

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 2022

The Board of Directors, in the meeting held on February 23, 2023, has drawn-up, together with the consolidated Annual Accounts for the year ended on December 31, 2022, 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, 23 February 2023

Amadeus IT Group, S.A.

The background of the page is a photograph of a modern city street. In the foreground, there is a lush green hedge. Behind it, a paved walkway leads to a modern building with a glass facade. The sky is clear and blue. The overall scene is bright and sunny, with a warm, golden light filtering through the trees and buildings.

amadeus

Non-financial information 2022

(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 23, 2023)

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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 Amadeus IT Group, S.A. and its controlled entities unless otherwise is indicated. Amadeus IT Group, S.A. is the parent company of the Amadeus Group ('the Group'). 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 for the reporting of non-financial information.

1.2 Methodology

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 contents 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 Ernst & Young (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.

Materiality analysis

A principal driver for the selection of the specific environmental, social and governance (ESG) 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.

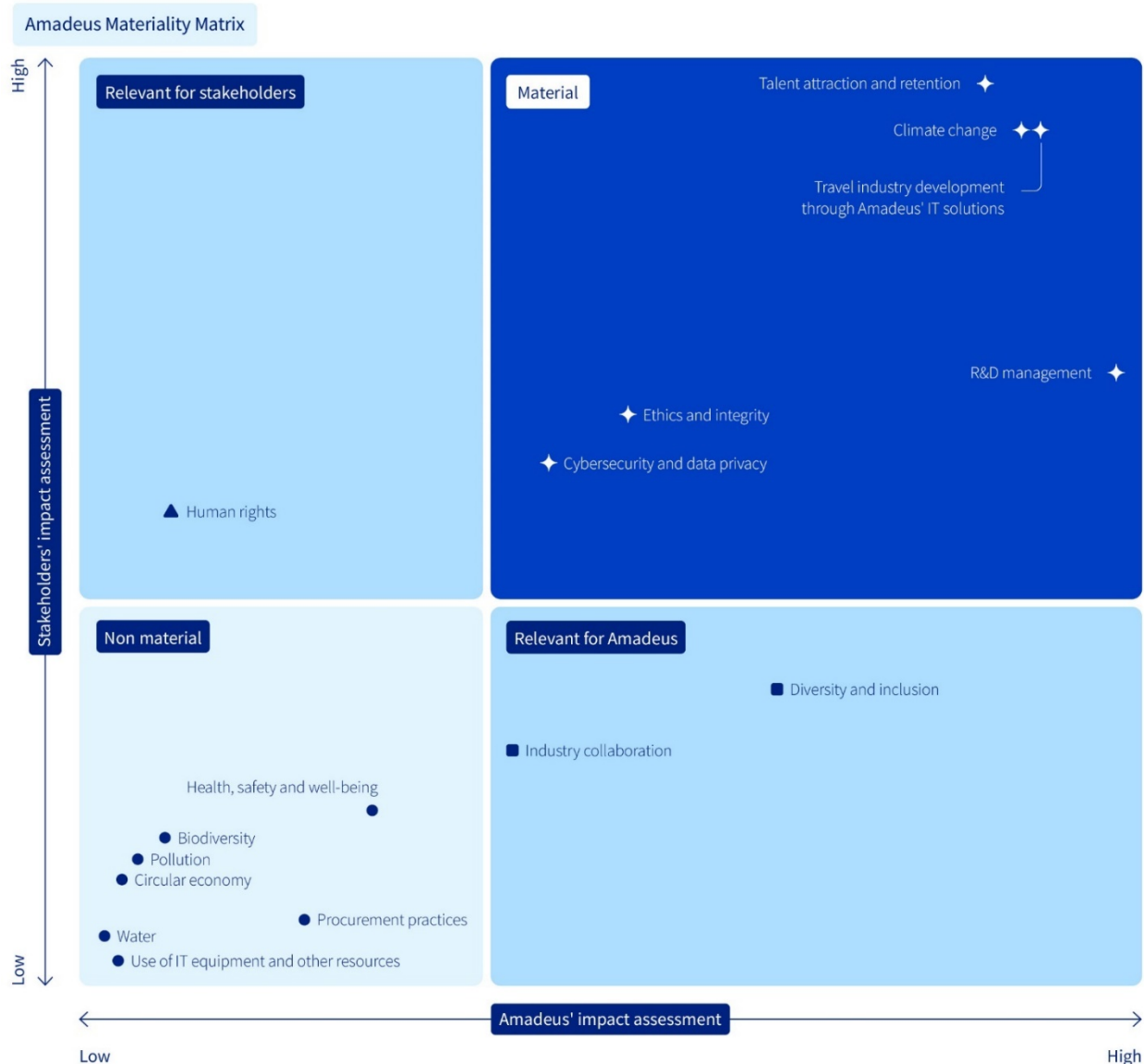
In 2022 Amadeus has updated its materiality assessment based on the double materiality principle. Nevertheless, we have only considered the impact materiality assessment in the current update and are including the financial materiality assessment in a second phase that is being carried in 2023. This materiality study was led by external consultants (Mazars).

The scope of the assessment encompasses the most representative stakeholder groups: employees and external candidates, customers, suppliers, shareholders, governments and regulatory bodies, industry associations, society and the environment.

The methodology followed is aligned with the GRI Universal Standards and with the drafts of the European Sustainability Reporting Standards (ESRS) prepared by the European Financial Reporting Advisory Group (EFRAG). The update consisted of the following phases:

1. Identification of actual and potential impacts that Amadeus has or could potentially have on its stakeholders.
2. Amadeus' impact assessment is carried out with input from members of the top management of the company and a relevant group of Amadeus staff. Amadeus ESG strategy has been also considered in this assessment.
3. Grouping the actual and potential impacts identified into specific ESG issues. These ESG issues were—later in the process—the focus of the questions asked to our stakeholders.
4. Stakeholders' impact assessment: reflecting the viewpoint that external stakeholders have on the importance of the impacts that Amadeus activities have on its stakeholders. To that end, we carried out a survey to a significant group of our suppliers and included the results of a large client survey. Analysts and investors have been also considered through the analysis of the Dow Jones Sustainability Index Corporate Sustainability Assessment and FTSE4Good.
5. Consolidation and prioritization of the results of the previous phases to create the materiality matrix. This matrix has two axes representing Amadeus' impact assessment and Stakeholders' impact assessment, and prioritizes ESG issues according to both. Material issues are defined as 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).

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



According to the 2022 ESG materiality analysis review, our customers and employees, among other stakeholders, are prioritizing how Amadeus can provide technology that contributes to the sustainability of the travel industry. Our suppliers considered cybersecurity, data privacy and R&D investment to be the most relevant issues. External and internal stakeholders are also increasingly concerned about talent attraction and retention and climate change, and have also prioritized ethics and integrity.

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 relevant either in the Amadeus or in the Stakeholders' impact assessment: diversity and inclusion, human rights and industry collaboration.

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

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 17,000 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 System¹, 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 System². 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 float³ reached 99.87% at year-end.

Amadeus invested €1,017 million (gross) in R&D in 2022. Amadeus is constantly exploring new business models that will drive our own and our customers' growth, experimenting with technologies that will make

¹ 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.

² 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.

³ This figure includes significant direct and indirect shareholders reported to the CNMV as of December 31, 2022.

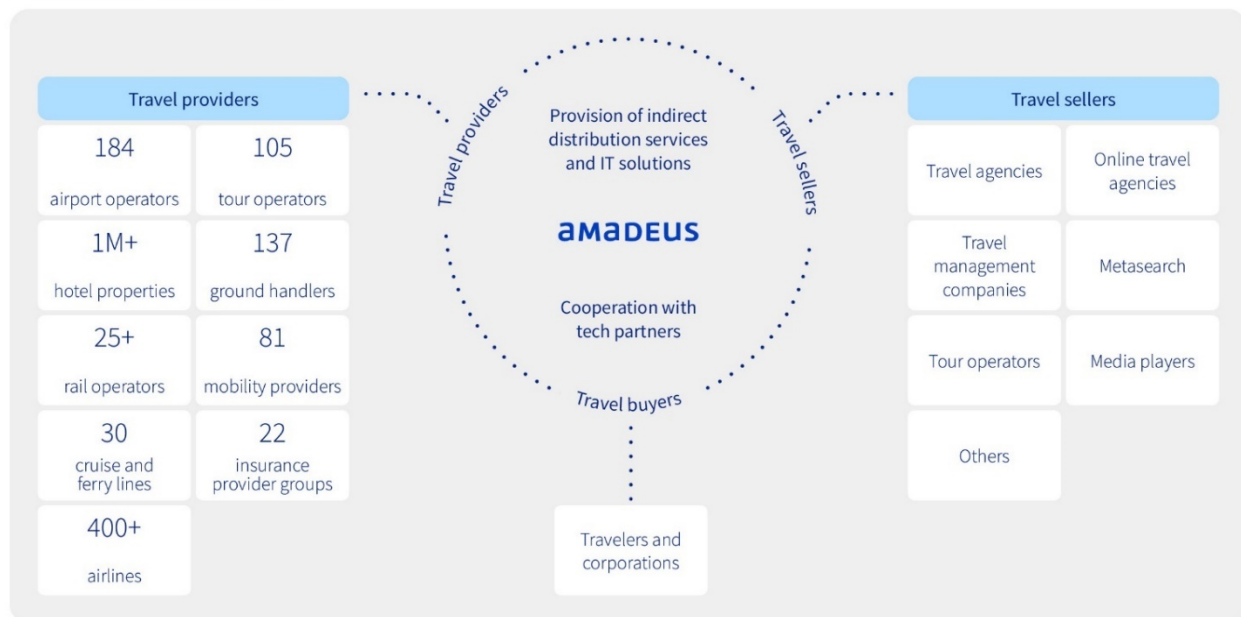
travel more rewarding and sustainable. Amadeus continues to recruit the best people in the industry – a workforce that is multi-cultural, multi-generational and multi-skilled. Amadeus investment in innovation is a strategic priority. As the travel ecosystem expands, Amadeus also continues to broaden 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.

Amadeus at the heart of travel



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

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.

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 2023, the results of all our business units will depend on the recovery of the travel industry. We expect to maintain our leadership position, both in Air Distribution and in Airline IT Solutions, while expanding our Hospitality division, thanks to our focus on R&D, our understanding of local markets and our knowledge of the travel industry.

In Air Distribution, the Amadeus Travel Platform continues to bring together travel products from different sources, including products in New Distribution Capability (NDC) format, as demonstrated by the various recent agreements with airlines such as Lufthansa Group, Finnair and Aeromexico. At Airline IT Solutions, we will work on the implementation programs of airlines such as Etihad Airways, Hawaiian Airlines and ITA Airways. We will also be working on the airlines retail transformation, together with Finnair, while continuing to improve and expand our portfolio of solutions. In the Hospitality division, we will continue to work on the implementation of the Marriot program in the Amadeus Central Reservation System, while we integrate our portfolio to become a hospitality leader that offers a wide range of innovative solutions to hotels and hotel chains of any size, anywhere in the world.

Investment in technology is a fundamental pillar of Amadeus' success. Investments in 2023 will be carefully prioritized and managed, although Amadeus will maintain R&D spending to support long-term growth in areas such as new customer rollouts, product evolutions, portfolio expansions and cross-cutting technology 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.⁴ As such, the estimated contribution from travel and tourism to the world economy compared to 2019 declined by 50% in 2020 and 40% in 2021.⁵

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 versus 2019 of 66% in 2020 and 58% in 2021.⁶

However, our industry has consistently overcome downturns throughout its history. In 2022 the industry is expected to recover strongly, with the gap in air traffic versus 2019 narrowing to 18%,⁷ and in the long term, air traffic is expected to recover annual growth rates of 3.8%.⁸

⁴ International Air Transport Association (IATA) (October 4, 2021). "[COVID-19: airline industry outlook.](#)"

⁵ World Travel & Tourism Council (WTTC) (August 2022). *Global Economic Impact & Trends 2022*.

⁶ International Air Transport Association (IATA) (June 2022). "[Global outlook for air transport: times of turbulence.](#)"

⁷ International Air Transport Association (IATA) (June 2022). "[Global outlook for air transport: times of turbulence.](#)"

⁸ Boeing (2022). *Commercial Market Outlook 2022–2041* (3.8% growth rate compared to 2019 traffic).

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

Health crises

Over the previous two years, as COVID-19 held the world in its grip, the travel industry was challenged to think creatively about how to secure the return of global travel. In 2022 prospects for the industry continued to be tied to government policies on vaccinations and travel restrictions, which played a major role in the pace and nature of travel recovery and renewal and will continue to do so. Now that confidence has returned, the industry needs to be proactive in stimulating growth and enabling resilience.

Amadeus has contributed to that since the start of the pandemic by working hand-in-hand with our customers to equip them with the tools needed to adapt to the evolving needs of travelers.

For example, the speed at which biometrics has been rolled out at airports has been greatly accelerated, resulting in smoother journeys as physical touchpoints decrease. Digitalization also enables us to integrate new health accreditation requirements easily.

Also, as a consequence of the pandemic, digital payments are seeing a massive increase in adoption. This will allow travel management companies greater visibility of travel and expense, creating a rich source of data to be harnessed in new ways. Hoteliers have invested in digital keys, allowing guests to access rooms with just an app, while smart hotel rooms will provide a better, more comfortable and more personalized guest experience.

These are all examples of changes and evolutions accelerated by COVID-19 but which have now in many cases become permanent: travelers now expect that these new tools that became more present during the pandemic to be readily available, meaning travel will not only be safer but speedier, more resilient and more efficient. The common thread with all of these trends is that technology is powering the renewal of travel—although we need to keep working on improving confidence to ensure the gains we've made aren't lost. We must become smarter as an industry to anticipate the ever-changing needs of the traveler.

Geopolitics

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

Amadeus is deeply concerned about the humanitarian crisis unfolding in Ukraine. Our teams across the business, whether in our People & Culture, Business Resilience or other business units, have been in constant contact with local employees to help as best we can. Meanwhile, our teams in the region have worked their hardest to ensure business continuity and to serve our customers despite the escalating situation. But we do emphasize that the first priority is the safety of our people and their families.

Although the conflict has had a limited direct impact on the industry,⁹ it might also have an indirect impact on global air travel. On the one hand, the travel industry has rapidly overcome previous geopolitical crises (e.g. the 1990–1991 Gulf War, the 1979 oil crisis, etc.).¹⁰ On the other, experts believe that the global economy might be at risk of fragmentation into distinct economic blocs with different ideologies, political

⁹ International Air Transport Association (IATA) (March 25, 2022). "[The impact of the war in Ukraine on the aviation industry.](#)"

¹⁰ The World Bank, data. "[Air transport, passengers carried.](#)" *International Civil Aviation Organization, Civil Aviation Statistics of the World and ICAO Staff Estimates.*

systems, standards, etc.¹¹ In 2018 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.).¹² 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. In the “Reverse Globalization” scenario, we see the reduction in air travel between the economic blocs as an important driver of lower growth.

Amadeus invests significant effort in understanding the major drivers of change that are likely to shape the future. We recurrently engage in scenario-planning exercises that help us understand the evolution of travel and trace a strategy to sustain our leadership position.^{13, 14, 15}

Economic growth

Economic growth levels correlate closely with travel industry growth over the long term, although this general relationship varies substantially over time and geographical region. Over the last 20 years, Revenue Passenger Kilometers (RPKs) have grown at a rate roughly double that of GDP.¹⁶

Before full recovery from the COVID-19 pandemic, the world has encountered a new set of complex macroeconomic challenges, including persisting and broadening inflationary pressures, the Russian invasion of Ukraine and a slowdown in China, and the International Monetary Fund (IMF) expects global economic growth of 3.2% in 2022 and 2.7% in 2023.¹⁷ In the short/midterm, macroeconomic volatility is likely to have an unbalanced economic impact on countries and citizens, and as the evolution of the crisis is likely to be uneven,^{18, 19} the relationship between GDP and travel industry growth may be different from what has been observed historically. At the same time, leisure travel has recovered earlier than business travel, and domestic travel has recovered earlier than international travel.

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. In the midterm, the IMF expects global economic growth to remain at around 3.3%.²⁰

Technological solutions can help to achieve a frictionless travel experience, contributing to a faster recovery of travel demand. Consequently, we firmly believe that Amadeus has a relevant role to play to facilitate travel recovery and resilience.

¹¹ International Monetary Fund (IMF) blog (June 2, 2022). “[A deeper look at forces fragmenting our world—and how to respond.](#)”

¹² International Civil Aviation Organization (ICAO) (August 19, 2019). “[Enhancing fair competition and safeguards for the sustainable growth of international air transport.](#)”

¹³ Amadeus Insights (June 28, 2022). “[Preparing for the future, today.](#)”

¹⁴ Amadeus Insights (October 4, 2022). “[Preparing for the future: traveling in the world of tomorrow.](#)”

¹⁵ Amadeus Insights (October 10, 2022). “[Future proofing for a renewed world of travel.](#)”

¹⁶ International Air Transport Association (IATA) (February 8, 2019). “[Air travel GDP multiplier falls sharply back to its 20-year median.](#)”

¹⁷ International Monetary Fund (IMF) (October 2022). “[World economic outlook.](#)”

¹⁸ World Bank Group (June 2022). *Global Economics Prospects.*

¹⁹ International Air Transport Association (IATA) (June 2022). “[Global outlook for air transport: times of turbulence.](#)”

²⁰ International Monetary Fund (IMF) (April 2022). “[World economic outlook.](#)”

Flexible working

The COVID-19 pandemic and related lockdowns have led to new ways of working. Flexible working models combining working from the office with working remotely, be it from home or from another location, have become the new norm, and options to work from anywhere are becoming more and more common for many businesses. These flexible work dynamics have unleashed new trends and practices, such as the “workcation” (the combination of periods of work immediately preceded or followed by vacations) or “digital nomads” (the option of spending longer periods working from another country). Many countries, such as Germany, Greece and Norway, are adapting their visa and incentive schemes as well as their infrastructures to attract nomads.

In parallel with these individual practices, distributed working has also changed team dynamics, increasing the need for regular quality and focused face-to-face time. More and more companies are implementing quarterly team camps to strengthen the bonds between people. More and more managers are taking advantage of those moments where teams are physically together to foster creativity and recover the missed human touch while working remotely and distributed. With “employee experience” being more important than ever to attract and retain talent, we expect that internal team travel programs will increase as they’re a key item to motivate teams and strengthen the sense of belonging to the company.

With the recovery from the pandemic, businesses have seen an increase in time spent at the office. However, we don’t expect pre-pandemic working models to come back. The purpose of the office has changed—it’s now a place to come together, collaborate and socialize. Spaces are prioritized for the face-to-face interactions missed when working from home or asynchronously.

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

For travel technology companies like Amadeus, the challenge is to provide efficient tools for this new world of flexible working with which business travel can be planned and booked in a seamless, collaborative and forward-looking way. Our partnership with Microsoft enables Amadeus to create such applications.

Sustainability

Concerns over sustainability in travel have risen to unprecedented levels in the last two years and it’s unlikely they’ll wane in the foreseeable future. As opposed to what happened with the financial crisis of 2008, which overshadowed any attention on sustainability, the COVID-19 pandemic and subsequent economic environment have exposed how vulnerable the travel industry was, and that we need to rebuild it in a way that is stronger, safer and more resilient. Importantly, we have also realized that all of this can’t be done without bringing sustainability to the top of the agenda.

The travel and tourism sector faces sustainability challenges such as climate change, overcrowded destinations and income inequalities. 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,²¹ and social movements like “flight-shaming” attracted attention at unprecedented speed and intensity. We expect a more specific and stricter legal framework to emerge on these and other issues, which

²¹ Air Transport Action Group (ATAG) (September 2020). [“Facts & figures.”](#)

could have a negative impact on travel volumes in the short term. The industry needs to respond with fact-based information and action.

In regard to aviation, however, the industry is determined to grow sustainably, committing to achieving net-zero carbon emissions by 2050^{22, 23, 24, 25, 26} and to working together to achieve the commitments reached at the 26th Conference of the Parties to the United Nations Framework Convention on Climate Change (“COP26”).²⁷ As such, many airlines have taken an active role in addressing this issue, via different initiatives. For example, IAG and Air France-KLM are purchasing sustainable aviation fuels (SAFs) to reduce flight carbon emissions^{28, 29} and EasyJet, American Airlines, Delta and British Airways are planning to be flying on zero carbon emission hydrogen-powered aircraft.^{30, 31, 32, 33} Beyond airlines, Booking.com has launched a platform to help travelers choose more environmentally sustainable travel options and SAP Concur has launched an app that automates measurement and reporting of carbon emissions.^{34, 35} Also, corporations like Microsoft and Ernst & Young are integrating sustainability rules and penalties into their travel policies.^{36, 37}

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. First, by raising awareness among the millions of travelers processed through our platforms about the emissions released as a consequence of their trips. This helps them make informed travel purchasing decisions, factoring in the sustainability component and facilitating further mitigation measures like carbon offsetting. At the moment, we have an agreement in place with the United Nations' International Civil Aviation Organization (ICAO) to use their carbon calculator in our distribution platforms. In addition, in 2022 Amadeus joined the Travalyst coalition, with the purpose of joining forces with other industry players so we can all provide consistent sustainability information to passengers. Second, by developing IT

²² International Air Transport Association (IATA) (October 4, 2021). [“Net-zero carbon emissions by 2050.”](#)

²³ International Civil Aviation Organization (ICAO) (October 7, 2022). [“States adopt net-zero 2050 global aspirational goal for international flight operations.”](#)

²⁴ Qantas Group (March 2022). *Qantas Group Climate Action Plan*.

²⁵ Easyjet (September 26, 2022). [“EasyJet reveals roadmap to achieve net-zero by 2050.”](#)

²⁶ Ryanair (March 21, 2022). [“Ryanair aims to become carbon neutral by 2050.”](#)

²⁷ International Air Transport Association (IATA) (November 12, 2021). [“International aviation climate ambition reflects airlines' net-zero goal.”](#)

²⁸ Inceptivemind (August 24, 2022). [“IAG signs agreement with Aemetis for sustainable aviation fuel supply.”](#)

²⁹ Neste (October 25, 2022). [“Neste to supply the Air France-KLM Group with more than 1 million tons of Sustainable Aviation Fuel.”](#)

³⁰ The Guardian (September 26, 2022). [“EasyJet to stop offsetting CO2 emissions from December—airline unveils ‘roadmap to net zero’ strategy focusing on sustainable fuel and more efficient planes.”](#)

³¹ Simple Flying (October 10, 2022). [“American Airlines eyes net-zero fuels with Universal Hydrogen investment.”](#)

³² Simple Flying (March 18, 2022). [“Delta Air Lines partners with Airbus seeking hydrogen flight.”](#)

³³ Hospitality ON (March 17, 2022). [“British Airways partners ZeroAvia on hydrogen-powered aircraft project.”](#)

³⁴ Skift (October 24, 2022). [“Booking.com to add emissions info to bookings through new partnership.”](#)

³⁵ Business Travel News (BNT) Europe (June 17, 2022). [“SAP Concur launches climate app.”](#)

³⁶ Skift (March 14, 2022). [“Microsoft discourages corporate travel by raising own carbon fee 600 percent.”](#)

³⁷ WiT (April 13, 2022). [“No shorthaul if there is rail, no day trips and limits on number of staff in one event.”](#)

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 optimize aircraft trim (among other things), delivering as a consequence the reduction of fuel used and emissions released.

Taking sustainability seriously implies that all travel industry stakeholders need to work collaboratively in ways we haven't done in the past, including travel providers, travel sellers, technology companies, industry associations, regulatory bodies and travelers.

In addition to this necessary collaborative approach, we believe technology is going to be a key facilitator for a more sustainable travel industry.

2.4 Headcount information

Amadeus total workforce as of 31 December 2022 was 17,795 FTEs (Full-Time Equivalent³⁸). In terms of Amadeus headcount, the total was 17,252 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 occur across the year, we use average FTEs in the year (16,948).

December 31, 2022

FTEs (internal + external) as of 31 December 2022	17,795
Headcount 2022	17,252
Average FTEs (internal + external) 2022	16,948

³⁸ Full-Time Equivalent (FTE) is the number of headcount converted to a full-time basis, e.g. an employee working part-time covering 80% of a full-time schedule is considered 0.8 FTE.

3. Corporate governance and risk management

Throughout 2022 we've continued to foster effective coordination of assurance activities across Amadeus, leveraging our "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, Business Resilience and IT Controls Governance, Corporate Information Security Office, Data Privacy, Legal, Group Internal Control, People & Culture. These functions can also have 1st Line roles, and provide direction and 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 our own staff. Amadeus employees adhere to the ethical standards set forth in the Amadeus Code of Ethics and Business Conduct and related policies. We don't 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 add value to our business and ensure the company is governed by 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 Speak Up Policy encourages employees to report any breach of the Code of Ethics and Business Conduct and other corporate policies. During 2022 no significant breaches of the Code of Ethics and Business Conduct were reported. 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 relatively low on our Corporate Risk Map, we have a series of mitigating and monitoring actions to manage them, both internally and with our suppliers 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.

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, Business Resilience, IT Controls Governance and Assurance, Corporate Compliance, Corporate Security, Group Privacy, Corporate Legal, Corporate Finance and People & Culture.

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 could affect the reliability and sustainability of the company, in alignment with the interests of our shareholders, customers, employees and other stakeholders. To this end, Amadeus' management has endorsed a Risk Management Framework to identify the main risks faced by the Group, the effective controls to mitigate them, and information systems for their periodic monitoring. We've developed this framework based on the principles set out in the COSO II and ISO 31000 risk management frameworks as well as best practice to ensure that risks are identified, analyzed, evaluated, managed, controlled and monitored in a systematic way and within the tolerable 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, working together with every risk owner of the relevant business units or projects and any others responsible for managing risks. 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,³⁹ many of them emanating from current economic, societal, territorial, environmental and technological tensions.

We also reflect in the Corporate Risk Map emerging risks, defined as either new risks or familiar risks that are in a new or unfamiliar context, that are difficult to identify and whose implications are difficult to assess and quantify. These are risks that could prevent Amadeus from achieving its 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. They may be risks that affect Amadeus specifically or global risks that impact an economic activity in general.

For example, with respect to public health risks, although the travel sector is recovering, the industry is being impacted by structural changes such as heavier regulations, security requirements, travel restrictions, long

³⁹ World Economic Forum (2022). Global Risks Report 2022, 17th Edition

quarantines (China "COVID-Zero" policy), government controls and other macroeconomic risks adding more friction to travel. To mitigate this risk, Amadeus is constantly monitoring travel volumes, traveler behavior and forecasts from the International Air Transport Association (IATA). Amadeus is also developing recovery scenarios based on the latest industry forecasts and our own figures.

Cyber risk is another area of concern and one that continues to increase, as a result of rapid digitalization, remote working, new emerging technologies and an ever-expanding attack surface enabling a more dangerous and diverse range of cybercrimes. Climate change has become one of the most pressing global risks.

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 macroeconomic and geopolitical tensions or to trends in travel and tourism in the context of a slow recovery or increasing competition
- Operational risks derived from IT service failures, cybersecurity breaches or cloud migration
- Other operational risks that could affect the efficiency of business processes and services
- People risks, 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 potential breaches of regulations

After identification and evaluation of major risks, risk owners assigned to each risk propose a specific response to identify or add new mitigation controls. 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, the IT Controls Governance and Assurance team has the mission of enabling Amadeus, as an organization, to be confident that its business processes, systems, data and technology management procedures are operating effectively within a well-controlled environment while ensuring compliance with relevant IT industry standards and regulatory requirements. This is achieved through the issuance of independent attestation reports called System and Organization Controls (SOC 1 and SOC 2), which cover the services provided by Amadeus across key areas such as IT general controls, security, confidentiality, availability and privacy.

Amadeus also focuses on ensuring compliance with data privacy regulations, including the EU's General Data Protection Regulation (GDPR), as well as other existing certification standards such as PCI DSS (credit cards) 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. This consists of providing the Amadeus' organization with the mechanisms and tools to anticipate, prepare for, respond to and adapt to any event that could adversely impact our people, systems and infrastructure and manage any disruption to minimize the potential impact.

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, including 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
 - The outcomes and recency of different assurance activities carried over time

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 2022⁴⁰ represented more than 40% 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 control, 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 periodic independent evaluations 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.

⁴⁰ 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 Conduct⁴¹ 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 Policy⁴² 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.

⁴¹ <https://corporate.amadeus.com/documents/en/corporate-sustainability/report/amadeus-code-of-ethics-and-business-conduct.pdf>

⁴² <https://corporate.amadeus.com/documents/en/corporate-sustainability/report/amadeus-abc-policy.pdf>

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. Since 2021, 88% of Amadeus internal and external employees have taken this Corporate Compliance e-learning module.

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 environmental sustainability strategy 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.

The 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.

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.

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 69% 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 69% of our employees and indirectly for the remaining 31%. 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.

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 PUE⁴³ from 1.39 to 1.30 in 2022.

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 2022 we have reduced our CO₂ emissions company-wide (Scope 2) by 75% if we compare with 2018, making a significant step toward our carbon neutrality by 2025 and net zero by 2050 commitments, in alignment with the objectives of the Paris Climate Change agreement.

5.2 Detailed information on environmental matters

Pollution

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.

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

⁴³ 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.

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. In sites like London or Madrid we incentivize through small discounts

Sustainable use of resources

We focus on making an efficient and responsible use of natural resources like water, paper and fuel.

Energy, natural gas and diesel

Electricity is the principal type of energy we use in our operations and 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 increased drastically in 2021 due to the safety measures implemented against COVID-19, which didn't allow to recirculate air, therefore impacting our Scope 1 emissions. In 2022 we have significantly reduced natural gas consumption due to the reduction of office space and other efficiency measures.

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 alternate lights for workstation area in our Bangalore offices
- 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

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 30.1% over the total. The percentage of total renewable for our Data Center and total Amadeus sites worldwide is 72.4% which corresponds to 76,485.91 MWh (275,349 GJ).

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 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. In 2022, we have also reduced the duration of our smart lighting system: the passive infrared sensors -triggering the lighting when they detect movement in the area- have been reduced from 30 minutes to 15 in the open office areas and to 10 in the meeting rooms to reduce energy consumption.

Office buildings

Some of the measures implemented include:

- Adapting room temperature to weather seasons
- 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

Water

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. 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.
- Installing waterless urinals in our London offices with an estimated annual water saving of over 2,100m³.

Paper consumption

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

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 (WTTTC) to fight against the illegal trade of wildlife and supported the implementation of a corporate illegal wildlife trade policy.

To continue with our commitment to the United Nations Decade on Ecosystem Restoration, Amadeus partnered with Plastic Bank in 2022 to fund the collection of over 100,000 kilograms of plastic from coastal areas to stop ocean plastic.

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.

5.3 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.⁴⁴

We have prepared this section following TCFD recommendations and guidance, hence structuring it in four areas for a comprehensive disclosure of climate-related risks and opportunities: governance, strategy, risk management, and metrics and objectives.

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.

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.

⁴⁴ According to best practices, the following sections are reported according to the Recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD)

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 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.

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.

Amadeus strategy on climate change has progressively evolved in recent years to become more ambitious:

- In 2017 we signed the UN Climate Neutral Pledge. Amadeus 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 United Nations Framework Convention on Climate Change (UNFCCC) 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 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 215 tons in 2022 compared with 2021.
- In 2022 Amadeus formally committed to the Science Based Target initiative (SBTi). We are working on the revision and submission of our carbon emissions reduction targets, including net zero, to be validated by SBTi within two years. This also involves a comprehensive inventory of Scope 3 emissions.
- In line with the objectives of the Paris Agreement on Climate Change, we have the long-term objective of net zero by 2050. In a shorter term, Amadeus has committed to achieve carbon neutrality by 2025.

On the other hand, Amadeus invested €1,017 million in R&D in 2022. We develop IT solutions that improve the operational and environmental efficiency of our customers, which can help airlines and other customers to reduce their CO₂ emissions and meet their own Scope 1 targets.

For Amadeus, climate change-related 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:

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	
Transition risks	
Regulatory risks - carbon reporting related regulations	Increasingly, new regulations are being approved, involving mandatory reporting on climate change.
Regulatory risks - 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

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.

The analysis carried by Amadeus' Sustainability team is based on scenarios RCP2.6, RCP4.5 and RCP6 of the IPCC⁴⁵. 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.

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

⁴⁵ The Intergovernmental Panel on Climate Change establishes various scenarios of Representative Concentration Pathways (RCP) of greenhouse gases in the atmosphere. RCP4.5 and RCP6 correspond scenarios of moderate growth of greenhouse gas concentrations in the atmosphere during the next 20 years, while RCP2.6 aims to limit the increase of global mean temperature to 2°C.

Climate change-related risk	Management	Assessment
Transition risks		
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.	Probability: Low
	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.	Impact: Moderate
Regulatory risks - regulations imposing charges and/or emission reductions	Due to the geographical diversification of Amadeus business, this risk could have a limited effect.	Probability: Medium
	Amadeus maintains close relationships with regulatory bodies in the EU and US and remains alert to relevant changes.	Impact: Minor
Reputational risks	Companies are expected to comply with all industry environmental standards and monitor its environmental performance.	Probability: Low
	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.	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
Market risks	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
	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.	Impact: Moderate

Metrics and objectives

We follow the Greenhouse Gas Protocol (GHGP)⁴⁶ to manage and report our CO₂ emissions. In section 5.4 *Tables related to environmental sustainability* we disclose GHG emissions in tons CO₂ equivalent, broken down into Scope 1, 2 and 3.

- In Scope 1, we include emissions from natural gas and diesel.

⁴⁶ 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 2, we include emissions linked to the use of electricity⁴⁷ at our office buildings worldwide and at the Data Center.
- In Scope 3, we include emissions from air business travel, purchased cloud services and paper consumption.

The emissions from corporate air travel are reported through our corporate tool Cytric, using the International Civil Aviation Organization (ICAO) Carbon Emissions Calculator. The scope of measurement of emissions from air business travel in 2022 covers over 90% of our total workforce, an increase from the 65% coverage in 2021.

As we progress in our move to the cloud, Scope 3 emissions from purchased services related to cloud are becoming more relevant to us, hence we are including emissions from purchased cloud services in our Scope 3 for the first time in 2022.

The Scope 3 emissions reported for 2022 in the dedicated table in section 5.4 have significantly increased compared to previous years due to the changes in the coverage.

In 2022 Amadeus formally committed to the Science Based Target initiative (SBTi). As we work toward setting and validating our carbon emissions reduction targets with SBTi, we are reviewing our emissions inventory in accordance with the Greenhouse Gas Protocol and intend to gain further visibility on our Scope 3 emissions and report consequently.

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.

⁴⁷ 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).

5.4 Tables related to environmental sustainability

Energy consumption ⁽¹⁾

	2022	2021	2020
Electricity consumption Amadeus sites* (GJ)	149,844	158,377	168,761
Number of employees	16,948	16,042	17,593
Electricity consumption per employee* (GJ)	8.84	9.87	9.59
Electricity consumption Amadeus data center (GJ)	230,317	221,446	228,611
Number of transactions processed at the data center (millions)	1,341.1	737.2	472.9
Electricity required per one million transactions (GJ)	171.7	300.4	483.4
Total electricity consumption top Amadeus sites and data center (GJ)	380,161	379,823	397,372
Natural gas (GJ)	26,211	33,760	22,234
Diesel oil (GJ)	3,282	2,769	3,076
Total energy consumption top Amadeus sites and data center (GJ)	409,654	416,352	422,683

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 (internal and external) 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)	93,576	5,951	56,815	8,936	2,857	89,583	257,717
Data Center***	0	0	0	0	0	230,317	230,317

*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 2022 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: 201,120; Fuel Oil: 5,064; Natural Gas: 92,520; Biofuel: 46,146; Waste: 12,673; Other: 100,013; Total: 466,536.

CO₂ emissions ⁽¹⁾

	2022	2021	2020
Scope 1. Direct emissions (fossil fuels)	1,600	1,961	1,380
Scope 2. Indirect emissions from purchased electricity	11,552	11,767	13,688
Scope 3. Indirect emissions from other sources**	9,240	366	2,886
CO ₂ emissions (Scopes 1 and 2) per employee	0.79	0.86	0.86
Carbon offset***	11,460	581	-
Natural gas (m ³)	682,375	878,897	578,834
Diesel oil (L)	85,002	71,707	79,675

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. All figures in t of CO₂ unless otherwise indicated.

** The coverage of our Scope 3 reporting has been increased over time, as explained below. We are currently reviewing our scope 3 emissions and intend to expand to other categories following the Greenhouse Gas Protocol (GHGP).

- Business air travel (category 6 of GHGP): in 2020 we covered emissions from air travel from 12 of our main sites; in 2021 it covered 13 of our main sites; in 2022 we have significantly increased the coverage and are considering business air travel from over 90% of Amadeus FTEs worldwide
- Paper purchased (category 1 of GHGP): we report emissions from the total Amadeus paper used, estimated from the 14 sites included in the direct reporting of the EMS
- Purchased cloud services (category 1 of GHGP): in 2022 we have included emissions from the use of cloud services.

The significant increase in Scope 3 emissions is mainly due to the expansion of business air travel coverage and addition of cloud services emissions in 2022, and the fact that there was very limited business travel in 2021 while we recovered activity in 2022.

*** In 2021 we offset 581 t of CO₂, to compensate the increase in our Scope 1 in 2021 compared to 2020. In 2022 we offset emissions from business air travel (8,389 t of CO₂, Scope 3) and the proportion of our combined Scopes 1&2 (3,071 t of CO₂) required to meet our commitment on carbon neutrality by 2025 progressively, with the baseline year of 2021.

Paper consumption ⁽¹⁾

	2022	2021	2020
Paper consumption (kg)	18,307	14,440	22,307
Number of employees	16,948	16,042	17,593
Paper consumption per employee (A4 sheets per working day)	0.98	0.82	1.15

The increase in paper consumption in 2022 compared to the previous year is mainly due to the partial closure of offices in 2021 because of COVID-19 protocols and the increase in employee attendance to our offices in 2022.

Water consumption and waste generation ⁽¹⁾

	2022	2021	2020
Water consumption (m ³)	149,269	130,707	152,105
Total estimated waste (kg)*	241,444	164,644	184,034

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 comparability purposes, the figures for waste do not include obsolete equipment or hazardous waste. Total obsolete equipment in 2022 was 6,395 kg and total hazardous waste was 8,946 kg. The percentage of obsolete equipment and hazardous waste that was sent for recycling in 2022 was 88% and 100%, respectively. For non-hazardous waste, 93% is the estimated average percentage of waste that was sent for recycling in the sites included in our direct reporting.

The increase in waste generated and water consumption in 2022 compared to the previous year is mainly due to the partial closure of offices in 2021 because of COVID-19 protocols and the increase in employee attendance to our offices in 2022.

6. Amadeus workforce

6.1 Employment

Amadeus' people are our greatest competitive advantage, and they're critical to the success of our strategy. Our people are crucial for Amadeus to deliver on our critical mission and extraordinary purpose of bringing the world closer together. The role of our People & Culture team is to make sure that we recruit and retain the best talent so we can deliver the best to our customers.

Our goal is to build a caring and inclusive culture in which diversity of perspective and background is valued. We provide an environment that appreciates each individual and gives them the best possible opportunity to have a productive, stimulating and enjoyable career, at equal terms.

We aim to embrace and celebrate difference, ensuring all of our employees feel valued for who they are and the contribution they make. Our workforce is spread across 100+ offices around the globe, and 45% of our teams have members in more than one country. We encourage and support international mobility: more than 1,100 employees have moved countries to assume new roles and responsibilities through international assignments.

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

Total number of employees

Total workforce by main countries*

	2022	2021
France	4,284	4,043
India	2,876	2,475
United States	2,165	2,086
Spain	1,506	1,360
Germany	1,259	1,307
Philippines	646	580
United Kingdom	579	493
Australia	392	373
Colombia	314	192
Bulgaria	304	248
Thailand	300	310
Turkey	279	239
Singapore	245	246
Costa Rica	215	191
Poland	209	163
United Arab Emirates	138	115
Other	1,541	1,515
Total	17,252	15,936

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

Employees diversity by employment type and contract

2022*

	Permanent	Temporary	Total
Full-time	16,228	257	16,485
Part-time	764	3	767

* The information provided refers to the number of contracts at 31/12/2022, for all employees in controlled companies.

2021*

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

* The information provided refers to the number of contracts at 31/12/2021, for all employees in controlled companies.

Gender diversity by employment type and contract

2022*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
Male	9,764	186	9,950	119	3	122
Female	5,816	557	6,373	100	1	101

* The information provided refers to the average number of contracts for 2022, for all employees in controlled companies.

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

* The information provided refers to the average number of contracts for 2021, for all employees in controlled companies.

Age diversity by employment type and contract

2022*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
<30	2,529	10	2,539	138	1	139
30-50	10,064	478	10,542	71	2	73
>50	2,987	256	3,243	11	1	12

* The information provided refers to the average number of contracts for 2022, for all employees in controlled companies.

The increase in temporary contracts, particularly in the age range <30, in 2022 compared to 2021 is mainly due to a change in classification of employees in France; in 2022 trainees has been included as temporary employees, while they were excluded in previous years.

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

* The information provided refers to the average number of contracts for 2021, for all employees in controlled companies.

Professional category (Corporate Level) by employment type and contract

2022*

	Permanent			Temporary		
	Full-time	Part-time	Total	Full-time	Part-time	Total
VPs and directors	205	3	209	2	0	2
Senior Managers and Managers	5,112	236	5,348	10	1	11
Staff	10,262	505	10,767	209	2	211

*The information provided refers to the average number of contracts for 2022, for all employees in controlled companies.

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

*The information provided refers to the average number of contracts for 2021, for all employees in controlled companies.

Gender diversity by professional category (Corporate level)

2022*

	VPs and directors	Senior managers and managers	Staff	Total
By age range				
<30	0	35	2,860	2,895
30-50	79	3,903	6,980	10,962
>50	138	1,648	1,609	3,395
By gender				
Male	171	3,674	6,687	10,532
Female	46	1,912	4,762	6,720

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

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	9,758
Female	44	1,707	4,427	6,178

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

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

2022*

	Staff	Senior managers and managers	VPs and directors	Grand Total
<30	103	0	0	103
Male	66	0	0	66
Female	37	0	0	37
Between 30 and 50 years old	136	36	1	173
Male	85	20	1	106
Female	51	16	0	67
>50	79	44	5	128
Male	41	32	4	77
Female	38	12	1	51

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

2021*

	Staff	Senior managers and managers	VPs and directors	Grand Total
<30	93	0	0	93
Male	62	0	0	62
Female	31	0	0	31
Between 30 and 50 years old	351	63	1	415
Male	193	47	1	241
Female	158	16	0	174
>50	215	53	5	273
Male	115	40	4	159
Female	100	13	1	114

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

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

Average remuneration by gender:

Average Compensation (euros)

	2022	2021
Female	59,708	49,900
Male	70,815	59,158

Average remuneration by age:

Average Compensation (euros)

	2022	2021
<30 years	31,541	25,938
30-50 years	65,676	55,087
>50 years	103,939	84,745

Average remuneration by level:

Average Compensation (euros)

	2022	2021
Executive Level	298,748	228,543
Management Level	133,203	109,760
Non-management Level	56,654	47,899

Average remuneration shown above refers to total target compensation (base salary, target annual bonus and target long-term incentive). Typically, each level is made up of a number of different positions with different salaries ranges.

Variations between 2022 and 2021 are strongly impacted by the exchange rate evolution (particularly against the US\$), the difference in workforce composition and the general increase rates resulting from the salary review as applied to the general workforce.

Salary gap

Gender Pay Gap (Average Compensation)

The 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:

Gender Pay Gap of Average Compensation

	2022	2021
Executive Level	13.4%	10.8%
Management Level	7.9%	5.7%
Non-management Level	9.8%	9.9%
Total (weighted average)	9.7%	9.6%

The evolution in the Gender Pay Gap of the Average Compensation in the Executive level is explained by the retirement of various female executives and the prevalence of men in the higher positions within this level.

The evolution in the Gender Pay Gap of the Average Compensation in Management and Non-Management levels is explained by the prevalence of men in higher and more senior positions within each level and a higher proportion of men in the highest paid countries, as for example the United States of America.

Gender Pay Gap (Median Compensation)

The 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:

Gender Pay Gap of Median Compensation

	2022	2021
Executive Level	8.6%	11.5%
Management Level	9.6%	7.3%
Non-management Level	9.6%	9.1%
Total (weighted average)	9.6%	9.0%

The evolution in the Gender Pay Gap of the Median Compensation is driven by the same factors applicable to the Gender Pay Gap of the Average Compensation.

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 gender Average Compensation (euros)

	2022		2021	
	Female	Male	Female	Male
Board of Directors				
External Directors ⁽¹⁾	108,466	111,236	95,337	112,108
Executive Director		2,882,092		3,447,677
Executives ⁽²⁾	240,635	279,417	228,162	256,432

- (1) 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.
- (2) 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). Average remuneration shown above refers to total paid compensation during the correspondent year broken down by gender (base salary, annual bonus and long-term incentive).

Gender Pay Gap - Amadeus approach and future course of action

Amadeus follows all local equal pay legislation and reporting in the countries where we operate, but in 2022 we decided to take a group common approach. A working group was set up of Group Rewards, Group Diversity & Inclusion and Group People Analytics, with the purpose to arrive at a common pay gap analytics framework during 2023 and identify measures needed to be taken to correct eventual pay inequity and identify the action needed towards improved gender parity in tech jobs and in management roles, something that is known to positively influence the structural (unweighted/unadjusted) pay gap.

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.

Diversity and Inclusion, 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, gender identity, gender expression 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 in the communities where we operate. The key diversity dimensions we focused on were gender equality, LGBTQIA+ and people with disabilities.

Our largest site, in Nice, has the lead on inclusion of people with disabilities, hosting disability awareness training sessions and other activities on how to provide more accessible workplaces for disabled employees. We constantly review accessibility to our sites, equipment is available, and offer diversity awareness training for managers. In addition, Amadeus SAS in France engages actively with schools, universities and job fairs to promote the hiring of people with disabilities.

Employees with disabilities*

	2022	2021
	210	214

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

Work-life balance and absenteeism

At Amadeus, we understand that work-life balance contributes to a healthy and productive work environment. It leads to lower absenteeism (including fewer sick leaves) and reduced staff turnover and recruitment costs, but it also reduces stress levels and generates greater employee loyalty, commitment and motivation. Companies that promote work-life balance facilitate sharing parental responsibilities, becoming a more attractive workplace for parents and care-givers.

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

Adding to existing remote working options, during 2022 we finalized the implementation of our permanent hybrid working model. Our goal is to balance business needs with flexibility for each employee to work at their best—giving employees more options to combine Working From Home (WFH) with Working From the Office (WFO). Flexibility is a must both for employees and for the company. In 2022, we launched a Global Workation policy, allowing our employees to work from anywhere up to 4 weeks per year, for example working from their hometown or country and closer to their families.

Technology plays a key role as the enabler of a hybrid setup and for employees to stay connected. This means new sets of equipment, guidelines and support based on concepts of flexibility, collaboration, unassigned desks,

diverse space types and multiple ways of working. We are permanently assessing and testing new tools optimizing the way we work individually and collectively, both at home and in the office.

In this new model, the office becomes the place for socialization and collaboration, including a wider variety of settings as the proportion of space allocated to individual work is reduced. Space allocated to other settings varies according to the needs of the different communities.

Number of absenteeism hours

	2022	2021
Male	173,254	186,293
Female	217,386	238,008
Total	390,641	424,301

*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, aiming to remove any identified risks to the health, safety and welfare of employees, contractors, authorized visitors, and anyone else who might be affected by our operations. Our corporate health and safety policy sets out this commitment and provides the basic guidelines for all companies within the Amadeus group to deploy it, taking local needs and particularities into consideration.

Injuries per type

	Female 2022	Female 2021	Male 2022	Male 2021
Neck or back	3	0	0	4
Bone	0	0	0	1
Soft Tissue	0	0	0	3
Burns	1	2	0	3
RMI	0	0	0	0
Other	15	8	5	9
Total	19	10	5	20

	Female 2022	Female 2021	Male 2022	Male 2021
Total Injuries	19	10	5	20
Total Occupational Disease	0	0	0	1
Injury Rate*	1.56	0.83	0.31	1.03
Occupational Disease Rate**	0.00	0.00	0.00	0.00
Lost Day Rate***	0.26	0.16	0.07	0.55

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: a weekly internal newsletter; an internal social network; regular town halls and staff briefings with our leaders; and two annual global events, "Amadeus Live", which nearly 7,000 of our employees watched in 2022. 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.

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	2022	2021
France	100%	100%
United States	0	0
India	0	0
Germany	67%	68%
Spain	100%	100%
United Kingdom	0	75%
Philippines	0	0%
Australia	67%	68%
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	29%	46%
Total	43%	46%

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

An overall population of 43% 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

At Amadeus, we support the growth of our people with relevant and state-of-the-art learning and development opportunities. Learning at Amadeus happens all the time and in many ways: on the job, through formal learning activities and a variety of tools and through day-to-day interactions with colleagues. Our people can also take advantage of several learning platforms such as LinkedIn Learning and Pluralsight. We also encourage mobility

and exposure: we want our people to assume different roles, take on new challenges and seek greater depth within their expertise. Most of our people have worked in at least two departments or functions.

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

	Male 2022	Male 2021	Female 2022	Female 2021	Total 2022	Total 2021
SVPs, EVPs and VPs	91.01	114.80	12.44	16.20	103.45	131.00
Directors	1,680.77	1,009.43	333.38	361.10	2,014.15	1,370.53
Associate directors	2,439.10	2,072.88	559.81	751.98	2,998.91	2,824.86
Senior managers	9,651.86	9,216.67	5,108.73	10,493.61	14,760.59	19,710.28
Managers	39,862.62	38,584.46	17,794.93	18,817.96	57,657.55	57,402.42
Staff	113,997.67	112,934.02	69,306.14	68,242.84	183,303.81	181,176.86
	167,723.04	163,932.26	93,115.43	98,683.69	260,838.47	262,615.95

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

Average number of trainings

Employee category

	Male 2022	Male 2021	Female 2022	Female 2021	Total 2022	Total 2021
SVPs, EVPs and VPs	3.03	5.22	2.49	8.10	2.96	5.46
Directors	11.75	7.16	7.41	8.81	10.71	7.53
Associate directors	11.40	10.06	7.18	11.57	10.27	10.42
Senior managers	11.12	11.34	12.52	29.56	11.57	16.88
Managers	14.25	15.46	12.10	13.96	13.51	14.94
Staff	14.90	15.84	13.26	14.13	14.24	15.15

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

6.5 Accessibility

For Amadeus, developing an accessible workplace is an imperative to help expand workplace diversity, and ultimately improve the hiring and retention of employees with disabilities. Therefore, in sites like Madrid and Nice, we develop individualized accessibility actions for each employee with disabilities, providing the required tools and support for their daily activities. Amadeus US operations comply to the Americans with Disabilities Act, where we continuously handle accommodation requests due to disabilities for employees and applicants. With the status as a US Government contractor, Amadeus is required to work with local organizations that support people with disabilities and share our job openings with them. A third party has been contracted to mirror all Amadeus public US job postings and automatically posts them to specialized organizations for people with disabilities.

In accordance with the Americans 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, gender expression, gender identity 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 equality, female leadership, LGBTIA+ 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 various sponsorships. Amadeus is proud to be one of the first 150 companies to sign the UN Standards of Conduct for Business for tackling discrimination against Lesbian, Gay, Bi, Trans, & Intersex people in 2018. Amadeus was also one of the founders to create REDI (Red Empresarial por la Diversidad y la Inclusion LGBTI) to promote best practices in the workplace for LGBTI diversity and inclusion and retains board representation since then. Our LGBTI employee resource group, Amadeus Proud having chapters in most large locations, including the headquarters in Madrid, opened a new chapter in North America in 2022, increasing visibility and expanding the LGBTI and Ally network. Several LGBTQIA+ events were conducted in our office in Bangalore, India.

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.

Amadeus strives toward a family friendly workplace, offering parental leave to both mothers and fathers and/or secondary care-givers per local legislation and in most countries additional monetary supplements set by the local collective bargaining agreement or similar. Amadeus provides both mothers and fathers and/or secondary care-givers with the opportunity to take parental leave, per local legislation, as well as absence to take care of a child. Amadeus also complies to all local legislation when it comes to caregiver leave, for example towards close relatives.

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, to the Ethics Committee, or they may also report this through the Amadeus Speak-Up reporting tool. In 2022 we have not received any complaints related to Human Rights violations.

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.

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.

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.

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.

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.

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.

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/they 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 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 categories protected by law, such as gender, age, sexual orientation etc. and we have a zero-tolerance policy to discrimination.

Escalation Procedure

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 an annual risk assessment of Human Rights in a selected number of countries, always covering a sufficiently representative percentage, 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 socioeconomic 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 socioeconomic 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 supporting our industry and our communities to enable the faster recovery of the global economy. We've consolidated three 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

_ Empowering Communities, fostering employee engagement to strengthen local communities and help them protect their natural and cultural heritage

To increase our positive impact, we promote a collaborative approach to CSR. Amadeus occupies a unique position in the industry and partners with customers, intergovernmental/nonprofit organizations, educational institutions, and public and private sector leaders to amplify the multiplier effect of our CSR projects.

We also play an active role in networks such as the United Nations Global Compact, Business for Societal Impact (B4SI), Fundación SERES and the Global Travel and Tourism Partnership (GTPP).

In 2022 CSR activities were rolled out in 71 sites (45 countries), where over 85% 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 2022 we have focused on SDGs 1, 3, 4, 8, 10, 11, 13, 15, and 17.

Social Innovation Powers Good

This program promotes purpose- and impact-driven innovation. In 2022 we worked jointly with Amadeus stakeholders to support the ideation and development of new solutions addressing the social and environmental challenges of travel and tourism, and to meet the UN's Sustainable Development Goals (SDGs).

Our social innovation efforts continued to focus on the protection of travelers' health, safety and well-being. We also helped the travel industry and our communities become more resilient by promoting the generation of ideas and the development of solutions for a more inclusive and sustainable travel ecosystem.

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. 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 continued to support their local environments and communities through volunteering, fundraising and active citizenship initiatives.

Amadeus IT Group spent in 2022 a total of €1,057,367 in terms of contribution to non-profit organizations.

Contribution to non-profit organizations (euros)

	2022	2021
	1,057,367	170,130

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 17,000 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 _ 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 non-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

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. Amadeus has not performed audits to vendors in 2022.

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

- 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

The 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 the vendor is meeting Amadeus' requirements in order to be able to work with us and does not guarantee that a contractual relationship will be established with the vendor for the provision of services.

In 2021 the Corporate Compliance and Purchasing teams 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.

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.

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 61% 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.

Supervision systems and audits, and their results

The 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, non-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.

This process is effective in most Amadeus entities, covering more than 90% of our relationship with vendors (vendors that represent 45% of our turnover have signed our CEBC for Vendors).

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 called 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.

We continue to enrich our Voice of the Customer practices to proactively capture, process and react to the customer feedback.

In 2022 we continued our focus on analyzing data, qualitative feedback, and trends to understand changing customer behavior and expectations, especially post pandemic. The insights were bolstered by leveraging analytic 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.

We sent out our yearly relationship survey to all our customers (covering 100% revenue) and organized in-depth interviews with our key customers. These activities helped us stay connected with the day-to-day challenges of our industry. Our survey this year, was customized for C level and non-C level customers, to be able to ask appropriate questions according to the Customer profile. We also optimized the length of the survey to around 5 mins, to make it easier for the respondents to answer.

We received a total of 19,486 responses to our relationship survey and we recorded an NPS of +52.1. This score is a steady increase from the last recorded NPS of +38.5. Also, 84% of these customers confirmed to be satisfied with their relationship with Amadeus.

This is a proof of the hard work put in by all our customer facing teams, to ensure that customers are at the center of what we do.

Customers have acknowledged and appreciated the way we have supported them during and after the crisis which is reflected in the high NPS score.

We've also incorporated more transactional-based surveys to capture instant feedback for our services and customer support. We've measured and analyzed more than 40,000 survey responses after solution delivery, customer support and training delivery.

The Compliments & Complaints channel on our website went live in January 2022. The channel allows customers or other website visitors to leave a complaint or provide a compliment to us as a company. During the year, we received 383 complaints and 68 compliments. All the complaints within the scope of Amadeus were resolved and passed on to the concerned departments and teams as an area of improvement.

In 2023, we will continue to focus on improving the Customer experience and making the customer journeys more memorable. We will also try to add new ways of collecting feedback to make our insights more meaningful and actionable.

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

Amadeus has implemented a "Corporate Tax Policy" that sets out the group's tax principles, based on ensuring compliance with applicable tax regulations, excellence and commitment to the application of good

tax practices, appropriate to the corporate and governance structure of the group. The Corporate Tax Policy is applicable to all Amadeus Group companies.

The Board of Directors of Amadeus IT Group has the power to design, evaluate, approve and review corporate policies, including the "Corporate Tax Policy", on an ongoing basis. In addition, the Board of Directors is responsible for the tax strategy and approving investments or transactions that, due to their high amount or characteristics, have special tax relevance. The "Corporate Tax Policy" is public and is available on the Group's corporate website⁴⁸.

Aware of the importance that tax information represents for all stakeholders, and in its commitment to transparency and best practices, Amadeus adhered to the "Code of Best Tax Practices, as a member of the Large Companies Forum in Spain. In this regard, Amadeus prepares annually and on a voluntary basis the a "Tax Transparency Report". This Report is submitted exclusively to the Spanish Tax Agency and includes relevant tax information, as well as an analysis of business operations and tax impact at a global level.

7.5.1 Approach to tax

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

Amadeus "Corporate Tax Policy" is geared towards full and complete compliance with the tax laws and regulations of each country and jurisdiction in which it operates. In addition, Amadeus strives to follow the best standards of the business community in which it operates in order to be recognized for its good practices and programs in corporate and tax governance.

The "Corporate Tax Policy" also serves as an instrument that facilitates the achievement of the Sustainable Development Goals and encourages the adoption of environmental, social and governance criteria, as highlighted by the European Economic and Social Council. The Policy applies to all taxes managed in all countries where the Amadeus Group operates or has a presence, and to all Amadeus Group companies.

The immediate addressees of the Policy are the members of the Board of Directors, the Executive Committee and all employees of the Group companies involved, directly or indirectly, in the exercise of tax processes related to the tax function.

Amadeus' Corporate Tax Policy is governed by the following principles:

- Full compliance with applicable tax legislation in the jurisdictions where the Group operates. In this regard, the Group is committed to paying all legally enforceable taxes through efficient management of tax costs, without incurring undue tax burdens.
- Application of an appropriate transfer pricing policy at Group level, resulting in an alignment of the tax structure with the business model, ensuring compliance with the arm's length principle in accordance with the provisions of the tax legislation of the countries involved in each transaction and the internationally accepted regulatory framework ("OECD Transfer Pricing Guidelines for Multinational

⁴⁸ <https://corporate.amadeus.com/documents/en/corporate-sustainability/report/tax-strategy.pdf>

Enterprises and Tax Administrations" and "Recommendations of the Joint Transfer Pricing Forum of the European Union").

- No use of low or no-tax jurisdictions, especially tax havens, to artificially channel its operations, or complex tax structures inconsistent with the business for the sole purpose of minimizing the Group's tax burden. In this regard, the transactions with companies' resident in low-tax, no-tax or non-cooperative territories is limited to those cases in which it is essential for the development of the Group's ordinary business activities.
- Manage in a responsible, informed, efficient and transparent manner all emerging local and international regulatory issues related to the digital economy, in order to adapt the tax environment that affects Amadeus' reality to the new digital economy environment that shapes the current market.
- Applying tax incentives in a transparent manner, in accordance with the regulations in force in the different territories in which Amadeus operates, and provided that these incentives derive from the Group's ordinary activity, are aligned with the reality of the business, are not artificially generated to minimize the overall tax burden and, to the extent possible, can facilitate the achievement of sustainable development objectives (in terms of employment, R&D, etc.).
- Generate certainty in the interpretation of tax laws, wherever possible, through the active use of tax forums, advance pricing agreements, consultations and any other mechanisms provided for in each jurisdiction or made available by the administration, as well as building relationships based on trust, integrity and transparency.
- Cooperation and collaboration with the tax authorities in their audit, verification and control activities of Amadeus or any of its Group companies, without prejudice to the legitimate right of the Company to disagree with the tax authorities' criteria and to maintain its own position before the Courts as long as it is based on a reasonable interpretation of the law and with the objective of defending the legitimate interests of the Group.
- Ensure that the departments involved in tax-related processes have the necessary personnel and material resources to guarantee compliance with tax obligations in all countries where the Group operates. In addition, in those cases where the Group deems it necessary, external tax advisors of recognized prestige will be hired in order to guarantee compliance with tax obligations.
- To have internal control systems in place for tax-related processes that guarantee adequate and systematic management of compliance with tax obligations with an identification and assessment of tax risks, periodically reviewing the controls associated with such processes for good tax governance.

7.5.2. Tax governance, control and risk management

Responsibility

The Board of Directors of Amadeus IT Group drives the monitoring of tax principles and best practices. The Board of Directors has the power to design, evaluate, approve and review corporate policies, including the "Corporate Tax Policy", on an ongoing basis.

Control and monitoring

Taxation is a non-static matter that is subject to permanent review, so the "Corporate Tax Policy" is subject to a constant review process for the continuous incorporation of best practices in this area, the last update being in February 2022.

To ensure efficient control and proper compliance with tax governance, tax regulations and the principles of the "Corporate Tax Policy" are monitored at all levels.

Risk management and compliance

In accordance with the corporate and governance structure of the Amadeus Group, the execution of the "Corporate Tax Policy" and the Group's tax risk management is structured on four levels:

1. The Board of Directors: coordinates, within legal limits, the Group's general management strategies and guidelines, operating in the interest of each and every one of the companies that make up the Group. The Board of Directors, through its Chairman and Chief Executive Officer and the entire management team, promotes the monitoring of the tax principles and good tax practices set out in the "Corporate Tax Policy" approved by the companies in its Group whose activities have tax implications.
2. The Audit Committee: has the following competencies within the tax sphere:
 - a) To analyze, discuss and take decisions with respect to certain tax risks, unless they fall within the exclusive competence of the Board of Directors.
 - b) To review internal controls and the management of tax risks.
 - c) Reviewing compliance with transfer pricing regulations.
 - d) Establish and supervise the communication channel that allows employees to confidentially report any accounting or tax irregularities detected in the company.
 - e) Manage the relationship with the external auditors.
3. The Group Tax Unit is responsible for ensuring compliance with the Group's tax obligations in the countries in which it operates, respecting the principles and good tax practices of the "Corporate Tax Policy" as well as the continuous control of new tax regulations that impact the Group's companies with the aim of adapting to them in due time and form. It is also responsible for detecting or implementing the necessary controls to identify the tax risks of the Group's companies.
4. The Group Finance/Accounting is responsible for compliance with the Group companies' tax obligations. They are responsible for compliance with all applicable tax forms. Their activity focuses on settling and paying the taxes due in each country, keeping the supporting documentation in due time and form. They are also in charge of adapting the company's accounting reporting system (SAP) to properly comply with any tax obligations. This Unit acts in coordination with the Group Tax Unit, from whom it receives support and advice.

In addition, any employee or third party may report possible breaches of the Code of Ethics and Conduct or the Crime Prevention Model, including potentially unethical or illegal conduct affecting the integrity of

the organization in relation to taxation. Reports can be made confidentially and anonymously through the whistleblowing channel provided for this purpose ("Speak up Policy").

7.5.3. Stakeholder engagement and management of concerns related to tax

The principles of good faith, legitimate trust, transparency and collaboration form the basis of the Group's relationship with the tax authorities. Thus, Amadeus' Corporate Tax Policy has adopted as fundamental pillars the principles of cooperation and collaboration with the tax authorities in their audit and control activities of Amadeus or any of its Group companies.

In application of best practices and the highest standards of tax transparency, Amadeus ITG has adhered to the Code of Good Tax Practices, approved on 20 July 2010 at the Large Companies Forum.

This code promotes a reciprocally cooperative relationship between the Tax Agency and the companies that subscribe to it, and contains recommendations, voluntarily assumed by the Administration and the companies, aimed at improving the application of the tax system through increased legal certainty, reciprocal cooperation based on good faith and legitimate trust between the Tax Agency and the companies themselves, and the application of responsible tax policies.

Within the framework of the Code, Amadeus IT Group voluntarily presents the annual "Tax Transparency Report" for companies adhering to the Code of Good Tax Practices to the Spanish tax authorities, which includes detailed information on the group's taxation. This report is currently the most relevant instrument of the cooperative relationship with the tax authorities.

Finally, as mentioned above, Amadeus provides its main stakeholders with specific ethics mailboxes that serve as a vehicle for reporting conduct that may involve the commission of any irregularity or any act contrary to the law or internal rules of conduct, including tax matters.

7.5.5. Pre-Tax Results and tax cash paid per country

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 prevented the Company to assign any amount. For the fiscal year 2022 it represented an estimated contribution of €453,000.

Fiscal information (all figures in euros)

Country	2022		2021	
	Pre-Tax Results **	Tax Cash Paid ***	Pre-Tax Results **	Tax Cash Paid ***
Albania	5,606.43	-7,391.79	(100,811.01)	4,581.00
Angola	25,267.40	**** N/A	(206,048.45)	**** N/A
Argentina	3,343,535.73	813,724.56	562,549.81	**** N/A
Armenia	251,734.17	43,666.79	**** N/A	**** N/A
Australia	-1,354,790.69	1,315,557.84	(961,571.6)	(23,557.00)
Austria	1,595,839.45	48,381.77	262,959.44	223,886.00
Bahrain	-573,232.56	**** N/A	**** N/A	**** N/A
Barbados	**** N/A	**** N/A	61.55	**** N/A
Belgium	1,890,336.44	640,339.54	1,154,430.69	400,376.00
Bolivia	-10,220.21	47,811.34	115,848.93	16,740.00
Bosnia	21,863.83	352.79	(35,656.70)	6,406.00
Brazil	-3,622,698.09	-148,596.34	(2,660,869.42)	71,286.00
Bulgaria	1,760,851.55	166,747.51	585,548.53	2,632.00
Cameroon	18,677.93	16,133.01	24,207.25	12,656.00
Canada	2,032,422.10	355,791.43	9,780.61	218,780.00
Cape Verde	3,063.51	1,374.76	5,842.20	1,402.13
Chile	256,143.71	332,834.77	521,878.27	142,819.00
China	-8,868,030.21	551,458.63	11,923,368.71	1,096,337.00
Colombia	508,999.98	102,937.24	1,373,968.79	558,085.00
Congo Republic	18,769.51	10,604.24	26,421.91	9,630.00
Costa Rica	597,641.40	696,177.70	336,638.44	237,509.00
Cuba****	-1,756.34	**** N/A	**** N/A	**** N/A
Czech Republic	120,708.73	34,885.74	170,431.97	44,099.00
Democratic Republic of the Congo	3,570.74	6,072.89	7,650.20	11,990.00
Denmark	381,446.71	139,114.07	361,841.08	54,221.00
Dominican Republic	-29,166.27	42,977.13	39,613.23	23,339.00
Dubai*	3,232,386.41	**** N/A	2,162,278.63	**** N/A
Egypt	**** N/A	**** N/A	205,330.51	**** N/A
Ecuador	137,649.37	54,579.93	412,242.00	138,952.00
El Salvador	26,680.32	26,891.47	30,005.09	6,438.00
Estonia	56,022.22	-56.58	37,791.41	618.00
France	222,240,619.27	-203,804.73	(46,873,839.87)	612,193.00
Gabon	5,403.41	1,731.46	9,011.73	1,071.00

Country	2022		2021	
	Pre-Tax Results **	Tax Cash Paid ***	Pre-Tax Results **	Tax Cash Paid ***
Germany	218,296,995.24	1,856,290.10	(7,934,094.83)	3,078,830.00
Ghana	98,697.07	1,597.48	289,426.41	10,580.00
Greece	2,560,460.87	211,563.37	1,731,693.22	26,303.00
Guatemala	-250,138.50	45,943.98	12,335.19	46,251.00
Honduras	2,166.83	2,306.47	20,868.23	4,480.00
Hong Kong	12,909,662.59	307,587.69	(12,392,856.21)	636,718.00
Hungary	2,725.74	6,407.82	(87,242.72)	7,844.00
India	25,929,310.45	5,956,559.66	19,468,541.35	4,755,699
Indonesia	163,058.88	42,198.77	29,558.47	16,237.00
Ireland	31,604.39	-9,036.00	29,627.14	32,256.00
Israel	1,444,491.53	616,255.20	(1,444,752.48)	91,928.00
Italy	-441,295.96	208,977.02	2,329,009.51	519,626.00
Ivory Coast	147,350.23	68,709.97	508,704.35	47,668.00
Japan	1,465,853.56	1,307,884.95	1,354,920.80	551,888.00
Kazakhstan	85,975.95	24,294.19	219,494.52	16,702.00
Kenya	-291,985.14	212,632.28	110,964.87	282,581.00
Latvia	-322,256.58	346.35	(513,787.56)	7,145.00
Lebanon	435,518.72	26,653.96	(76,530.97)	29,500.00
Lithuania	64,797.62	13,397.26	59,543.36	16,456.00
Luxembourg	57,100.75	14,398.00	54,700.98	14,106.00
Macedonia	9,940.81	**** N/A	8,227.72	**** N/A
Malaysia	100,949.42	136,576.75	69,772.49	61,009.00
Malta	16,465.99	23,346.00	4,860.50	2,237.00
Mauritius	-1,652.75	10,557.85	36,306.37	**** N/A
Mexico	78,951.91	481,231.57	339,791.73	16,431.00
Mozambique	-12,962.66	21,976.50	1,213.65	**** N/A
Netherlands	-990,256.98	125,641.03	(6,378,203.26)	272,939.00
New Zealand	499,707.40	151,400.55	767,917.52	387,216.00
Nicaragua	**** N/A	**** N/A	6,136.05	4,865.00
Nigeria	74,442.14	228,267.72	85,966	84,067.00
Norway	1,855,074.98	52,588.82	162,408.07	42,987.00
Panama	**** N/A	**** N/A	9,721.26	2,656.00
Paraguay	-183,804.90	-9,650.74	67,609.60	20,197.00
Peru	-70,216.85	182,736.69	(1,261,149.32)	200,436.00
Philippines	4,254,196.53	486,922.70	(1,311,204.75)	372,571.00
Poland	2,135,753.83	108,681.76	1,296,076.33	248,420.00
Portugal	67,258.10	31,024.26	66,096.32	41,409.00
Puerto Rico	**** N/A	**** N/A	**** N/A	**** N/A
Romania	123,849.27	**** N/A	142,136.05	**** N/A
Russia	2,256,487.81	244,882.40	309,790.33	82,591.00
Saudi Arabia	302,744.98	524,646.86	2,033,746.07	293,046.00
Senegal	115,923.12	19,906.37	120,011.10	36,003.00
Singapore	2,944,413.83	569,368.09	3,388,382.33	1,207,287.00

Country	2022		2021	
	Pre-Tax Results **	Tax Cash Paid ***	Pre-Tax Results **	Tax Cash Paid ***
Slovenia	51,707.17	7,198.79	22,674.77	5,582.00
South Africa	-202,061.96	362,985.56	958,830.9	490,349.00
South Korea	214,648.32	43,764.14	186,867.73	62,923.00
Spain	608,164,136.59	22,390,043.84	(174,782,723.72)	4,378,472.00
Sweden	4,010,452.12	508,072.61	1,821,316.62	991,760.00
Switzerland	1,087,431.07	165,621.12	(137,117.28)	75,652.00
Taiwan	335,351.67	57,885.28	179,272.44	175,963.00
Tanzania	-39,305.36	78,667.81	101,022.87	86,546.00
Thailand	1,993,791.74	861,556.03	1,566,534.11	767,554.00
Trinidad & Tobago	**** N/A	**** N/A	33,083.65	8,251.00
Turkey	-2,893,017.61	-6,413.13	3,028,743.94	(75,841.00)
Uganda	-77,834.59	7,618.79	(186,730.44)	50,866.00
Ukraine	401,839.33	128,852.47	1,235,834.03	192,687.00
United Kingdom	9,469,490.04	1,801,820.74	6,294,050.79	1,036,342.00
Uruguay	-240,649.53	-38,768.81	159,399.71	16,334.00
USA	61,074,242.18	22,602,484.22	42,830,442.10	21,097,721.00

Notes:

* 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 2022 or 2021 (no tax exemption from Corporate Income Tax).

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

Differences in the inclusion of countries between the year 2021 and the year 2022:

- o *Guam: the branch had no activity in FY2022*
- o *Bahrain: new entity opened on 25/05/2022*
- o *Armenia: acquisition of new entity in December 2021*

7.5.6. Public subsidies received

The German authorities, considering the serious impact that the COVID-19 pandemic has had in the economy, raised financial aid programs for uncovered fixed costs and damage compensation incurred in the years 2020 and 2021 as compared to 2019. The Group requested for its German subsidiaries to participate in these programs. The Group has been granted €51.2 million from the German authorities in 2022. The amounts received are non-refundable and are taxable income. Amadeus has not received, in 2022, any additional Job Scheme subsidy related to COVID-19.

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 reorient capital flows towards a more sustainable economic growth. It represents an important step towards achieving carbon neutrality by 2050 in line with the European Union (EU) goals. The Taxonomy is a classification system for environmentally sustainable economic activities. In this regard, the regulatory framework applicable as of February 2023 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") Delegated Act (EU) 2021/2178 ("Disclosures Delegated Act") and Delegated Act (EU) 2022/1214 ("Complementary Climate Delegated Act"). Under this regulatory framework, companies are required to report their eligibility and alignment through three economic indicators, as a percentage of turnover, capital expenditure (CapEx) and operating expenditure (OpEx).

The Taxonomy is a dynamic framework that should expand its scope of activities overtime, in particular by including other environmental objectives, which should expand the scope of eligible activities accordingly.

Eligibility and alignment of our economic activities

In 2021, we evaluated the description of the activities included in the Annexes I and II to the "Climate Delegated Act" and identified the activity "8.1 Data processing, hosting and related activities" as our only Taxonomy-eligible economic activity contributing to climate change mitigation. Activity 8.1 consists of the storage, manipulation, management, movement, control, display, switching, interchange, transmission, or processing of data through data centers, including edge computing. This economic activity does not generate revenues independently from the other business activities performed by Amadeus.

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 products and services through our own or third parties' data centers.

In 2022, we have expanded the analysis to assess the compliance with the taxonomy-alignment requirements laid down in Article 3 of Regulation 2020/852 and in the technical screening criteria, included in Annex 1 of the "Climate Delegated Act", required for the Data processing, hosting and related activities to substantially contribute to climate change mitigation. The outcome of this analysis is that our taxonomy-eligible economic activity is not taxonomy-aligned for the year 2022. Please refer to the section "Additional information regarding taxonomy-alignment assessment" below for additional details on the assessment performed, that will help to understand the conclusion achieved. Please refer also to the section "Economic activities analyzed beyond those reported as eligible", in order to have a complete view on how Amadeus faces sustainability and environmental performance. The ongoing move to a public cloud infrastructure is a significant technology transformation in the history of Amadeus. Our expectations are that this transformation, amongst other things, will allow our data processing economic activity to be aligned with taxonomy requirements in the future. In fact Microsoft, our global strategic partner for technical platform in the public cloud, is already both a participant and endorser of the EU Code of Conduct on Data Centre Energy Efficiency for certain data centres in Europe.

KPIs and accounting policies

Since our sole taxonomy-eligible activity is not aligned we have included the following table to summarize the three reported KPIs. The required templates as per Annex II of the "Disclosures Delegated Act" are included in Tables I, II and III at the end of this annex.

	2022			2021			
	Total (M€)	Proportion of Taxonomy-eligible economic activities (in %)	Proportion of Taxonomy-aligned economic activities (in %)	Proportion of Taxonomy-non-eligible economic activities (in %)	Total (M€)	Proportion of Taxonomy-eligible economic activities (in %) restated	Proportion of Taxonomy-non-eligible economic activities (in %) restated
Turnover	4,485.9	7.1%	0%	92.9%	2,670.0	9.7%	90.3%
CapEx	572.4	3.6%	0%	96.4%	512.5	4.1%	95.9%
OpEx	548.8	10.4%	0%	89.6%	429.7	12.1%	87.9%

All the data used as basis for the calculations have been extracted directly from our IT systems, which eliminates the risk of double counting. CapEx and OpEx proportion of Taxonomy-eligible economic activities relating to the year 2021 have been restated from 5.8% and 46.6% to 4.1% and 12.1%, respectively, to exclude, mainly, personnel computers and non-maintenance expenses that had been incorrectly included as further explained in the CapEx and OpEx KPIs caption.

We determine the Taxonomy-eligible KPIs in accordance with the legal requirements of Annex I of the Disclosures Delegated Act. Our taxonomy-eligible activity does not comply with all the technical screening criteria to substantially contribute to the taxonomy objective of climate change mitigation; therefore, nothing has been disclosed in this respect on the description of our accounting policies below. For additional details on the assessment performed, please relate to section "Additional information regarding taxonomy-alignment assessment" below.

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 total net turnover (denominator), in each case for the financial years from 1.1.2022 to 31.12.2022 and from 1.1.2021 to 31.12.2021, respectively.

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, 2022. Our consolidated net turnover can be reconciled to our Consolidated Annual Accounts, c.f. 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, c.f. Note 14.1 Disaggregation of revenue from contracts with customers. As explained above under "Eligibility and alignment of our economic activities", net revenues derived from the stand ready obligation to make available our products and services 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. During 2022, total eligible revenues have increased by 41%. The increase in total revenues has associated increases in costs that mainly relate to marketing and commercialization activities. This results into a reduction in the relative weight of the costs associated with our data centers operation that remain relatively stable irrespective of the total turnover, which explains the reduction of our taxonomy-eligible economic activity.

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 centers, of our data centers and of our distribution centers.

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 property, plant and equipment (IAS 16), intangible 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. Last year we reported all CapEx invested into data centers in the numerator of the CapEx KPI. This year, and after performing a more detailed and granular analysis, we realized that the numerator was including all the additions of data processing hardware, which also includes personal computers and other IT equipment not directly related with our data centers. For that reason we have restated last year figures and reduced it from 5.8% to 4.1% for the year 2021 (€29.7 million to €21 million, respectively), as for the year ended as of December 31, 2022, total CapEx directly invested on the data centers amounts to €20.8 million which is in line with the previous year.

We do not include 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. 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 it is not a significant amount, we do not report any CapEx/OpEx for this category.

For the year ended December 31, 2022, our total CapEx can be reconciled to our Consolidated Annual Accounts, cf. note 9 Intangible Assets: "Additions, €1.7 million", "Additions of Software internally developed €504.8 million", note 10 Property, plant and equipment: "Additions €39.6 million" and "Changes in consolidation perimeter €0.1 million, and note 11 Leases: "Additions €26.2 million".

For the year ended December 31, 2021, 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”.

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.

Last year, in accordance with the FAQ number 12 published on February 2, 2022 by the European Commission, we excluded from the Opex calculation electricity costs, 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. On October 6, 2022, the European Union has issued an additional FAQs document that complements the one published in February and that further clarifies that the OpEx category is closely related to maintenance and repair costs. As a result, we have also excluded from the OpEx calculation all cloud hosting services and related data communication costs that do not fit with the taxonomy OpEx notion of repair and maintenance. This change has led to a restatement of the year 2021 figures from 46.6% to 12.1% (€329.8 million to €51.8 million, respectively). As of December 31, 2022 total eligible OpEx amounts to €57 million (10.4%). The reduction on the percentage of the taxonomy-eligible OpEx is due to both the slight decrease on maintenance expenses that reduces the numerator and due to the increase of the direct non-capitalized costs that relate to research and development from €377.9 million in 2021 to €491.8 million in 2022 which augments de denominator.

OpEx 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 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).

With regard to the numerator, we refer to the corresponding statements on the CapEx KPI. We only include OpEx relating to “category a”.

Additional information regarding taxonomy-alignment assessment

The analysis to assess if the Data processing, hosting and related activities, that we have identified as taxonomy-eligible activities, substantially contribute to climate change mitigation and therefore are taxonomy-aligned, requires the verification of the fulfillment of the conditions included in Article 3 of

Regulation 2020/852 and in the technical screening criteria, included in Annex 1 of the “Climate Delegated Act”.

As for the technical criteria of Annex 1 of the “Climate Delegated Act”, we have performed the assessment individually at the level of each of the different data centers that we operate directly or through subcontractors.

We want to highlight, that, as mentioned on question 161 of the “Draft Commission Notice on the interpretation and implementation of certain legal provisions of the EU Taxonomy Climate Delegated Act establishing technical screening criteria for economic activities that contribute substantially to climate change mitigation or climate change adaptation and do no significant harm to other environmental objective” published on December 19, 2022, as of the date of publication of this non-financial information disclosure, there is not a defined framework to assist auditors in verifying a data center’s compliance with the relevant expected practices set out in the Code of Conduct on Data Centre Energy Efficiency and, consequently, it is not possible to comply with all the technical screening criteria required for the taxonomy-eligible activity to be taxonomy-aligned.

Relating the technical screening criteria that requires that the global warming potential (GWP) of refrigerants used in the data center cooling system does not exceed 675, we want to highlight that, approximately 71% of the Amadeus data processing activity is carried out at Amadeus main data center in Erding (Germany). The refrigerant used at this data center has a global warming potential (GWP) of 1,430. Consequently, it is not compliant with the Taxonomy-alignment requirement of a GWP of 675 or below. In most of the rest of data centers Amadeus uses, the situation regarding refrigerants used is similar to our data center in Erding. We have studied the possibility of changing the refrigerant at Erding for one that complies with the GWP requirement of the technical screening criteria.

The decision to change the refrigerants to one that complies with the 675 GWP Taxonomy- alignment requirement is complicated by a number of factors:

- In contrast with EU Taxonomy regulation, the current EU F-gas regulation, does not ban the refrigerant we use at Amadeus Data Center until 2030. In our understanding, it is uncertain what refrigerant will be required to use after that date by the EU F-gas regulation.
- EU Taxonomy regulation, in our understanding, is not considering important factors regarding GWP. For example, the GWP is only materialized if the gas is released to the atmosphere. Consequently, anti-leakage systems become very relevant, but current EU Taxonomy regulation is only requesting to use a refrigerant with low GWP regardless of the anti-leakage systems implemented.
- A refrigerant with lower GWP is generally less energy efficient and more flammable. Therefore, a replacement of the refrigerant will likely require an investment in infrastructure to guarantee safety and an increased use of electricity for cooling purposes. Therefore, there is a certain trade-off between energy efficiency and a low GWP.
- At Amadeus, we are migrating all our data processing activities to the cloud. Consequently, the significant investment required for the implementation of a compliant refrigerant—which in our case will require also the replacement of significant hardware infrastructure—will imply relevant direct and indirect emissions of greenhouse gases, and will only be used for a limited and uncertain period of time.

Regarding the “Do not significant harm” requirement, the status of our assessment is summarized below for each of the applicable other environmental objectives of the Taxonomy (Pollution prevention and control, and Protection and restoration of biodiversity and ecosystems are not applicable to data processing, hosting and related activities).

- Climate change adaptation

We have carried out a Climate Change risk & opportunity analysis that covers the requirements for a robust climate risk and vulnerability assessment and adaptation solutions that can reduce the identified physical climate risk. Further information is available under “Risk management” in section 5.3 *Climate change and Amadeus* of this Non-Financial Information Statement.

- Sustainable use and protection of water and marine resources

The requirements set in Annex 1 of the “Climate Delegated Act” related to water use are not applicable to Amadeus activity. Additionally, water consumption has not been identified as a material issue for Amadeus in our materiality analysis. For our Data Center in Erding, all permits for the abstraction and discharge of water/wastewater have been received. The local regulations are fulfilled in this aspect.

- Transition to a circular economy

We have not yet assessed compliance with circular economy Directives and we expect to engage in this exercise in the coming months.

Finally, regarding the “minimum social safeguards” requirement, the Amadeus’ process of human rights due diligence is as follows:

1. Amadeus has adopted a Global Human Rights Policy applicable to all its Group companies to ensure that Human Rights are respected. Our People & Culture unit is responsible for ensuring compliance with this policy during the recruitment processes. This policy is [publicly available](#). Amadeus reports publicly and yearly on the status of its Human Rights Policy through the Amadeus Global Report and the Non-Financial Information Statement.
2. Amadeus has conducted a risk assessment of Human Rights in a selected number of countries, that is [publicly available](#), 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 risk assessment performed in 2021 covers more than 70% of Amadeus operations in terms of workforce (Internal and external), as well each companies’ providers and suppliers. The results obtained from this assessment show that the probability for these risks to materialize in these countries is not material. Further, as a technology service provider for the travel industry, the risk of Amadeus infringing or negatively impacting human rights when conducting its business is very low.
3. Eligible Amadeus providers and partners are subject to a compliance due diligence, that reviews whether those third parties may have had instances of certain human rights breaches, and whether they have adequate Human Rights policies in place.
4. Incidents of non-compliance with the Amadeus Human Rights Policy can be reported through the corporate whistleblower channel called the [Speak-up channel](#), which is a safe, confidential and anonymous tool available internally and externally.

Further information on the processes and measures implemented in relation to consumer interests, anticorruption, taxation and fair competition is included in the corresponding sections of this Non-Financial Information Statement (see 3.1 *First Line*, 4. *Amadeus policies*, 7.3 *Customer services*, 7.5 *Fiscal information*).

Economic activities analyzed beyond those reported as eligible

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.

In addition, our large customer base of IT solutions permits that we maintain a level of R&D investment that contributes to the development of the most advanced technology solutions, 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. In 2022, Amadeus invested €988.4 million in R&D (net) and an accumulated €7.6 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 helps to improve the operational, economic and environmental efficiency of travel industry players.

For the reasons above 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 resulted in the identification of activity 8.1 Data processing, hosting and related activities as eligible.

We have also identified activities that we believe play an important role in environmental sustainability but are not clearly identified in the EU Taxonomy list of eligible activities. In addition, 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. Finally, some of our activities, and their contribution to sustainability can hardly be evaluated independently of the wider system in which these activities operate.

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

Potential sustainable activities not considered in the Taxonomy

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. We are working towards the quantification of these benefits, particularly in relation to avoided emissions—a type of emissions some refer to as scope 4 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 2022, Amadeus processed close to 400 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 currently obtained by Amadeus thanks to our agreement with the UN International Civil Aviation Organization. We are planning to expand this service to other means of transportation and also to other calculators that include more granular information related to sustainability performance beyond greenhouse gas emissions.

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 contemplated in the current EU Taxonomy regulation.

Activities whose role in 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 interlining⁴⁹ or code sharing⁵⁰ that have contributed to reaching load factors above 80%, something that will be difficult, if not impossible, to reach by individual airlines in isolation or by alternative means of transportation.

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 making better use of existing infrastructure
- For aircraft operators, it reduces fuel costs and improves punctuality, with less taxiing and delays. 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.

⁴⁹ Interline refers to a commercial agreement between airlines to handle passengers traveling on itineraries that require more than one flight and more than one airline. As opposed to code sharing, interlining implies there is more than one operating carrier

⁵⁰ Code sharing is a marketing agreement between two or more airlines by which one or more airlines sell tickets on a flight operated by another airline

Based on the reasoning above, we are evaluating the calculation of scope 4 emissions, i.e., emissions reductions that occur outside of a product's life cycle or value chain, but as a result of the use of that product, so that we can provide visibility of the benefits explained in the points above. Unfortunately, to our knowledge, there is no officially recognized standards for the measurement and reporting of scope 4 emissions.

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 continue to review several activities that could be considered eligible for future reporting years.

Table I – Proportion of turnover from products or services associated with Taxonomy-eligible and Taxonomy-aligned economic activities

Economic activities	Codes	Absolute turnover	Proportion of turnover	Substantial contribution criteria						DNSH criteria ('Does not significantly harm')						Minimum safeguards	Taxonomy-aligned proportion of turnover, 2022	Taxonomy-aligned proportion of turnover, 2021	Category (enabling activity)	Category (transitional activity)
				Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems					
		MEURs	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A.1. Environmentally sustainable activities (Taxonomy-aligned)																				
Total turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)																				
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																				
✓ Activity 8.1 – Data processing, hosting and related activities	8.1	317.2	7.1%																	
Total turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		317.2	7.1%																	
Total (A.1+A.2)		317.2	7.1%																	
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																				
Turnover of Taxonomy-non-eligible activities (B)		4.168.7	92.9%																	
TOTAL (A+B)		4,485.9	100%																	

Table II – Proportion of CapEx from products or services associated with Taxonomy-eligible and Taxonomy-aligned economic activities

Economic activities	Codes	Absolute CapEx MEURs	Proportion of CapEx %	Substantial contribution criteria						DNSH criteria (‘Does not significantly harm’)						Minimum safeguards Y/N	Taxonomy- aligned proportion of CapEx, 2022 %	Taxonomy- aligned proportion of CapEx, 2021 %	Category (enabling activity) E	Category (transitional activity) T
				Climate change mitigation %	Climate change adaptation %	Water and marine resources %	Circular economy %	Pollution %	Biodiversity and ecosystems %	Climate change mitigation Y/N	Climate change adaptation Y/N	Water and marine resources Y/N	Circular economy Y/N	Pollution Y/N	Biodiversity and ecosystems Y/N					
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A.1. Environmentally sustainable activities (Taxonomy-aligned)																				
Total CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)																				
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																				
✓ Activity 8.1 – Data processing, hosting and related activities	8.1	20.8	3.6%																	
Total CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		20.8	3.6%																	
Total (A.1+A.2)		20.8	3.6%																	
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																				
CapEx of Taxonomy-non-eligible activities (B)		551.6	96.4%																	
TOTAL (A+B)		572.4	100%																	

Table III – Proportion of OpEx from products or services associated with Taxonomy-eligible and Taxonomy-aligned economic activities

Economic activities	Codes	Absolute OpEx	Proportion of OpEx	Substantial contribution criteria						DNSH criteria (‘Does not significantly harm’)						Minimum safeguards	Taxonomy-aligned proportion of OpEx, 2022	Taxonomy-aligned proportion of OpEx, 2021	Category (enabling activity)	Category (transitional activity)
				Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems					
		MEURs	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A.1. Environmentally sustainable activities (Taxonomy-aligned)																				
Total OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)																				
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																				
✓ Activity 8.1 – Data processing, hosting and related activities	8.1	57.0	10.4%																	
Total OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		57.0	10.4%																	
Total (A.1+A.2)		57.0	10.4%																	
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																				
OpEx of Taxonomy-non-eligible activities (B)		491.8	89.6%																	
TOTAL (A+B)		548.8	100%																	

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			4-7	2-1 Organizational details (a, b) 2-6 Activities, value chain and other business relationships
- Geographical presence			4	2-1 Organizational details (c, d)
- Objectives and strategy			7	3-3 Management of material topics
- Principal factors and trends that affect future evolution			7-12	3-3 Management of material topics
Reporting Standard				
- Materiality analysis			1 2-3	1- Foundation 3-1 Process to determine material topics 3-2 List of material topics
Risks linked to company activity				
			13-18	3-3 Management of material topics
Fight against corruption and bribery				
			19-21; 52	
- Measures adopted to prevent corruption and bribery	Ethics and integrity	Y	19-21	205-1 Operations assessed for risks related to corruption 205-2 Communication and training about anti-corruption policies and procedures
- Measures to fight against money laundering	Ethics and integrity	Y	19-21	3-3 Management of material topics
- Contributions to charities and non-governmental organizations	Ethics and integrity	Y	19; 52	3-3 Management of material topics
Environmental matters				
			22-35	
- Current and future potential impact of company operations over the environment			22	3-3 Management of material topics
- Procedures for environmental certifications and evaluations			26	3-3 Management of material topics
- Dedicated resources to prevent environmental risks			22-24	3-3 Management of material topics
- Application of the precautionary principle			22	3-3 Management of material topics
- Provisions in relation to environmental risks			31-32	3-3 Management of material topics
- Pollution: measures to prevent, reduce or restore carbon emissions	Pollution	N	24; 28-33	3-3 Management of material topics
- Circular economy and waste management: measures to reuse, recycle or otherwise prevent waste generation and waste food	Circular economy	N	24-25	306-1 Waste generation and significant waste-related impacts 306-2 Management of significant waste-related impacts 306-3 Waste generated

Content	Amadeus ESG Issue	Material (Y/N)	Page	GRI related indicator
- Sustainable use of resources			25-28; 34-35	
o Water consumption	Water	N	27; 35	303-1 Interactions with water as a shared resource 303-3 Water withdrawal
o Use of raw materials	Use of IT equipment and other resources	N	27-28; 35	301-1 Materials used by weight or volume
o Energy consumption (direct and indirect)	Climate change	Y	25-26; 34	302-1 Energy consumption within the organization
o Measures to improve energy efficiency	Climate change	Y	25-26	3-3 Management of material topics
o Renewable energy use	Climate change	Y	26	302-1 Energy consumption within the organization
- Biodiversity protection	Biodiversity	N	28	3-3 Management of material topics
- Climate change			28-35	
o Greenhouse gas emissions	Climate change	Y	34-35	305-1 Direct (Scope 1) GHG emissions 305-2 Energy indirect (Scope 2) GHG emissions 305-3 Other indirect (Scope 3) GHG emissions
o Measures to adapt to climate change	Climate change	Y	28-35	3-3 Management of material topics 201-2 Financial implications and other risks and opportunities due to climate change
o Mid and long-term emissions targets	Climate change	Y	29	3-3 Management of material topics
Workforce, social and human rights related information			36-50	
Employment			36-43	
- Number of employees by region, gender, age, type of contract and professional category	Talent attraction and retention	Y	36-38	2-7 Employees 405-1 Diversity of governance bodies and employees
- Dismissals by age, gender and professional category	Talent attraction and retention	Y	39	3-3 Management of material topics
- Average remuneration evolution by gender, age and professional category	Talent attraction and retention	Y	39-40	3-3 Management of material topics
- Average remuneration of board members and executive team	Ethics and integrity	Y	41	3-3 Management of material topics
- Pay gap	Diversity and equal opportunities	N	40-41	405-2 Ratio of basic salary and remuneration of women to men
- Work Disconnect policy	Talent attraction and retention	N	41-42	3-3 Management of material topics

Content	Amadeus ESG Issue	Material (Y/N)	Page	GRI related indicator
- Employees with disabilities	Diversity and inclusion	N	42	405-1 Diversity of governance bodies and employees
Working-time management			41-43	
- Working-time management	Health, safety and well-being	N	41-43	3-3 Management of material topics
- Hours of absenteeism	Health, safety and well-being	N	43	3-3 Management of material topics
- Work-life balance measures	Health, safety and well-being	N	41-43	3-3 Management of material topics
Health and safety			43	
- Health and safety working conditions	Health, safety and well-being	N	43	403-1 Occupational health and safety management system
- Number of work accidents, Injury rate by gender and Lost day rate, by gender	Health, safety and well-being	N	43	403-9 Work-related injuries
- Occupational disease rates by gender	Health, safety and well-being	N	43	403-10 Work-related ill health
Social dialogue - Relationship with employees			44-45	
- Organization of social dialogue	Talent attraction and retention	Y	44-45	3-3 Management of material topics
- Percentage of employees covered by collective agreements	Talent attraction and retention	Y	45	2-30 Collective bargaining agreements (a)
- Results of collective agreements on health and safety	Health, safety and well-being	N	45	403-4 Worker participation, consultation, and communication on occupational health and safety
- Mechanisms and procedures to promote employee involvement in company management	Talent attraction and retention	Y	44-45	3-3 Management of material topics
Training and development			45-46	
- Policies implemented in the field of training	Talent attraction and retention	Y	45-46	404-2 Programs for upgrading employee skills and transition assistance programs
- Total amount of training hours by professional	Talent attraction and retention	Y	46	404-1 Average hours of training per year per employee
Accessibility for people with disabilities			46	3-3 Management of material topics
Equity			47	3-3 Management of material topics
Human rights related information			47-50	
- Implementation of human rights related diligence procedures	Human rights	N	47-50	3-3 Management of material topics 2-25 Processes to remediate negative impacts

Content	Amadeus ESG Issue	Material (Y/N)	Page	GRI related indicator
- Complaints related to Human Rights violations	Human rights	N	48	406-1 Incidents of discrimination and corrective actions taken
- 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	47-49	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk 408-1 <i>Operations and suppliers at significant risk for incidents of child labor</i> 409-1 <i>Operations and suppliers at significant risk for incidents of forced or compulsory labor</i>
- Prevention, management and complaints about cases of violation of human rights	Human rights	N	47-49	3-3 Management of material topics 2-25 Processes to remediate negative impacts 406-1 Incidents of discrimination and corrective actions taken
Social commitment			51-52; 56	
- Impact over local development and employment	Travel industry development through Amadeus' IT solutions	Y	51-52	3-3 Management of material topics 413-1 Operations with local community engagement, impact assessments, and development programs
- Impact over local populations and on the territory	Travel industry development through Amadeus' IT solutions	Y	51-52	3-3 Management of material topics 413-1 Operations with local community engagement, impact assessments, and development programs
- Relationships with local stakeholders			51-52	2-29 Approach to stakeholder engagement 413-1 Operations with local community engagement, impact assessments, and development programs
- Association and sponsorship actions	Industry collaboration	N	52-53; 57	2-28 Membership associations
Relationship with vendors			53-56	
- Inclusion of social, environmental and gender considerations in purchasing policy	Procurement practices	N	53-56	3-3 Management of material topics
- Social and environmental responsibility of vendors	Procurement practices	N	53-56	3-3 Management of material topics

Content	Amadeus ESG Issue	Material (Y/N)	Page	GRI related indicator
				308-1 New suppliers that were screened using environmental criteria 414-1 New suppliers that were screened using social criteria
- Supplier evaluation procedures: Monitoring systems and audits and results	Procurement practices	N	56	3-3 Management of material topics 308-1 New suppliers that were screened using environmental criteria 414-1 New suppliers that were screened using social criteria
Customer services			56-57	
- Measures for customer health and safety	Travel industry development through Amadeus' IT solutions Cybersecurity and data privacy	Y Y	56-57	3-3 Management of material topics
- Customer complaints management and number of complaints received and resolution			56-57	3-3 Management of material topics
Fiscal information			57-64	
- Pre-Tax Results and tax cash paid per country	Solvency and economic performance Compliance, Governance & Business Ethics	Y Y	62-64	207-4 Country-by-country reporting
- Public subsidies received	Compliance, Governance & Business Ethics	Y	64	201-4 Financial assistance received from government
EU Taxonomy as per EU Regulation 2020/852			65-77	
- Eligibility and alignment of our economic activities	Overall description of Amadeus activities in relation to EU Taxonomy Regulation	N	65	
- KPIs and accounting policies	Eligible activities and proportion of turnover, Capex and Opex	N	66-68	

Independent Limited Assurance Report of the Consolidated Non-Financial Statement for the year ended December 31, 2022

AMADEUS IT GROUP, S.A. and SUBSIDIARIES

INDEPENDENT LIMITED ASSURANCE REPORT OF THE CONSOLIDATED NON-FINANCIAL 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 Consolidated Non-Financial Information Statement (hereinafter NFS) for the year ended December 31, 2022, 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 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) selected, 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.

The Board of Directors are also responsible for the design, implementation and maintenance of such internal control as they determine is necessary to enable the preparation of an NFS that 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 management procedures

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) (including the international standards on independence), which is based on the fundamental principles of professional integrity, objectivity, competence, diligence as well as confidentiality and professional behaviour.

Our Firm complies with the International Standard on Quality Control and thus maintains a quality system that includes policies and procedures related to 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 and, specifically, in information about economic, social and environmental performance.

Our responsibility

Our responsibility is to express our conclusions in an independent limited verification report based on the work performed. Our review has been performed in accordance with the requirements established in 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 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 execution 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 units participating in the preparation of the 2022 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:

- ▶ Meeting with Group 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.
- ▶ Analyzing the scope, relevance and integrity of the content included in the NFS for the year 2022 based on the materiality analysis made by the Group and described in in chapter 1 "Introduction", considering the content required by prevailing mercantile regulations.
- ▶ Analyzing the processes for gathering and validating the data included in the 2022 Non-Financial Statement.
- ▶ Reviewing the information on the risks, policies and management approaches applied in relation to the material aspects included in the 2022 NFS.
- ▶ Checking, through tests, based on a selection of a sample, the information related to the content of the 2022 NFS and its correct compilation from the data provided by the information sources.
- ▶ Obtaining 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 aligned in relation to climate change mitigation and adaptation objectives for the first time for the financial year 2022, additionally to the information related to eligible activities required in financial year 2021. Consequently, comparative information about alignment has not been included in the accompanying Consolidated Management Report. Additionally, information has been included, for which the shareholders 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 the Annex A "EU Taxonomy as per Regulation 2020/852" of the accompanying Consolidated Management Report. 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, 2022 has not been prepared, in all material respects, in accordance with the contents required by prevailing company law and the criteria of the selected GRI standards, as well as other criteria, described as explained for each subject matter in Annex B "Table of contents as required by Law 11/2018" of the NFS.

Use and distribution

This report has been prepared as required by prevailing mercantile regulations in Spain and may not be suitable for any other purpose or jurisdiction.

ERNST & YOUNG, S.L.

(Signed in the original version in Spanish)

Elena Fernández García

February 23, 2023