Did you know that Amadeus’ total tax contribution in addition to our R&D investment exceeded 1 billion euros in 2013, making a positive contribution to the sustainability of the travel industry?
We need to stay focused on our purpose - to shape the future of travel. And the only way to achieve that is to maintain our leadership position within the travel technology ecosystem. Tapping the total addressable market, adding more content to our platform and adapting to the opportunities created by new technology are the essentials for us.

Alex Luzárraga - Vice President Corporate Strategy Amadeus IT Group
Our strategy is aimed at creating value in the short, medium and long term in a sustainable manner by addressing all the challenges and opportunities that the company faces in its environment. Our strategy framework is based on our collective ambition to shape the future of travel.

With the rapid growth of our business and our increasingly diverse business portfolio, we have embarked on a mission to adapt our business strategy to new market requirements and deliver against our brand promise.

Our strategy’s execution relies on three key assets: our innovative technology; a talented, highly performing and engaged base of employees; and well-defined corporate governance. It also recognises the fundamental role of our culture and our values in achieving our goals.

Our strategy framework is defined based on four strategic priorities that drive our activities: sustainable profitable growth, innovative market leadership, efficiency and operational excellence, and our people and our culture.

Having a clear and winning strategy is as important as being able to execute it. As part of this exercise, we have also defined a comprehensive set of actionable initiatives, objectives...
and targets across our different businesses to measure our progress.

This set of initiatives is reviewed on a regular basis to adapt our strategy to a fast-evolving environment and achieve our long-term goals.

As we grow and face a more complex environment, we have established an internal governance framework to nurture a culture based on our commitment to transparency and integrity. This commitment is based on the assessment of our most significant risks and the mitigation measures Amadeus has undertaken to face them.

**Sustainable profitable growth**

At Amadeus we are committed to developing a socially responsible and sustainable business that brings long-term rewards to all our stakeholders, positively contributing to the communities in which we operate.

We are doing so by profitably growing our businesses in Distribution and IT Solutions, increasing revenue opportunities, and placing strong emphasis on the careful management of resources. Our business model has proven to have resilience and low volatility over time. We believe that maintaining our positive trajectory in financial and commercial terms is critical because it enables the company to invest in its future.

Our growth strategy focuses on the following areas:

- We intend to further expand our offering across all our business areas to capture as many technology related transactions as possible across all stages of a trip, from the initial planning process (e.g. information searches and reservations) and the journey itself (e.g. travel and changes to existing reservations) through to post-trip activities (e.g. expense claims and reporting). In so doing, we will seek to apply our fees on a unit transaction basis and to ensure that synergies across our businesses are maximised.

- We aim to increase our presence in segments with high potential for growth for us, such as the Asian region or the low-cost carrier segment, whilst working to secure and sustain our current business through long-term contracts and continued R&D investment, to keep adapting to industry changes and best serve our customers’ needs.

- Our constant support for new technologies has allowed us to deliver innovative solutions for our customers. Our R&D investment and the solutions that we develop for our customers share the objective of increasing efficiencies, either by reducing costs, boosting productivity, growing revenues or improving customer service, or a combination of all these factors.

- We intend to leverage our current portfolio of products and services to maximise revenue through upselling and cross-selling to our existing customers.

- We aim to maximise the strong synergies existing between our Distribution and IT Solutions businesses.

- We intend to support our growth through selective acquisitions.

By focusing on technological excellence and leveraging our leading position as the provider of technology solutions to manage industry mission-critical process, we are developing new solutions that cover a wide range of IT services for different players in the travel industry (e.g. revenue management, revenue accounting and loyalty solutions for airlines, and IT solutions for hotels, railways and Airports).

Global leadership entails a strong social commitment. Through our social responsibility initiatives, we provide training and supply expertise and infrastructure, actively seeking ways in which we can stimulate tourism and travel in some of the world’s developing regions. At the same time, our Environmental Management System is designed to continuously improve the environmental performance of our operations. Finally, we provide solutions to our customers and work with industry stakeholders so that we continuously contribute to the sustainability of the industry.

At Amadeus, we believe that travel can play a key role in the world’s economic development and can be a force for positive change.

In 2013, following the lead of Eurocontrol in relation to Airport Collaborative Decision Making (A-CDM), we have been working on a unique multi-airport solution (Airport Operational Database) with the aim of improving both airport operations and air traffic. It is about all stakeholders – airport operators, airlines, ground handlers and air traffic managers – working together more efficiently and transparently, sharing accurate information and real-time updates. The environmental benefits associated with this initiative are very significant, such as decreased in fuel costs, less noise and lower CO₂ emissions.

To achieve our social objectives, we draw resources from our business and partnerships with industry players to combine our technological excellence and global reach with their experience and valuable contribution. In 2013 we entered into a partnership with the United Nations Children’s Fund (UNICEF) to develop a micro-donation engine for our customers in their e-commerce sites. In this unique partnership, Amadeus provided UNICEF with an IT solution that will enable them (through other corporate partners) to solicit donations from potential donors around the world by using a centralised system.
Efficiency and operational excellence

At Amadeus we aim for excellence. Central to executing our strategy is the continued refinement of our processes and the active management of our resources. One of our key strategic objectives is to maximise the flexibility and operational efficiency of our organisation through:

1. **Active cost management**
2. **The optimisation of our organisational and governance models and systems infrastructure at central, regional and local levels to improve efficiencies, customer service and accountability**
3. **Further functionality and efficiency improvements at our central data processing facility**
4. **The nurturing of a culturally diverse, motivated and highly skilled workforce**

In 2013 we have successfully deployed a Continuous Improvement Programme across the entire R&D organisation to constantly enhance our innovation and software development efficiency through the use of different methodologies. Today, Amadeus supports different approaches to product development, from very large projects involving hundreds of people to small and mid-sized projects and evolving requirements.

Our end-to-end customer approach allows us to better identify and prioritise actions to improve customer satisfaction levels and deliver real benefits throughout the value chain, including the delivery, implementation and operations of our solutions.

Innovative market leadership

Innovation should be based on customer needs and market knowledge, should generate new revenues, and should be effectively and responsively industrialised in a sustainable manner. Innovation is a critical factor in explaining our success.

At Amadeus we design, develop, operate and maintain some of the most complex, widely available, real-time information systems, accessed by hundreds of thousands of travel professionals. More than one million travellers per day are in one way or another using Amadeus solutions to make their journey more efficient.

The potential for growth that we have identified in our businesses is predicated upon our continuing development of advanced technology on a competitive basis. We intend to continue our strong commitment to product innovation and technological excellence to stay at the forefront of advances in the travel technology industry and to preserve the first-mover advantage we believe we have established over our key competitors in terms of the quality of our technology platform and the comprehensiveness of our offering.

Since 2004 we have invested around €2.9 billion in total R&D, investing €513.6 million in 2013. Moreover this year, Amadeus has once again been recognised at the top of its sector’s ranking as one of the leading European companies in R&D investment, as confirmed by the 2013 EU Industrial R&D Investment Scorecard. Furthermore, Amadeus is the only IT travel industry company included in the global 2,000 companies ranking published by the European Commission.

Following the review of our customer feedback management system and the implementation of a solid process to evaluate customer satisfaction and loyalty levels, in 2013 we have continued our efforts in this area.

Our customer base is loyal, as demonstrated by high customer retention rates exceeding 95% during the three years ended 31 December 2013 across all customer segments.

Today Amadeus has a consolidated feedback management system to ensure that the voice of the customer is heard and always acted upon. This is part of a larger initiative to improve customer intimacy and always put the customer first.
Achieving breakthrough results requires a highly performing, talented and engaged workforce. At Amadeus we foster a culture where talent, expertise and success are recognised, where we focus on innovation in all areas, and where our employees are empowered to achieve their professional goals.

Having engaged and talented teams is as important as providing them with the right tools and processes to deliver against our company objectives.

As Amadeus grows and we face a more complex environment, we have established an internal governance framework to nurture a culture of collaboration and knowledge sharing, where employees use the communication technologies available to them in ways that best suit their professional development. Through over 630 Communities of Practices, Amadeus employees can discuss, share or connect with colleagues all over the world in order to promote knowledge – one of our most important assets.

Our people and our culture

Our people – their diversity, competencies, skills and attributes – and our company culture are unique assets for Amadeus, a real competitive advantage that differentiates us in the way we interact with our customers and all other industry players.

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

We have received Top Employer certification by the CRF Institute for our corporate headquarters in Spain for a second consecutive year, and also for our Operations centre in Erding in Germany.

We have launched a ‘Share Match Plan’ for employees to have the chance to invest in Amadeus shares with beneficial conditions. We launched the plan simultaneously in 25 countries on 4 continents, covering over 85% of our employees.

World-class service excellence is also linked to the complexity of our technology architecture and our internal processes. Our fully owned and managed data centre in Erding is essential to optimising the efficiency of our R&D organisation – not only through the integration of processes and tools, but also thanks to the flexibility it creates and the dedicated support we can give to creative and innovative solutions.

The systematic optimisation of systems infrastructure and our organisational and governance models should result in improved efficiencies and service excellence that positively impacts our customers. Our data centre processes more than one billion transactions per year with a Power User Effectiveness of 1.38 in 2013.

See ‘Amadeus people’ p. 84