specific cost center servicing the data centers). Electricity has been excluded from the calculation according to the guidance included in the FAQ number 12 published on February 2, 2022 by the European Commission, although this expense is an integral part of the operating expenses linked to the servicing of our platforms from a financial perspective and as such is included in our Consolidated Annual Accounts.

Direct costs for training and other human resources adaptation needs are included in the denominator and the numerator. This is because Annex I to Art. 8 Delegated Act lists these costs only for the numerator which does not allow a mathematically meaningful calculation of the Opex KPI.

With regard to the numerator, we refer to the corresponding statements on the Capex KPI. We only include Opex relating to "category a".

9. Annex B. Table of contents as required by Law 11/2018

Content	Amadeus ESG Issue	Material (Y/N)	Page	GRI related indicator
Business model				
- Business model description			7-10	102-1, 102-2, 102-3
- Geographical presence			7	102,4, 102-5, 102-6
- Objectives and strategy			10	102-7, 102-15
- Principal factors and trends that affect future evolution			10-14	
Reporting Standard			1	
- Materiality analysis			1-4	102-54
Risks linked to company activity			16-20	102-15, 102-29, 102-30, 102-31
Fight against corruption and bribery			21-23; 53	
- Measures adopted to prevent corruption and bribery	Compliance, Governance & Business ethics	Y	21-23	102-16, 102-17, 205-1, 205-2
- Measures to fight against money laundering	Compliance, Governance & Business ethics	Y	21-23	102-16, 102-17
- Contributions to charities and non-governmental organizations	Relationship with local communities & social responsibility	Y	21; 53	102-13
Environmental matters			24-38	
- Current and future potential impact of company operations over the environment	Compliance, Governance & Business ethics	Y	24	103-2
- Procedures for environmental certifications and evaluations	Compliance, Governance & Business ethics	Y	27	103-2
- Dedicated resources to prevent environmental risks	Compliance, Governance & Business ethics	Y	24-26	103-2
- Application of the precautionary principle	Compliance, Governance & Business ethics	Y	24	102-11
- Provisions in relation to environmental risks	Solvency and economic performance	Y	33-35	103-2
- Pollution: measures to prevent, reduce or restore carbon emissions	Carbon emissions and climate change	Y	26-28	305-1, 305-2, 305-3
- Circular economy and waste management: measures to reuse, recycle or otherwise prevent waste generation and waste food	Waste generation and circular economy	N	28	103-2, 306-3
- Sustainable use of resources			28-30;36-37	
o Water consumption	Water consumption	N	28-29; 37	303-1, 303-3
o Use of raw materials	Paper consumption & other materials	N	29; 37	301-1
o Energy consumption (direct and indirect)	Internal energy consumption and efficiency	Y	29-30;36	302-1

Content	Amadeus ESG Issue	Material (Y/N)	Page	GRI related indicator
o Measures to improve energy efficiency	Internal energy consumption and efficiency	Y	29-30	302-4
o Renewable energy use	Internal energy consumption and efficiency	Y	30	302-1
- Biodiversity protection	Biodiversity	N	30	304-4
- Climate change			31-35; 37	
o Greenhouse gas emissions	Carbon emissions and climate change	Y	37	305-1, 305-2, 305-3
o Measures to adapt to climate change	Carbon emissions and climate change	Y	31-35	103-2, 201-2
o Mid and long-term emissions targets	Carbon emissions and climate change	Y	31	305-5
Workforce, social and human rights related information			38-51	
Employment			38-45	
- Number of employees by region, gender, age, type of contract and professional category			38-41	102-8, 405-1
- Dismissals by age, gender and professional category	Talent attraction & retention	Y	41-42	103-2
- Average remuneration evolution by gender, age and professional category	Talent attraction & retention	Y	42	103-2
- Average remuneration of board members and executive team	Compliance, Governance & Business Ethics	Y	43	102-35
- Pay gap	Diversity and equal opportunities	Y	42-43	103-2
- Work Disconnect policy	Labor conditions	N	43-44	103-2
- Employees with disabilities	Diversity and equal opportunities	Y	44	405-1
Working-time management			43-45	
- Working-time management	Labor conditions	N	43-45	103-2
- Hours of absenteeism	Occupational Health & Safety	N	45	103-2
- Work-life balance measures	Labor conditions	N	44-45	401-3
Health and safety			45	
- Health and safety working conditions	Occupational Health & Safety	N	45	103-2
- Number of work accidents, Injury rate by sex and Lost day rate, by gender	Occupational Health & Safety	N	45	403-2
- Occupational disease rates by gender	Occupational Health & Safety	N	45	403-2
Social dialogue - Relationship with employees			46-47	
- Organization of social dialogue	Labor conditions	N	46-47	103-2
- Percentage of employees covered by collective agreements	Labor conditions	N	47	102-41

Content	Amadeus ESG Issue	Material (Y/N)	Page	GRI related indicator
- Results of collective agreements on health and safety	Labor conditions	N	47	403-4
Training and development			48	
- Policies implemented in the field of training	Human Capital Development	Y	48	404-2
- Total amount of training hours by professional	Human Capital Development	Y	48	404-1
Accessibility for people with disabilities	Diversity and equal opportunities	Y	48	405-1
Equity	Diversity and equal opportunities	Y	49	103-2
Human rights related information			49-51	
- Implementation of human rights related diligence procedures	Human rights	N	49-51	102-16, 102-17
- Complaints related to Human Rights violations	Human rights	N	51	406-1
- Compliance with and promotion of agreements in accordance with the ILO related to respect for freedom of association and the right to collective bargaining, elimination of employment discrimination, elimination of forced labor and effective abolition of child labor.	Human rights	N	49-51	407-1, 408-1, 409-1
- Prevention, management and complaints about cases of violation of human rights	Human rights	N	49-51	102-17, 406-1
Social commitment			52-54;58	
- Impact over local development and employment	Relationship with local communities & social responsibility	Y	52-54	413-1
- Impact over local populations and on the territory	Relationship with local communities & social responsibility	Y	52-54	413-1
- Relationships with local stakeholders	Relationship with local communities & social responsibility	Y	52-54	102-43, 413-1
- Association and sponsorship actions	Relationship with local communities & social responsibility	Y	54;58	102-12, 102-13
Relationship with vendors			54-57	
- Inclusion of social, environmental and gender considerations in purchasing policy	Supply Chain Code of Conduct	N	54-57	102-9
- Social and environmental responsibility of vendors	Supply Chain Code of Conduct	N	54-57	102-9, 308-1, 414-1

Content	Amadeus ESG Issue	Material (Y/N)	Page	GRI related indicator
- Supplier evaluation procedures: Monitoring systems and audits and results	Supply Chain Code of Conduct	N	57	308-2, 414-2
Customer services			57-58	
- Measures for customer health and safety	Customer Relationship Management	Y	57-58	103-2
	Data security & privacy protection	Y		
- Customer complaints management and number of complaints received and resolution	Customer Relationship Management	Y	57-58	102-17
Fiscal information			58-62	
- Pre-Tax Results and tax cash paid per country	Solvency and economic performance	Y	58-61	103-2
	Compliance, Governance & Business Ethics	Y		
- Public subsidies received	Compliance, Governance & Business Ethics	Y	61-62	201-4
EU Taxonomy as per EU Regulation 2020/852			63-69	
- Our activities	Overall description of Amadeus activities in relation to EU Taxonomy Regulation	N	63-67	
- Our KPIs and accounting policies	Eligible activities and proportion of turnover, Capex and Opex	N	67-69	

Amadeus IT Group, S.A. and Subsidiaries

Independent Limited Assurance Report of the
Consolidated Non-Financial Information Statement for the
year ended December 31, 2021

INDEPENDENT LIMITED ASSURANCE REPORT OF THE CONSOLIDATED NON-FINANCIAL INFORMATION STATEMENT

Translation of a report originally issued in Spanish. In the event of discrepancy, the Spanish-language version prevails

To the Shareholders of AMADEUS IT GROUP, S.A.

Pursuant to article 49 of the Code of Commerce we have performed a verification, with a limited assurance scope, of the accompanying Consolidated Non-Financial Information Statement (hereinafter, NFS) for the year ended December 31, 2021, of AMADEUS IT GROUP, S.A. and Subsidiaries (hereinafter, the Group), which is part of the Consolidated Directors' Report of the Group.

The content of the NFS includes additional information to that required by prevailing mercantile regulations in relation to non-financial information statement that has not been subject to our verification. In this regard, our review has been exclusively limited to the verification of the information shown in the Annex B "Table of contents as required by Law 11/2018" of the accompanying NFS.

Responsibility of the Board of Directors

The preparation of the NFS included in the Consolidated Directors' Report and its content is the responsibility of the Board of Directors of AMADEUS IT GROUP, S.A. The NFS was prepared in accordance with the content required by prevailing company law and in conformity with the criteria outlined in the Global Reporting Initiative Sustainability Reporting Standards (GRI standards), as well as other criteria described in accordance with that indicated for each subject in the Annex B "Table of contents as required by Law 11/2018" of the NFS.

Such a responsibility also includes the design, implementation and maintenance of the internal control considered necessary to enable that the NFS is free from material misstatement, whether due to fraud or error.

They are further responsible for defining, implementing, adapting and maintaining the management systems, from which the information necessary for the preparation of the NFS is obtained.

Our Independence and quality control

We have complied with the independence and other Code of Ethics requirements for accounting professionals issued by the International Ethics Standards Board for Accountants (IESBA), which is based on the fundamental principles of integrity, objectivity, professional competence and diligence, confidentiality and professionalism.

Our Firm complies with the International Standard on Quality Control No. 1 and thus, it maintains a global quality control system that includes documented policies and procedures related to the compliance with ethical requirements, professional standards, as well as applicable legal provisions and regulations.

The engagement team consisted of experts in the review of Non-Financial Information Statement and, specifically, in information about economic, social and environmental performance.

Our responsibility

Our responsibility is to express our conclusions in an independent limited assurance report. Our review has been performed in accordance with the requirements established in the prevailing International Standard on Assurance Engagements 3000 "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" (ISAE 3000 Revised) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and the guidelines for verifying the Non-Financial Statement, issued by the Spanish Official Register of Auditors of Accounts (ICJCE).

The procedures carried out in a limited assurance engagement vary in nature and timing and are smaller in scope than reasonable assurance engagements and, therefore, the level of assurance provided is likewise lower.

Our work consisted in requesting information from Management and the various Group's units participating in the preparation of the NFS, reviewing the process for gathering and validating the information included in the NFS, and applying certain analytical procedures and sampling review tests as described below:

- ▶ Meetings with the Group's personnel to know the business model, policies and management approaches applied, the main risks related to these matters and obtain the necessary information for our external review.
- ▶ Analysis of the scope, relevance and integrity of the content included in the NFS based on the materiality analysis made by the Group and described in chapter 1 "Introduction", considering the content required by prevailing mercantile regulations.
- ▶ Analysis of the processes for gathering and validating the data included in the 2021 NFS.
- ▶ Review of the information on the risks, policies and management approaches applied in relation to the material aspects included in the 2021 NFS.
- ▶ Check, through tests based on a selection of a sample, of the information related to the content of the 2021 NFS and its correct compilation from the data provided by the information sources.
- ▶ Reception of a representation letter from the Board of Directors and Management.

Paragraph of emphasis

Regulation (EU) 2020/852 of the European Parliament and the Council, June 18 2020, on the establishment of a framework to facilitate sustainable investments settles the obligation to disclose information on how and to what extent the company's activities are associated with economic activities that are considered environmentally sustainable in relation to climate change mitigation and adaptation objectives for the first time for the financial year 2021, provided that the Statement of Non-Financial Information is published as of January 1 2022. Consequently, comparative information on this matter has not been included in the accompanying NFS. Additionally, information has been included, for which the directors of AMADEUS IT GROUP, S.A. have chosen to apply the criteria that, in their opinion, best enable compliance with the new obligation and which are defined within Annex A "EU Taxonomy as per EU Regulation 2020/852" of the accompanying NFS. Our conclusion has not been modified in relation to this matter.

Conclusion

Based on the limited assurance procedures conducted and the evidence obtained, no matter has come to our attention that would cause us to believe that the Group's NFS for the year ended December 31, 2021 has not been prepared, in all material respects, in accordance with the contents required by the prevailing company law and the selected GRI standards' criteria, as well as other criteria, described as explained for each subject matter in the Annex B "Table of contents as required by Law 11/2018" of the NFS.

Use and distribution

This report has been prepared in response to the requirement established by prevailing company law in Spain and may not be appropriate for other uses and jurisdictions.

ERNST & YOUNG, S.L.

(Signature on the original in Spanish)

Alberto Castilla Vida

February 24th, 2022