

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

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