

Global Report 2015

A business, financial
and sustainability overview



Facing the future

Having worked for more than 20 years in the travel and tourism industry, in my view the speed of technological evolution has probably been the single most significant change I have witnessed; and within this technological evolution, the developments relating to the way in which travellers interact with travel providers are particularly remarkable. For example, a number of processes that remained practically unchanged for many years, like making reservations, changing itineraries or issuing travel documents have dramatically evolved, and generally travellers have more and easier access to information.

This impressive evolution is very likely to continue. Moreover, considering the current state of generally affordable technology costs for consumers, low interest rates and financing costs, plus an emerging worldwide middle-class of technologically educated youth, the speed of change is likely to increase even more. In this respect, all travel industry stakeholders need to be prepared to capitalise on the immense opportunities that lie ahead of us.

For example, the potential applications of big data in travel and tourism are enormous. In fact, many travel providers today face a challenge in terms of the lack of relevant information on traveller preferences and how to address them. As a frequent traveller to specific business destinations, I would prefer, for example, to only need to check in once at a hotel, instead of having to queue each time I visit to provide the same information. Or I would prefer to receive customised offers, instead of for example receiving a free upgrade to rent a car at a destination from which I have just returned. Technology, and the intelligent use of it, can help different travel providers share and efficiently make use of specific data to offer travellers a rewarding and comfortable travel experience.

Amadeus is well equipped to live up to the challenge and deliver innovative solutions to address the needs of the fast-changing travel industry. **Firstly**, we depart from a healthy financial position, which facilitates our focus on R&D investment and innovation. **Secondly**, we operate in all continents and our geographic spread is a central element of our value proposition

for all our business units. **Thirdly** – and importantly – our workforce is composed of people who share, on a daily basis, a wide variety of talents, cultures and languages that truly enrich our company. **Finally**, as you have read in this report, we are investing in companies that operate in various areas of the travel industry to complement our offer and position us even better to shape a brilliant future for the travel industry and for Amadeus.

This report provides both an overview of Amadeus as a company as well as the main highlights of 2015, integrating non-financial information as an important component. In fact, as we have recently seen at the UNFCCC COP21 meeting, sustainability is increasingly being regarded as a necessity rather than a luxury. We believe this trend is only going to continue in the future, and at Amadeus we want to contribute to making the travel industry more sustainable, starting from within our company and working together with our peers and customers. Amadeus' environmental and social responsibility strategy is based on accountability, as well as making intelligent use of our resources and our position in the industry to contribute to a prosperous and sustainable future of travel.

I hope you find this report informative and of interest, and that you will continue to follow our success in the years to come.



Tomas López Fernebrand
Senior Vice President, General Counsel and Corporate Secretary

