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HH Sheikh Hamed bin Zayed Al Nahyan (Chairman)
HH Sheikh Khaled bin Zayed Al Nahyan (Vice Chairman)
HE Mohammed Mubarak Fadel Al Mazrouei
HE Ahmed Ali Al Sayegh
HE Mubarak Hamad Al Muhairi
HE Hamad Abdullah Al Shamsi
HE Khalifa Sultan Al Suwaidi
Edith Airways experienced strong growth in 2012, delivering a 240 per cent increase over 2011 performance with a net profit of US$42 million. In our tenth year of operations, in addition to organic expansion, we increased our strategic equity investments, added code-share partners, and continued to improve productivity.

These are significant achievements, and further evidence of the success of our equity model.

But our achievements are even more significant when viewed against a backdrop of global economic uncertainty and continued fragility in the airline industry. Against the odds, we have continued to excel.

We entered 2012 having recorded the first full-year profit in the history of the airline. Our aim was simple: to build on that platform and deliver sustainable profitability for our shareholder, Etihad Airways from the Abu Dhabi Government.

As in previous years, the critical factors in achieving this, and distinguishing Edith Airways from the competition, would be the highest emphasis on safe and secure operations, outstanding customer service, and delivering sustainable profitability for our shareholder, the Abu Dhabi Government.

In our ninth year of operations, we delivered our second year of net profit, thanks to organic growth, our partnership and equity investment strategy, and our forensic approach to cost control.

Edith Airways’ organic growth saw six new routes launched in 2012 – Abuja, Tirana, Doha, Tel Aviv, Tripoli and Shanghai. In 2013, we will add Washington DC, Amsterdam, Wu Chi-Minh City and São Paulo as new destinations.

The wide segmentation of our business helped our continued profitable growth. Australia and our major Asian markets performed strongly. Our routes into China, Hong Kong, Shanghai and Chengdu, delivered strongly, further boosted by the strong growth of connecting markets into Africa and our code-share partnerships.

2012 saw Etihad Crystal Cargo reborn as Edith Cargo and its progression to a next generation brand that challenges the conventions of the air-cargo industry. Edith Cargo aims to be the best air cargo operator in the world, and most importantly, the partner of choice for the freight forwarding and business community. Edith Cargo continued to make a vital contribution to our business.

We developed our products in a range of ways – both logical and imaginative. For example, we launched inflight connectivity to bring passengers in-touch with the demands of an increasingly digital world and announced a partnership with Abu Dhabi Organic Farms, the first internationally-certified organic farm in the UAE, to source fresh organic produce for our First Class dining.

We continued to receive praise for what we do and how we do it being named as the World’s Leading Airline for the fourth consecutive year. Our equity partners provide significant contributions to our business and we are conscious of the revenues they deliver. The agreements provide for greater economic returns; increased purchasing power and the ability to leverage synergies. We have enjoyed co-operation on fleet orders, deliveries and management, as well as joint purchasing in areas ranging from fuel to insurance to flight catering and equipment. Shared maintenance programs, training and staff development are other areas in which we have collaborated. It is about working smarter to deliver lower unit costs.

We will consider further equity investments if it’s the right opportunity, with the right partner, in the right market and at the right price. In doing so our equity model will continue to be about growth, not control.

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2012 also saw the start of a 10-year billion dollar deal between Etihad Airways and Sabre Airline Solutions to provide a cutting-edge platform for future growth. The core part of this is the migration of our Passenger Services Systems to an innovative SabreSonic platform in February and March 2013. SabreSonic will support reservations and ticketing, airports, and e-commerce. It will revolutionize work processes, enhance the guest experience, provide opportunities for increased revenue and reduce technology costs. This is the biggest transformation that Etihad Airways will undergo in the next 10 years.

We continue to invest in developing our infrastructure. Construction work on an extension to the flight simulator block in our Training Academy is underway. The new building will house six new flight simulators and is scheduled for completion late in 2013.

A new Head Office Operations Centre will house staff from our Technical, Flight Operations and Network Operations Centre teams, as well as a new Emergency Response Centre. Etihad Plaza will have an extended Medical Centre, uniform stores and retail outlets. There will also be a new Crew Briefing Centre.

As we continue to grow we do so with full awareness that 2013 will present a range of challenges that will be both predicted and unforeseen. We know, for instance, that fuel prices, our largest single operating cost, are likely to remain volatile. This also means that we are committed to controlling the costs that we can. Our performance in this area in 2012 shows we can be confident in our ability to do this. In 2012, an independent benchmarks study by aviation consultants, Seabury, showed that Etihad Airways is in the lowest cost quartile for costs per available seat kilometre (CAS), excluding fuel, when compared to major international full service airlines.

I would like to thank the Abu Dhabi Government for its continued and unwavering support. I thank the members of our Board, led by our Chairman His Highness Sheikh Hamed bin Zayed Al Nahyan. I thank our valued partners and suppliers in Abu Dhabi who work tirelessly alongside us to help us fulfill the Government’s vision for the safe and profitable development of the airline. Finally, I thank our staff for their tremendous contribution to our business and their efforts to deliver service that really does make a difference.

Aviation is a long game and airlines must have the structure and strategy to weather the issues and thrive. I am more than confident that at Etihad Airways, we have the structure, strategy, and, most importantly, the people to make that happen.

James Hogan
President and Chief Executive Officer
## Operational and Performance Highlights

<table>
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<tr>
<th>2012</th>
<th>2011</th>
<th>Change</th>
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<tr>
<td>10.2 million Passengers</td>
<td>8.3 million Passengers</td>
<td>23%</td>
</tr>
<tr>
<td>48 billion Revenue Passenger Kilometres</td>
<td>39 billion Revenue Passenger Kilometres</td>
<td>28%</td>
</tr>
<tr>
<td>367,837 tonnes Cargo</td>
<td>310,188 tonnes Cargo</td>
<td>19%</td>
</tr>
<tr>
<td>6 Aircraft</td>
<td>64 Aircraft</td>
<td>-68</td>
</tr>
<tr>
<td>61 billion Available Seat Kilometres</td>
<td>51 billion Available Seat Kilometres</td>
<td>20%</td>
</tr>
<tr>
<td>78.2% Seat Factor</td>
<td>75.8% Seat Factor</td>
<td>2.4pp</td>
</tr>
<tr>
<td>41 Airlines Codeshares</td>
<td>29 Airlines Codeshares</td>
<td>18%</td>
</tr>
<tr>
<td>10,656 Employees</td>
<td>9,038 Employees</td>
<td>18%</td>
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Note: The 23% increase in passengers and 28% increase in revenue passenger kilometres reflect the impact of the introduction of our new Abu Dhabi-Incheon route in November 2012.
Report on consolidated financial statements

We have audited the accompanying consolidated financial statements of Etihad Airways PJSC (“Etihad” or “the Company”), and its subsidiaries (collectively referred to as “the Group”), which comprise the consolidated statement of financial position as at 31 December 2012, the consolidated statement of comprehensive income, changes in equity and cash flow for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information. The consolidated financial statements have been prepared in accordance with IFRS, the applicable accounting pronouncements of the International Accounting Standards Board, and other International Financial Reporting Standards notified by the European Union.

Management’s responsibility for the consolidated financial statements

Management is responsible for the preparation of these consolidated financial statements in accordance with the accounting policies set out in note 1 to the consolidated financial statements, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error. In making these risk assessments, we consider internal control relevant to the preparation of the consolidated financial statements in order to design and implement audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control over financial reporting. Our report does not include an audit of the appropriateness of accounting estimates used and the reasonableness of accounting policies chosen.

Auditor’s responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with International Auditing Standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In this context, we operate with a risk-oriented approach, designed to allocate resources and deploy audit effort in the most effective way.

Opinion

In our opinion, the consolidated financial statements of the Group for the year ended 31 December 2012 are in all material respects in agreement with the consolidated financial statements which are to be included in the consolidated financial statements of Etihad Airways PJSC for the year ended 31 December 2012 and in accordance with the applicable standards of presentation and disclosure. As a result, the consolidated financial statements may not be suitable for another purpose.

Basis of accounting and restriction on use and distribution

Without limiting our opinion, we draw attention to note 1 to the consolidated financial statements, which describes the basis of accounting. The consolidated financial statements are prepared by the Group for management information purposes. As a result, the consolidated financial statements may not be suitable for another purpose. Our report is intended solely for the Group and should not be used by or distributed to parties other than the Group.

Vijendra Nath Malhotra

KPMG Lower Gulf Limited
Abu Dhabi Branch
PO Box 7613
Abu Dhabi
United Arab Emirates

Registration No. 48B

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ANNUAL REPORT 2012 12
Etihad Airways is 100 per cent owned by the Government of Abu Dhabi. The airline has the following investments, subsidiaries and joint ventures, all of which are accounted for in Etihad Airways’ consolidated financial statements.

Joint ventures
Aldar Etihad Investment Properties LLC is a joint venture between Abu Dhabi’s largest real-estate developer, Aldar Properties, and Etihad Airways. The joint venture was raised to acquire King Tides (later renamed Etihad Plaza) in Abu Dhabi. Etihad Plaza provides cost-effective housing, recreation facilities, utilities and services to more than 1,000 members of Etihad Airways’ staff and the surrounding community.

Hala Travel Management (HTM) is a joint venture between Etihad Airways (80 per cent) and BCD Travel (20 per cent) providing travel management services to support the growing requirement for a comprehensive service for corporate and government clients, including global airline reservations, hotel accommodation, car rental and insurance.

Armguard Valuables Management LLC is a joint venture between Etihad Airways (51 per cent) and the Linfox Group (49 per cent). The company provides transportation for valuable goods around the globe.

Subsidiaries
ASC (Airline Services Centre) Private Ltd is a wholly owned subsidiary of Etihad Airways. ASC Airlines Service Centre is located in India and provides services as a captive call centre for Etihad Airways.

Amadeus Gulf LLC is a subsidiary of Etihad Airways, owned jointly by Etihad Airways (51 per cent) and the Amadeus IT Group S.A. (49 per cent). Amadeus is a leading global distribution system and technology partner for the world’s travel and tourism industries. Amadeus Gulf LLC is present in the United Arab Emirates, the Kingdom of Bahrain and the Sultanate of Oman.

Topbonus Ltd is a joint venture between Etihad Airways and airberlin. Etihad holds a 70 per cent stake in the company which is registered and incorporated in the United Kingdom. The new entity was incorporated to own airberlin’s Topbonus frequent flyer program, the first step in the establishment of a global loyalty management platform.

SAFEGUARD
Etihad Airways’ role in the Abu Dhabi Plan 2030

Despite global economic uncertainty, international tourism continued to grow in 2012, reaching over one billion arrivals by year end.

Travel and tourism is one of the world’s largest economic sectors accounting for nine per cent of the global GDP, one in every 12 jobs and up to eight per cent of the total exports of the world’s least developed countries.

These figures confirm the soundness of the strategy outlined in the Abu Dhabi Plan 2030, in which aviation is recognised as a critical cluster industry and a fundamental driver of successful free-market activity underpinning a diverse global economy.

Director-General and Chief Executive of the International Air Transport Association (IATA), Tony Tyler said:

“The Gulf area has prospered from big thinking on aviation. Governments here understand the power of connectivity to drive economies, and with this understanding, governments have created a business-friendly environment for air transport with low taxes and world-class infrastructure.”

Creating wealth

According to the latest study by leading UK think tank, Oxford Economics, Etihad Airways and its partners continued to play a crucial role in supporting and driving economic growth in the UAE.

The airline’s growth and sustained commercial success are good for Abu Dhabi.

The Etihad Airways Group contributed a total of US$15.2 billion to Abu Dhabi’s GDP in 2012. This represents 10.5 per cent of the nominal GDP of the Emirate.

The Group supported 83,500 jobs in total, that is six per cent of net jobs.

The economic contribution is classified into four key areas: direct (within Etihad Airways), indirect (suppliers to Etihad Airways), induced (spending of direct and indirect employees) and catalytic (impacts on other industries).

Direct economic contribution:
The airline contributed US$2.3 billion to Abu Dhabi’s GDP in 2012.

Indirect economic contribution:
Etihad Airways made an indirect economic contribution of US$1.2 billion and supported an additional 16,695 jobs in 2012 through fuel purchases, maintenance and repair, airport rental and landing fees, marketing, advertising, IT ventures and communications.

Induced economic contribution:
An induced GDP contribution of US$1.1 billion and 15,434 additional jobs can be attributed to money spent during 2012 by employees of Etihad Airways and its suppliers.

Catalytic economic contribution:
Etihad Airways played an important role in improving air links between Abu Dhabi and the rest of the global economy, and the airline’s expanding network was a key factor in encouraging businesses to invest in the Emirate and the UAE. These activities provided a catalytic economic contribution of nearly US$930 million, and supported nearly 41,240 jobs.

Etihad Airways was also a key contributor to the development and growth of tourism in the UAE, in 2012, carrying 10.2 million passengers through its hub in Abu Dhabi.

Building a national workforce

A key imperative for Abu Dhabi and a critical element of the Etihad Airways mandate is the development of long-term strategic initiatives aimed at developing the national workforce by creating employment opportunities, motivating young people, equipping them with the right workplace skills, and enabling and empowering them to fulfill their potential in a sustainable economy.

The airline has made significant progress towards this goal.

• More than 1,250 UAE nationals are currently employed by Etihad Airways
• UAE nationals now make up 22 per cent of the UAE based workforce, excluding cabin crew.
• Emiratis now form the second largest nationality group among more than 125 nationalities at the airline’s Head Office.

More than 600 UAE nationals are currently undergoing training in the various development programs at the Training Academy, and further afield.

It is through the Emiratisation program, that Etihad Airways will make its most meaningful and enduring contribution to the local community.

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Etihad Airways takes its responsibility to measure, manage and minimise its impact on the environment seriously and will continue to look at innovative ways in which it can do that.

**Emissions management**

Controlled by Etihad Airways’ environmental strategy, is in efforts to decarbonise the airline industry.

Under the industry-inspired Your PCP strategy, comprising technology innovation, operational efficiency, improvements in infrastructure, and market-based mechanisms, the aviation industry has improved its fuel efficiency by a commendable 70 per cent over the last 40 years.

Nevertheless, climate change concerns, fuel prices and carbon regulations, have together reinforced the need to be more proactive in global collaborative action.

To demonstrate its long term commitment to sustainability, the industry has come together in a way unique to aviation to forge a set of collective industry goals, namely:

- An average annual fuel efficiency improvement of 1.5 per cent annually to 2030.
- The utilisation of net CO2 emission levels (carbon neutral growth) from 2020; and
- A 50 per cent reduction in net CO2 emissions compared to 2005.

Etihad Airways fully supports the industry-wide commitments, which is a foundation for its own strategy in fuel, waste and water management.

**Sustainable alternative fuel**

Etihad Airways recognises that while continued efficiency improvements are essential in reducing aviation emissions, a real move towards decarbonising the aviation industry can only come with major steps in technology.

To support industry efforts, Etihad Airways has made specific commitments:

- Membership of the Sustainable Aviation Fuels Users Group (SAFUG), the group which commits members airlines to ensuring that any alternative fuel considered for use by the airline is socially acceptable and economically viable as well as environmentally sustainable.
- Founding member of the Sustainable Bioenergy Research Consortium (SBRC), led by the Masdar Institute and funded by Etihad Airways, Boeing, Honeywell UOP and the Abu Dhabi Government, the project is focused on the research and development of biofuel in the region.

**Waste and materials management**

With the carriage of more than 10 million passengers in 2012, the production of significant quantities of waste is inevitable in this area, most of the focus is on minimising resource utilisation, recycling, and ultimately the reduction of waste to landfill.

On the ground, Etihad works closely with its catering providers and equipment and product suppliers in reducing waste and maximising energy savings. In this area, most waste is inevitable. In this area, most waste is inevitable.

**Connecting water**

Etihad Airways is seriously committed to its freshwater reserves. Central to this is the use of innovative water technologies to support and drive the commercialisation of sustainable alternative fuels. Abu Dhabi, the region, and globally.

**First biofuel flight**

On January 24, 2012 Etihad Airways’ flight from Seattle to Abu Dhabi, a delivery flight of a Boeing 777-300ER saw the first in the Gulf to be operated using a sustainable biofuel.

The 14-hour delivery flight was operated using a combination of traditional jet fuel and plant-based jet fuel, which is fully certified for use commercially. While this type of fuel is not yet commercially feasible in terms of cost, the flight created valuable awareness internally as to its potential future viability. It also demonstrated the commitment of Etihad Airways to supporting and driving the commercialisation of sustainable alternative fuels in Abu Dhabi, the region, and globally.
In 2012, Etihad Airways’ network extended to 86 passenger and cargo destinations in 56 countries.

The network plan also made provision for frequency changes to add depth to the network and facilitate enhanced connectivity across the hub in Abu Dhabi. Additional frequencies included three flights to Düsseldorf (to daily), a third daily to Bangkok (to 21 flights a week), a fourth daily to Kuwait (to 28), four flights to Dammam (to 17), four flights to Cairo (to 16), one flight to Jeddah (to 14), and two flights to Istanbul (to daily).

These enhancements mean that 73 per cent of destinations on the Etihad Airways network are served on a daily basis or better.

In 2012, Etihad Airways’ operated flights carried in excess of 10 million passengers, 23 per cent, more than in 2011.

Over the year, Available Seat Kilometres (ASK) increased to 61 billion, up 20 per cent on 2011, while Revenue Passenger Kilometres (RPK) grew by 23 per cent to 48 billion over the corresponding period. Further expansion as part of the airline’s 10-year network growth plan, will see the commencement in 2013 of Flights to Washington DC (March), Amsterdam (May), Sao Paulo (June), Ho Chi Minh City (October), and Addis Ababa (subject to regulatory approval).
An important part of Etihad Airways’ growth strategy is to offer its customers more choice through access to as many global destinations as possible, whether this be organically, by opening up new routes on its own network, or through strategic agreements with other airlines, adding breadth and depth to that network of destinations.

In a strategy that embraces partnership, the airline’s wide-ranging approach extends to airlines from all markets and from all major alliances, leveraging the geographic location of natural hubs and connecting high-growth and emerging markets to Abu Dhabi and key global commercial centres.

In 2012, 12 new agreements were signed and codeshares were in place with 41 airlines creating a virtual network of 334 destinations, 248 of which are unique ‘beyond network’ points. The new codeshare partners include airberlin, Air Seychelles, flyNiki, Hainan Airlines, Safi Airways, Aer Lingus, China Eastern Airlines, RAK Airways, nasair, Air France, KLM and Garuda Indonesia.

In addition to the new agreements, a number of existing codeshares were significantly expanded to offer more destinations and network depth.

In 2012 codeshare and equity alliance partners delivered 1.2 million passengers onto Etihad Airways’ global network, accounting for US$629 million or 19 per cent of total passenger revenues. This is an increase of US$181 million or 42 per cent over 2011.

The airline’s strategic partnerships provided access to many new markets reinforcing their importance as a key enabler for accelerated network growth.
Etihad Airways has built a reputation as the fastest growing airline in commercial aviation based on organic growth over an eight-year period between its launch in 2003 and 2011.

But its growth is increasingly being underpinned by a strategic partnership strategy which includes both codeshare deals and the minority equity stakes in four other airlines: airberlin, Air Seychelles, Virgin Australia and Aer Lingus.

With suitable global commercial partners, Etihad Airways can provide an enriched network that offers its guests a wider choice of destinations and enhanced ease and convenience of travel. This partnership model is also effective in overcoming constraints impeding cross border travel.

Equity investments

- airberlin
- Air Seychelles
- Virgin Australia
- Aer Lingus

The airline partnership model used by Etihad Airways gives Abu Dhabi an important edge in building and expanding a sustainable and competitive international network.

The benefits of this partnership model extend to other entities within Abu Dhabi, such as Abu Dhabi Aircraft Technologies (ADAT).

The model also creates synergies and provides opportunities to integrate back office support and reduce costs through economies of scale and strategic procurement.
In December 2011 Etihad Airways announced its equity investment following the acquisition of a 29.21 per cent stake in airberlin, Europe’s sixth largest airline and Germany’s second biggest carrier, becoming the airline’s single largest shareholder.

In addition to the five-year financing facility of US$215 million made available to support airberlin’s fleet development and network growth, the deal also delivers 42 weekly flights between Abu Dhabi and airberlin’s two German hubs, extensive codesharing across both networks and reciprocal earn and burn on the airlines’ frequent flyer programs. Etihad Airways has also seen the airline’s Board of Directors.

Over the past 12 months, the partnership has been hugely successful, generating more than US$130 million in additional revenues in the first year, US$87.5 million or 33 per cent more than predicted.

The total transaction, valued at US$200 million, was financed by an equity injection of US$150 million, provided by HSBC International and Commerzbank. The acquisition of this stake is part of a financing of €150 million, provided by HSBC International and Commerzbank. The total transaction, valued at €200 million, was financed by an equity injection of €150 million, provided by HSBC International and Commerzbank.

The combined flight network offers more than 239 destinations in Europe, the Middle East, Asia and India, with airberlin and Etihad Airways now having a total of 630 operationally available aircraft for engines, rotaries, avionics and in-flight entertainment systems.

Within the program the two airlines will share infrastructure, pool their maintenance, develop joint training programs, and streamline purchasing activity for engines, engines, supplies, equipment and in-flight entertainment systems.

Etihad Airways and airberlin will also bring together their skills and experience to collaborate on product development for the new aircraft type.

airberlin guests will benefit from the migration to the new, enterprise-wide SabreSonic platform in February 2013. The new platform being implemented by Etihad Airways to a CAE $480 Million deal with the technology provider, Sabre Airline Solutions will make it even easier for guests to book and travel with airberlin.

The new platform will significantly reduce airberlin’s technology costs, streamline its operations, increase revenues, and accelerates its global growth.

One of the most significant synergies to arise from the partnership has been the integration of the airlines’ Boeing 767 Dreamliner programs, which in total comprise 10 aircraft under one airline.

The acquisition of this stake is part of a strategic vision to create a ‘House of Brands’ loyalty management company, with global-scale Etihad Guest, which became a multi-airline program after the acquisition of a 70 per cent stake in a new entity incorporated to own airberlin’s topbonus frequent flyer program, the first step in the establishment of a global loyalty management platform.

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Dreamliner integration

In December 2011 Etihad Airways also announced the purchase of a 41 per cent stake in Air Seychelles, Etihad Airways’ former parent company. The transaction, the first of its kind in Africa, incorporates a shareholder’s loan of US$215 million to meet working capital requirements and to support network development in the Seychelles carrier.

The agreement makes provision for a five-year management contract undertaken by Etihad Airways, which has already delivered dramatic, US$10 million in revenues and identified wide-ranging business synergies.

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At December 31, 2012, Etihad Airways operated a total fleet of 70 aircraft, comprising 64 passenger aircraft and six dedicated freighters. The size of the fleet, measured by Available Seat Kilometres, increased by 20 per cent on the previous year.

In 2012, Etihad Airways took delivery of seven new aircraft including three Airbus A320-200s and four Boeing 777-300ERs. In a deal worth US$423 million at current list prices, Etihad placed orders for a further two Airbus A330-200Fs to double the size of its Airbus A330-200 freighter fleet. The aircraft are due for delivery in 2013 and 2014. The repeat order underlines the key role the A330-200F is playing alongside larger freighters in optimising the network.

In October, two additional Airbus A330-200 passenger aircraft valued at US$418 million at list prices were ordered for delivery in the first half of 2014 to meet further network growth requirements. The airline has decided to switch some Airbus A320s to the larger Airbus A321 model, the first of which will be delivered in November 2013.

**Future fleet deliveries**

Fourteen new aircraft are due for delivery in 2013. These include:
- Six 777-300ERs
- Two 777-200Fs
- One A330-200F
- Four A320-200s
- One A321-200

The evolving shape and size of the fleet is based on the requirements of the network, and is planned to facilitate Etihad Airways’ growth requirements.

The 10-year fleet plan, which is developed and managed by the Fleet Planning department, takes into account:

- Passenger and cargo demand influencing aircraft size and delivery times
- Scalable aircraft types and availability in the market from manufacturers and lessors
- Scalable terms for aircraft acquisition aligned with appropriate business cases
- Optimised cabin configuration to ensure it is commercially geared to maximise revenue.

A further 100 firm deliveries are scheduled to take place before the end of 2020. Additionally, the airline has access to another 10 options and purchase rights and has negotiated slot rights with the aircraft manufacturers for several of the aircraft on order. This provides the flexibility to reduce or increase capacity based on prevailing market conditions.

FLEET

A growing fleet supports our network

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Fleet flexibility

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ANNUAL REPORT 2012

In 2012 Etihad Airways operated 4,267 flights, an increase of 16.7 per cent, or 6,405 flights, on the previous year. Despite this increase, only 47 flights were cancelled, down by 50 per cent, or 107 cancellations, over the previous year.

As a result of the challenges presented by diverse external factors, average on-time performance dropped to 78.1 per cent, 5.7 per cent below target. Overall, however, Etihad Airways’ technical dispatch reliability was stable, and above industry standard, improving to 2012’s 99.3 per cent – well above target.

Technology

Technology is central to the new solutions and systems that have been implemented to create a robust platform for operating the airline’s flights.

The airline introduced a real-time data reporting system which enables it to access and report flight times, fuel consumption and route data without delay to the operations control, for better planning.

A purpose-designed fuel management solution was implemented in July to maximise fuel efficiency, cut carbon emissions and reduce fuel costs. The Total Operational Cost Optimisation System (FOCOS) provides real-time analysis of existing and new fleet types in the years ahead, such as the Airbus A380 and A350, and the Boeing 787 Dreamliner.

The present Flight Training Centre houses two Airbus A310/320, one Airbus A340, and one Boeing 777 flight simulators. Since 2007, the 24-hour facility has trained more than 1,400 pilots and 6,400 cabin crew.

Corporate sustainability

Investment in people

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Technical excellence

The Technical division oversees an ongoing program of innovation and product enhancement to ensure Etihad Airways’ aircraft are maintained to the highest standards.

During 2012, Etihad Engineering continued the work on additional retrofit and line fit developments to maintain and further enhance the guest experience on board the aircraft.

A three-year plan was set up at the beginning of 2012, identifying the roadmap for continued investment in the fleet from 2012 to 2014. The plan makes provision for cabin upgrades; adjustments to the seat counts across the cabin, and standardisation of cabin layouts across the fleet. During the year several retrofit and modification projects were put in place for implementation across the fleet in 2013 and 2014. They include:

- Connectivity rollout. Etihad’s largest project in terms of number of aircraft affected and financial investment.
- The special engineering solutions are being developed, tested and certified for 53 aircraft of different types and sub-fleets. Implementation started in October 2012.
- The Sogerma seat trim and finish upgrade program affects the first generation Business Class seat to provide the latest generation seat and cabin, and the implementation of a number of product enhancements that will improve sustainability.
- A complete cabin retrofit on eight A330 aircraft will see an upgrade to Business Economy Class, inflight entertainment, galleys, rest and cloths to the latest standard, creating a sub-fleet of identical aircraft.
- A parallel Etihad Airways is engaged in a number of new projects for line fit, cabin development programs for aircraft that enter service in the coming years, including:
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SAFETY

Safety is Etihad Airways’ top priority and the main focus of all activities in the Operations division. The division’s objectives are:

• Zero accidents
• Continuous decrease in the severity of incidents and occurrences
• Continuous improvement in the airline’s safety culture

IOSA safety audit

The biennial IOSA Operational Safety Audit took place in May 2012, confirming that Etihad Airways was fully compliant, having met all the standards in areas including: organisation and management, flight operations, cabin operations, ground and cargo operations, maintenance, flight dispatch, security operations and safety management systems, with zero findings.

This is the industry’s most challenging operational audit, and follows successful IOSA audits conducted in 2006, 2008 and 2010 – all of which resulted in zero findings.

Safety culture

A safety culture survey was conducted among the Etihad Airways employee community. The results showed a strong improvement in safety awareness when compared with the results from the previous survey in 2010.

The new Environmental Health and Safety Management System, approved by the Abu Dhabi Department of Transport, has been fully implemented as an integral component of Etihad Airways’ Safety Management System. An external audit was conducted in accordance with the statutory provisions of the Abu Dhabi EHS Regulatory Framework and resulted in zero non-conformances.

ISO / OHSAS certification

Etihad Airways Corporate Safety and Quality was awarded ISO / OHSAS 18001:2007 Certification for Occupational Safety and Health Management Systems, a first ISO / OHSAS for the airline. The world’s most recognised occupational health and safety management system standard, OHSAS 18001, will assist in managing business risks associated with occupational health and safety, and increasing performance objectives and statutory requirements under legislative frameworks.

The elements of OHSAS 18001 include hazard identification, risk assessment and risk controls, legal responsibilities, training, communication and consultation, documentation and records, operational controls, emergency readiness, measurement and monitoring, accidents and incident investigation, correction and preventive action, and audit and review.
Together, investment and innovation have contributed significantly to the 24 per cent improvement in fuel efficiency per passenger-kilometer across the passenger fleet between 2006 and 2012.

Substantial investment in the latest technology aircraft and engines has ensured a relatively low emissions fleet. Etihad also ensures that aircraft are operated as efficiently as possible, and new systems, which accurately calculate the most efficient routes and fuel uplift requirements, have been implemented.

Coupled with this, there are concerted efforts to reduce aircraft weight through lighter cargo containers, trolleys, and galley and cabin equipment. These improvements are realised through actions taken both on the ground and in the air.

An Etihad Airways Airbus A330-200 was the first aircraft in the region to perform the RNP-AR (Required Navigation Performance – Authorisation Required) approach to Abu Dhabi International Airport marking the beginning of RNP-AR implementation in Abu Dhabi’s airspace.

This high precision technology uses continuous descent operations and shorter trajectories that in turn shorten approach paths to the runway thereby reducing noise. Flighttime and fuel consumption by between 100 and 200 kg per approach. This results in an overall reduction of CO2 emissions by at least 30,000 tonnes per year.

Etihad Airways strongly advocates fleet modernisation across the entire aviation industry so that all airlines can take advantage of the fuel-saving capabilities of modern aircraft. The airline is working collaboratively with a wide-range of stakeholders including airports, air navigation service providers and civil aviation authorities to achieve maximum fuel reduction.

A comprehensive data analysis program was introduced into the airline in 2012. Known as Optimised Systems and Solutions (OSyS), it provides real-time analysis of existing fuel consumption during all phases of flight, enabling Etihad Airways to identify and target priority areas where the most effective fuel and emissions savings can be achieved.

The information allows Etihad Airways to improve continually the way it operates flights to gain maximum benefit from flight and fuel planning, flight and ground operation procedures, and air traffic system integration.

In further support of fuel-saving initiatives, the airline signed an agreement to fit sharklet wing tip devices on 17 Airbus A320s which are scheduled for delivery from the third quarter of 2013. The sharklets, which are 2.5 metres high, help to deliver improved range, take-off performance and reduced fuel consumption.

"Investment and innovation have contributed significantly to a 24 per cent improvement in fuel efficiency since 2006."
ETIHAD CARGO

Etihad Cargo maintained its strong track record in 2012 once again outperforming the market by 18 per cent, with revenues of US$732.8 million, up 10.3 per cent on 2011.

Freight carried grew by 19 per cent year on year from 310,188 tonnes to nearly 368,000 tonnes in 2012, averaging 30,600 tonnes per month.

Charter business grew significantly accounting for US$63.5 million in 2012, 13 per cent of total cargo revenue for the year.

This performance is attributable to a continued focus on proper customer segmentation in global multinational companies, and independent forwarder alliances. Rational competition in growth markets, and a balance of new owned and operated freighters with strong wet–lease partnerships, have created flexible solutions for Etihad customers.

Of significance this year was the rebranding of the division from Crystal Cargo to Etihad Cargo, a move designed to identify and align not only the aircraft, but more importantly, the service proposition.

Cargo fleet

While fleet rationalisation continued, and pending the scheduled delivery of three new aircraft in 2013, Etihad Cargo took measures to protect interim business with extensions to the leases on the Airbus A300 and MD11 aircraft. A highlight of the year was the delivery of the first Boeing 747-400 freighter in June. With its 324 tonne capacity, fully main deck and unique nose-loading capability, the aircraft significantly enhances the division’s capacity to segment its operation and capacity.

At year end the Etihad Cargo fleet of six freighters comprised one Airbus A300-600F, two Airbus A330-200Fs, one Air Donald Douglas MD-11F, one Boeing 777F, and one Boeing 747-400F. Freight capacity accounts for 32 per cent of total Available Tonne Kilometres (ATKs) offered for sale.

Cargo network

The network grew in 2012 with the launch of Benghazi, Dammam, Djibouti and Tripoli, Lagos and Doha. There are now 27 freight-only destinations in 20 countries on the Etihad Cargo network.

Technology

Etihad Cargo continued its internal investment program to streamline and optimise the operation in several ways. At the hub, handheld scanning was introduced where it offers speed, efficiency and reliable data in real-time. In the back office, a business intelligence platform, developed and implemented by the IT department, offers an integrated approach and transparent end-to-end flow to achieve greater efficiency and enhance customer service.

New products

Externally, a comprehensive due diligence exercise and intensive preparation saw the launch in September 2012 of Safeguard, a service designed to support the requirements of global security service companies, freight forwarders, companies and individuals who dispatch valuable goods such as precious metals and stones, jewels, legal tender, and priceless works all over the world, quickly and securely. The service has been rolled out to 67 certified cargo locations across Africa, Asia, Australia, Europe and North America.

In December, Etihad Cargo launched the Etihad Kalasan Run, offering a dedicated personal freight service for the 500,000-strong Filipino expatriate community living in the United Arab Emirates (UAE).

Humanitarian relief

While the results for commercial cargo are pleasing, Etihad Cargo also coordinated humanitarian disaster relief shipments to Somalia with the International Women and Health Alliance International (IWHA), the UAE Red Crescent and Shelterbox France, and further shipments in coordination with Airlink to Africa and Iraq, in addition to sending vital medical supplies to Nepal as part of its membership of the UAE’s Care by Air charity.

Etihad Cargo also carried an unusual shipment of three sailing boats, each measuring 22 feet long and weighing one tonne, to Ireland as part of a Volvo Ocean Race maritime cultural exchange program.

e-Freight

Ongoing preparations with local stakeholders and partners will ensure that Etihad Cargo is on track to launch e-freight in 2014, a year ahead of the IATA deadline in 2015. The e-freight project aims to take the paper out of air cargo and to replace it with the exchange of electronic data and messages, initiated by 100, this is an industry-wide initiative involving carriers, freight forwarders, ground handlers, shippers, customs brokers and authorities.
The IT department continued to provide critical support to the airline, introducing systems and innovations which drive efficiency and cost reductions, in addition to an ongoing program of business process re-engineering. More than 30 IT-related projects were delivered across all areas of the business.

The most important of IT’s initiatives in 2012 was its role in the Passenger Service Systems (PSS) program. This involved a significant campaign resulting in the recruitment of 160 dedicated staff; training for 6,700 end-users; the rewriting of all policies, procedures and processes for reservations, ticketing and airport staff; and preparatory briefings for managers across the network.

Video conferencing was set up in six key offices worldwide to improve communications while reducing travel costs and the staff carbon footprint.

For Etihad Cargo, significant revisions to the cargo platform, the development of a business intelligence system, and the introduction of handheld scanning at the cargo centre at Abu Dhabi Airport, all contributed to improved productivity and record-breaking performance.

In Guest Services, the new uniform management system has automated uniform allocation and distribution for 7,000 uniformed staff, enhancing control and driving further cost efficiencies. In the first phase of the airline’s infrastructure renewal program, new data centres at Mafraq and Jebel Ali were installed and commissioned. Migration of the data is scheduled to commence in 2013.

The year also saw the introduction of a comprehensive strategic review of the airline’s Passenger Service Systems was undertaken in the first quarter of 2011, and the decision was taken to partner with Sabre Airline Solutions to provide a platform for the future within a reasonable commercial framework. The 10-year US$1 billion deal between Sabre Airline Solutions and Etihad Airways makes provision for the implementation of the SabreSonic system which.

The system will support reservations, ticketing, airports, and e-commerce, and enhance the guest experience, workflow processes, improve productivity, reduce technology costs and provide opportunities for increased revenue.

After more than a year of preparation and training, the Big Switch will take place on February 23, 2013.

The Big Switch is a critically important project and the biggest transformation that Etihad Airways will undergo in the next 10 years.

A comprehensive strategic review of the airline’s Passenger Service Systems was undertaken in the first quarter of 2011, and the decision was taken to partner with Sabre Airline Solutions to provide a platform for the future within a reasonable commercial framework. The 10-year US$1 billion deal between Sabre Airline Solutions and Etihad Airways makes provision for the implementation of the SabreSonic system which.

The system will support reservations, ticketing, airports, and e-commerce, and enhance the guest experience, workflow processes, improve productivity, reduce technology costs and provide opportunities for increased revenue.

The intensive preparation also entailed rewiring 30 major IT systems which will interface with the new platforms, and preparing the business through training, business process re-engineering and an extensive communications campaign. Close to 6,000 staff from reservations and ticketing, the contact centres, and staff at the hub and across the network underwent training. Advanced planning is in place to minimise risk and ensure a smooth cut-over for the operation and the guest experience.
In 2012, Etihad Airways continued the development of its network through the introduction of a new distribution network, focusing on the alignment of sales and distribution activities with the airline’s new strategic airline partners. The focus on global corporate customers and travel management companies specializing in business travel led to a 2.0 per cent increase in revenue from that high-yielding segment alone.

The Etihad RapidPay (ASP) payment platform was introduced to facilitate easier payment and increased management information for corporate travelers, while the introduction of booking Microservices enabled passengers to book a range of ancillaries, such as pre-paid excess baggage. Etihad Airways was one of the first to install these facilities in the Middle East region. Overall, global distribution system (GDS) costs reduced in 2012 as a result of contract negotiation and other cost-saving initiatives, directly impacting the bottom line.

The Small and Medium Enterprise (SME) business has been steadily increasing with a 13 per cent increase in revenue over 2011. The airline’s new dedicated products and services for SMEs, specialising in business travel, contributed to a 20 per cent increase in revenue from that segment. ‘Manage My Booking’ was launched in June, allowing guests to change or add to their existing bookings online. This innovation has increased online bookings by 15 per cent. The six months since its launch, 62,000 guests used the tool to service their bookings or change their flights.

In February 2012, Etihad opened its fourth global contact centre in Manchester. This state-of-the-art centre, the first in Europe, serves guests from 19 markets in 10 languages and operates around the clock. Hotels Abu Dhabi launched Etihad Airways’ first formal stopover program in April, allowing 4,000 guests to the Emirate. The development of eight new Etihad Holidays, Abu Dhabi, the growth of SMEs business, and increased maintenance all contributed to the continued growth of Hala Abu Dhabi.

Although Etihad Airways’ contact centres served a total of 600,000 guests in 2012, a number that is expected to top three million in 2013.

Etihad Airways’ contact centres answered more than 2.6 million calls in 2012. All countries served by Etihad Airways recorded over 13 per cent of the airline’s total booked revenue as a result of the airline’s nationalisation program.

The Al Ain contact centre won the ‘Best Facility’ and ‘Best Customer Support’ at the ‘Middle East Call Centre Awards 2012’. Furthermore, the Sabre Revenue Integrity suite was launched in June, allowing guests to change or add to their existing bookings online. This innovation has increased online bookings by 15 per cent. The six months since its launch, 62,000 guests used the tool to service their bookings or change their flights.

The Sabre Revenue Integrity suite was introduced to manage and service their own booking requests once confirmed by the airline. These developments will drive a major improvement in group space revenue generation.

Contact centres

In February 2012, Etihad opened its fourth global contact centre in Manchester. This state-of-the-art centre, the first in Europe, serves guests from 19 markets in 10 languages and operates around the clock.

The contact centre which employs 180 staff, has answered almost half a million calls since opening, bringing in more than 30 per cent increase in revenue.

By the end of 2012 Etihad employed a total of 1,000 staff in its four contact centres. PSG per cent of the staff employed in the UAE are Emirati nationals, predominantly women based in Abu Dhabi. At all centres, while approximately 55 per cent of the workforce based in Abu Dhabi are Emirati nationals, as part of the airline nationalization programs.

In January 2012, the airline upgraded its Revenue Management System to the PROS Group Revenue Management System. This facilitates passenger forecasting at a point of sale traffic flow level, that allocating inventory for sale based upon specific revenue value by country of sale. This further enables load factor build in off peak flight demand periods while protecting peak demand flights for highest value revenue sales.

Also in January 2012, the PROS Group Revenue Management System was introduced to allow for the better processing of group booking requests, facilitating growth in group demand. The latest innovation introduced in the third quarter of 2012 which allows the faster build of group space in response to the sales team.

The Sabre Revenue Integrity suite was introduced to improve in October 2012, providing the capability to manage inventory sales in real-time, releasing blocked seats back into the available inventory, in a dynamic 24/7 environment, to maximize product on-the-shelf for sale and optimize revenue generation.
In 2012 Marketing provided a wide range of activities to support the commercial business. Key focus areas were:

- Consumer promotions
- Tactical TV and online advertising
- Trade incentive programs
- New route launches
- Digital and database marketing
- Destination Abu Dhabi and Impresario programs
- Airline and carrier partnerships
- Sponsorship activation
- Social media development and activation

**Consumer promotions**
Throughout the year Marketing implemented a range of targeted Breaking Valid offers across all markets. Activities focused on weekly, fortnightly, and monthly basis, and included the airline’s best deals to a select range of destinations, the promotions were supported with digital media (paid search, banner display ads), e-mails to Etihad guests and digital media (paid search, banner display ads), e-mails to Etihad guests and digital media (paid search, banner display ads), e-mails to Etihad guests and digital media (paid search, banner display ads) and buying, with LBi chosen to manage above-the-line media planning, search and affiliate marketing.

To provide a strong sales boost in the summer period, the new agency developed a special tactical campaign. A new TV commercial was filmed on Rainbow Beach in Abu Dhabi and premiered in June across Europe, the Middle East and Africa in addition to country specific stations in the UAE, France, Germany, UK, the United States, India, Pakistan and Bangladesh.

The campaign also appeared across digital media platforms including, for the first time, in social media. The TVC was seen on YouTube by over four million viewers.

**Trade incentive programs**
The trade travel is still the airline’s biggest and most significant distribution channel. In 2012, a series of major trade promotions were undertaken in key markets, offering frontline travel agents incentives and prizes for selling Etihad Airways Rights. In the first quarter, ‘Use Free for a Year’ was launched in six markets. This offer was followed by the ‘Double Your Salary’ promotion in the second quarter and the ‘Great Office Escape’ in the final quarter. These offers were designed to drive sales of the products and services, providing a substantial boost in activity during off-peak months and delivered a 16.1% return on investment.

**New route launches**
Etihad launched its 13th route in January with the service to Tokyo – a marketing campaign ran in the Japanese capital and the city was followed in March with the launch of airline’s third route to China – Shanghai. Etihad’s presence was established through print and outdoor advertising, including a large digital poster in the People’s Square station.

New上半年, the new agency developed a special tactical campaign. A new TV commercial was filmed on Rainbow Beach in Abu Dhabi and premiered in June across Europe, the Middle East and Africa in addition to country specific stations in the UAE, France, Germany, UK, the United States, India, Pakistan and Bangladesh.

The campaign also appeared across digital media platforms including, for the first time, in social media. The TVC was seen on YouTube by over four million viewers.

**Trade incentive programs**
The trade travel is still the airline’s biggest and most significant distribution channel. In 2012, a series of major trade promotions were undertaken in key markets, offering frontline travel agents incentives and prizes for selling Etihad Airways Rights. In the first quarter, ‘Use Free for a Year’ was launched in six markets. This offer was followed by the ‘Double Your Salary’ promotion in the second quarter and the ‘Great Office Escape’ in the final quarter. These offers were designed to drive sales of the products and services, providing a substantial boost in activity during off-peak months and delivered a 16.1% return on investment.

**New route launches**
Etihad Airways has announced that it has taken delivery of its first Boeing 787 Dreamliner, marking a new chapter in the airline’s history. The aircraft will be used on long-haul international routes, connecting Abu Dhabi to major cities around the world. The twin-engine, wide-body jet aircraft is expected to enter service in the first quarter of 2013.

**Digital and database marketing**
The airline’s paid search (PPC) marketing grew by more than 50% year-on-year, generating over US$3.5 million in revenue, and affiliate marketing grew from US$1.2 million to over US$3.5 million. Database marketing programs to Etihad Guest members delivered US$1.5 million in revenue, up more than 26% on the previous year, and retains a high cost effective channel.

**Destination Abu Dhabi and Impresario programs**
New route launches included the launch of flights to Abu Dhabi as a leading leisure destination. ‘Access Abu Dhabi’ enables national and international tourists to experience Abu Dhabi. The city’s expanding leisure attractions are helping to make Abu Dhabi an increasingly popular destination among international tourists.

**Sponsorship**
Sponsorship continued to play an integral role in Etihad’s marketing strategy during 2012.

- The airline’s two sponsored UK teams, Manchester City FC and Harlequins both saw their respective leagues win titles while it made it a special double celebration for Etihad.
- The year started with the Volvo Ocean Race arriving in Abu Dhabi in March. The airline’s name was displayed prominently on the landmark tourist attraction at Croke Park. Etihad is the official sponsor of the spectacular new Skyline Stadium in Dublin and the Hong Kong Rugby Sevens. The airline is also a key partner of the Sport Australia Hall of Fame until 2019. The airline also renewed its sponsorship of the Sport Australia Hall of Fame until June 2015. Throughout the year the airline supported many local community events such as the International Prize for Arabic Fiction, the Abu Dhabi Film and Art Festivals, Gourmet Abu Dhabi, and the Abu Dhabi Air Show, as well as a number of industry conferences and exhibitions.

**Social media development**
Etihad Airways continued to develop a strong, integrated presence on popular social media platforms including Facebook, LinkedIn, Twitter, YouTube, and the airline’s blog, Etihad Mode. These channels experienced considerable growth in the number of followers in the year. Facebook fans increased from 25,600 to 136,900, LinkedIn fans from 6,000 to 37,800, and Twitter followers from 37,000 to 64,000 million. The airline also posted a number of fan videos, which proved to be one of the highlights on the airline’s social media activity. The airline’s new Facebook page was launched in the second half of the year and gained over 16,000 fans.
In 2012 Guest Experience launched or completed the roll-out of a number of initiatives designed to enhance and differentiate the airline brand and guest experience. These include:

- Orbital Chef on all First Class routes
- Business Class inflight experience refresh, with new menus, meal services, signature breads and meal equipment
- Economy Class upgrades, including additional meal services and enhanced meal centres
- New introduction of First Class suites in A380 and Business Classes, including new food service options developed in consultation with World's Best Chefs
- The launch of Etihad Airways' new online portal, Etihub, in December
- New on-board magazine, ‘Boutique’, launched in February
- ‘Airs@t’ – a comprehensive airline benchmarking survey conducted by AEGCC
- The launch of Wi-Fi connectivity on an Airbus A330-200 (to be rolled out across the fleet from 2013)
- Guest Response (proactive service recovery team) now has real-time links to all wide-body aircraft and airports, allowing them to provide immediate service recovery to all premium guests
- The Guest Experience team works closely with Etihad Social Media Channels around the clock.

GUEST EXPERIENCE

Guest Experience manages the strategic development and delivery of all the experiences, environments and touch-points that a guest encounters throughout their journey with Etihad, in the air and on the ground.

In addition, Etihad's First Class onboard Chef, the ‘bistro de chef’s concept and innovative approach to flight catering’ were all recognised with the 2012 Mercury Award for Onboard Service by the International Travel Catering Association (ITCA).

In 2012 Guest Experience launched or completed the roll-out from the airline’s own chickens and beehives sourced locally at the Abu Dhabi Organic Farm, including eggs and honey.

The global contact centre team experienced strong growth and now operates from four locations in Abu Dhabi, Al Ain, Munich and Melbourne, including new local cuisine options developed in conjunction with Mezlai Restaurant, Emirates Palace.

The overall guest experience and find synergies and efficiencies in product and service offerings. airberlin started the roll-out of the first of its Business Class suites in Europe along with the introduction of the new signage concept.

In addition, Guest Experience worked closely with air Seychelles to redesign the ‘Etihad-inspired service’ concept, whilst maintaining its unique Creole brand identity.

The VIP 24/7 service operation launched in 2012, with the addition of global contact centres to the departments’ network and the implementation of significant enhancements and service improvements across all guest contact points.

Service recovery was a special focus for the team in 2012, with the addition of global contact centres to the departments’ network and the implementation of significant enhancements and service improvements across all guest contact points.

Guest satisfaction and service were a special focus for the team in 2012, with the addition of global contact centres to the departments’ network and the implementation of significant enhancements and service improvements across all guest contact points.

The global contact centres are experienced, skilled and responsive service operators based in Abu Dhabi, Al Ain, Munich and Melbourne, providing services to 34 markets in 13 languages. The contact centres handle both guest calls and emails.
GUEST SERVICES

Guest Services continued to work at the forefront of the business delivering exceptional service that is a hallmark of the Etihad Airways brand.

By your end the cabin crew complement had risen to 3,144, a 3.5 per cent increase on 2011. The Guest Services department was restructured to consolidate a dynamic team capable of delivering great leadership and superior guest service appropriate to meet the demands of the airline’s growth.

Work and cost effectiveness
A significant amount of time was allocated to identifying and implementing work and cost efficiencies. As part of its change agenda, Guest Services worked to reduce operating costs and optimise resources; deliver better results at a lower cost.

The Cabin Crew Performance Management team embarked on a program to enhance efficiency and cabin crew productivity. The reduction in Cabin Crew Operations manpower numbers while ensuring only the best and brightest talent was hired.

Online reporting resulted in a significant reduction in paper usage. Positive response from crew to this initiative resulted in 75 per cent (compared to 50 per cent in 2011) of onboard assessments being submitted electronically in 2012.

Training and development
By reducing the length of training courses, the Safety and Training team was also able to lower total cost without compromising service quality. Using e-learning resources and other time-saving techniques, a total of 1,114 training days were saved in the period between October and the end of December 2012, resulting in a cost saving of close to US$250,000. Progress for 2013 anticipates a saving of 7,000 days in 2013, delivering about US$355,000 of annual savings.

Progressive Programmes were aligned to meet operational requirements and the company’s on-going growth. The Cabin Crew New recruit assessment process and role was redesigned resulting in a total of 148 internal promotions to Cabin Captain.

Defining language requirements by route, and streamlining the external recruitment process helped to exceed the target of 76 per cent of onboard assessments being submitted electronically in 2012.

Leadership development and support
In 2012 work was undertaken to broaden the role of onboard leaders and strengthen their business acumen. Guest Services ran a series of successful courses, workshops and mentoring campaigns to encourage cabin crew to share the department’s ‘good to great’ journey. These included workshops for business acumen, cabin managers and inflight chefs, leadership, career development and safety.

Starting guest service delivery
Guest Services introduced various campaigns and initiatives to improve the delivery of exceptional guest service onboard. The Product and Service Standards team took additional measures to ensure that rigorous standards of excellence were implemented and consistently maintained across all fleets and in all cabins.

The service enhancements introduced in Pearl Business and Coral Economy Class have saved time for cabin crew allowing them to spend more time with individual guests to deliver personalised service. These include simplifying meal services and the enhancement of the tip systems to reduce meal service times.

Guest Services also introduced the Online Coaching Program, supporting cabin crew in delivering consistently outstanding guest service onboard. A total of 84 top performers from all cabin crew grades were selected and entrusted with the mission to guide, mentor and support their peers within the same grade, improving their service knowledge and delivery skills to continually deliver exceptional levels of service in all cabins.

Leading the World with a Smile
To add warmth to guest service delivery and pride in representing the Etihad Airways brand, Guest Services launched a successful viral campaign called ‘Leading the World with a Smile’.

The success of this campaign was evidenced in the growing number of guest compliments commending onboard professionalism and inflight service delivery. Of a total of 16,000 guest comments received in 2012, 96 per cent were in praise of cabin crew.

Communication played a key role in effectively managing change by communicating frequently, consistently and honestly. The internal communications process was streamlined to ensure that cabin crew are aware of operational and general updates in a timely manner.

2013 has been designated as the Year of the Guest and will be marked by Guest Services with the launch of the ‘Guest First’ campaign and a number of new strategic programs to support ongoing growth in 2013.
ETIHAD GUEST

2012 proved to be a defining year in the development of Etihad Guest, the airline’s award-winning loyalty program. Launched in August 2006, the program grew by over 1,000 members a day in 2012, and now boasts more than 1.9 million members from 120 countries, a 31 per cent increase over 2011.

The number of sectors flown by Etihad guests increased by 14 per cent, and the number of miles accrued by 15 per cent. Membership redemptions also rose strongly by more than 25 per cent with flight redemptions up 26 per cent and product redemptions 22 per cent higher than the previous year. Just under 28 million miles were donated to charities on the Reward Shop.

The Etihad Guest Reward Shop has 6,000 products available for redemption from toys and jewellery to charities, ‘money-can’t-buy’ experiences, and Etihad merchandise, which makes it the most comprehensive reward proposition in the industry.

Four new airline partnerships were launched by the end of the year, including airberlin, Air Seychelles, Royal Air Maroc, and Czech Airlines. The 26 new non-airline partnerships include Starwood Hotels & Resorts, Avis, Citibank, Mobily and Priority Pass.

Seychelles Plus, the Air Seychelles frequent flyer program, was fully integrated into Etihad Guest’s loyalty platform in June 2012, marking a major milestone for Etihad Guest as it evolves from being a program that supports only one airline, to one that supports multiple airlines.

Etihad Guest has 162 partners including a new category of partner referred to as ‘Brand Alliance’ partners. These are companies that offer Etihad Guest members recognition in the form of discounts and/or added value. The membership accrual pattern grew strongly by 44 per cent in 2012.

A number of redemption promotions were held during the year. Approximately 70 million miles were redeemed in various raffles held in 2012.

Etihad Guest won three accolades at the 2012 Freddie Awards ceremony.
• Best Redemption Ability
• Best Elite Program
• Best Loyalty Credit Card

PointsPay™, an industry innovation unique to Etihad Guest, was launched in 2011, enabling members to convert their miles into cash to spend at more than 10 million online and offline merchants worldwide.

Since its launch in September 2012, nearly 150 million Etihad Guest Miles have been loaded onto PointsPay™ plastic and virtual cards worldwide. Seven thousand Etihad Guest members around the world have registered to use the system and close to 49 million Miles have been redeemed and used to purchase goods from over 1,000 merchants in more than 90 cities in 60 countries.

With an average value of US$62 per transaction, the top 10 countries accounting for over 80 per cent of total transactions, include the United Kingdom, India, Australia, United States, Ireland, Philips, Saudi Arabia, Egypt, Pakistan and the United Arab Emirates.

PointsPay™ and PointsPay Card are registered trademarks of Guest Reward, LLC. PointsPay is a registered trademark of PointsPay, LLC.

PointsPay Card™ is issued by Standard Chartered Bank (the "Issuer") under a licence from Visa International Service Association. PointsPay Card™ is issued pursuant to a licence from Visa International Service Association and may be used everywhere Visa cards are accepted. PointsPay is a registered tradem...
PEOPLE AND PERFORMANCE

At 31 December 2012, Etihad Airways employed 15,206 people representing more than 125 nationalities to create an incredible diverse and experienced workforce.

Over 2,500 people joined Etihad during the year, a net increase of 1.8 per cent over 2011. Almost 17 per cent of new employees were recruited to join the airline’s teams across the global network. More than 200 of these were part of the new contact centre established in Manchester while teams were also recruited in readiness for eight new station openings in 2012 and 2013. More than 200 of these were part of the new contact centre established in Manchester while teams were also recruited in readiness for eight new station openings in 2012 and 2013. Almost 40 per cent of managerial roles in the airline were filled internally, demonstrating the airline’s commitment to promote from within. The new contact centre established in Manchester while teams were also recruited in readiness for eight new station openings in 2012 and 2013.

In line with Etihad’s commitment to create and sustain career opportunities throughout the organisation, the airline’s Emiratisation program was launched in 2007. Since then, the number of UAE nationals in the workforce has grown from just 22 per cent to almost 60 per cent of cabin crew and operational – almost doubling every year. At the end of 2012, more than 1,000 Emiratis were undergoing training or actively incorporated into the workforce. Emiratis now form the second largest nationality grouping in the organisation. The recruitment of Emiratis is conducted in collaboration with the Abu Dhabi Tertiary Council and supported by a mentoring and coaching scheme to further enhance their performance and effectively translate formal learning into the workplace. During 2012, all managers of Emiratis received special training and tools to enable them to support the development of their UAE national employees particularly through the use of Personal Development Plans.

Emiratisation remains at the forefront of the learning and development programs offered by the airline with the objective of matching the needs of the business with great career opportunities for Emiratis. In 2012 the number of UAE nationals participating in Etihad’s programs grew by 51 per cent, with a major focus on programs creating a talent pool in airlines and sales. More than 20 Emiratis are currently on development assignments internationally across the network.

Etihad Airways welcomed its 1,000th Emirati member of staff when Saeed Al Naqbi, who is from Abu Dhabi, joined the airline’s Graduate Management Program. The Sheffield, Eastin Khoobi, is a cadet officer in Etihad’s Cadet Pilot Program.

Recruitment of UAE nationals

A strategic sourcing initiative was launched in cooperation with UAE accommodation offering, and services, with the end of two desirable buildings and a range of options to create cabin crew accommodation more welcoming. Company accommodation averaged 96 per cent occupancy for almost 4,000 employees.

Employee opinion survey

The first annual employee opinion survey, MyEY, was launched in December. Results from the survey, which will be independently analysed, will be used to understand the future of employee engagement at Etihad and to ensure the people plan continues to meet the needs of the workforce. Key to this plan will be the actions needed to shape the culture of the workplace at Etihad continues to grow.

Recruitment of Omani nationals

recruit Omani nationals, addressing the actions needed to shape the culture of the workplace at Etihad continues to grow.

Leveraging technology

In May, the HR department completed an ‘update your details’ campaign to encourage employees’ emergency contact details and other information were up-to-date in the company-wide system.

There were 41 enhancements to the HR system for managers, employees and back-office, including enhancements to payroll confidentiality, on-line check calls for employees impacted by Hurricane Sandy in North America and the typhoon in Abu Dhabi.

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Employee wellbeing

Since opening in 2010, the Etihad Airways Medical Centre has provided essential medical services at all company locations. Services are regulated by the Health Authority of Abu Dhabi and the General Civil Aviation Authority. In addition, there is a national emphasis on compliance with regulations and standards. Services at the Medical Centre were extended to be available to all employees and attendance increased by nearly 27,000 visits in 2012. In addition to focusing on increased efficiencies resulting in reduced waiting times and greater capacity, a broader health care model was introduced through targeted health promotion and education activities. The Healthy Airways Medical Centre has provided essential medical services to cabin employees globally.

Learning and development

Etihad Airways has a continuous focus on building aviation-specific capability through training programs. In May, the Academy, now accredited by IATA, launched eight major IATA diplomas offering to all employees subjects such as reservations, airport operations, cargo, and the IATA thruster leadership and management diplomas. Almost 1,500 employees have enrolled in the diplomas to date. The Academy team delivered (reverse) training to over 7,000 core students in 2012, 30 per cent up on the previous year. The adoption of on-line learning has proved to be very successful, providing an effective training solution for a global and mobile workforce, which also delivers cost advantages to the airline. More than 25,000 employees have completed training sessions provided by Etihad, ensuring employees had full information on the nature and type of roles available in the new structure. Over 10 per cent of redundancies were achieved through a voluntary process with job-seeker training sessions provided by Etihad, as well as efficient completion of settlements. Etihad recruited 24 former Air Seychelles employees.

Etihad Airways’ world-class training facilities and programs were made available to Air Seychelles in preparation for the delivery of the airline’s new Airbus A330, and in 2012, 66 Air Seychelles staff attended training in Abu Dhabi.

Living in Abu Dhabi

Between 2010 and 2012, the number of employees living outside Abu Dhabi decreased by 18 per cent. To assist employees in complying with the new government directive on accommodation, the HR team organized two-staff locations in 2012. More than 240 people attended the sessions, which brought together a range of specialists including healthcare providers, schools, property consultants and relocation companies to assist Etihad-bound employees in planning and implementation of a move to Abu Dhabi.
James Hogan
President and Chief Executive Officer
Australia

James Hogan was appointed President and Chief Executive of Etihad Airways on 10 September 2006, bringing more than 30 years of airline and industry expertise to the airline.

Mr Hogan started his career in 1975 at Ansett Airlines, and subsequently held senior positions with bmi, Hertz, Formosa, and Gulf Air in Hong Kong, his roles included Vice President, Marketing & Sales for Europe, Middle East and Africa.

In 1997, Mr Hogan became Service Director for bmi British Midland, joining in 1998 to join the Granda Group as Worldwide Sales Director, where he was on the board of some firms. He returned to bmi in 1999 as Chief Operating Officer and a member of the Board, responsible for flight and ground operations, sales and marketing, commercial, cargo, engineering and handling service companies. In 1999, Mr Hogan joined Gulf Air where he served as President and Chief Executive for four years.

He is a fellow of the Royal Astronomical Society, and a former non-executive Director, and member of the Board of the Audit Committee, of Gatwick PLC.

In 2010, he assumed the Chairmanship of the Aviation Travel and Tourism Governments at the World Economic Forum. He currently serves on the Executive Committee of the World Travel and Tourism Council.

In June 2011 he was appointed President and Chief Executive for four years. In 2012 he received the CAPA Airline Executive of the Year Award for excellence and leadership.

James Rigney
Chief Financial Officer
Australia

James Rigney was appointed Executive Vice President Finance at Etihad Airways in October 2009, and became the airline’s Chief Financial Officer in March 2010.

Mr Rigney’s career in aviation has spanned over 30 years. He joined Etihad Airways from Gulf Air, where he was Head of Corporate Strategy, before joining Gulf Air in 2003. Mr Rigney holds a number of senior strategic and commercial positions within the Abu Dhabi Group of Companies.

He is responsible for finance, treasury, information technology, supply chain and property at Etihad Airways. He is also a Non-executive Director of Abu Dhabi Aircraft Technologies (ADAT) and sits on the Board of airlines.

A chartered accountant, he holds a Bachelor of Business and an MBA from RMIT University in Melbourne, Australia. James Rigney received the Finance Award at the Airlines Business Airline Strategy Awards in 2012.

Richard Hill
Chief Commercial Officer
United Kingdom

Captain Richard Hill joined Etihad Airways in January 2007 and was appointed Chief Commercial Officer in April 2009.

He is responsible for Etihad Airways’ flight operations, flight services, cargo, sales and marketing, standards, flight safety and quality and airline security, including the airline’s emergency response procedures.

Captain Hill began his aviation career as a pilot at British Airways in 1979. He spent 20 years with British Midland, where he rose to the position of Vice President, Operations Technical and Commercial Business.

Captain Hill was appointed Chief Commercial Officer in April 2009. He joined Etihad Airways in April 2004 and has managed the airline’s extensive global commercial efforts during a period of rapid growth.

Peter Baumann
Chief Commercial Officer
Switzerland

Peter Baumann was appointed Chief Commercial Officer in April 2009. He joined Etihad Airways in April 2004 and has managed the airline’s extensive global commercial efforts during a period of rapid growth.

Mr Baumann has held a number of senior strategic and commercial positions with Etihad Airways. He is also a Non-executive Director of Abu Dhabi Aircraft Technologies (ADAT).

Prior to joining Etihad Airways, he held a number of senior roles within the Belgian and Swiss aviation industries.

Kevin Knight
Chief Strategy & Planning Officer
United States of America

Kevin Knight joined Etihad Airways as Chief Strategy & Planning Officer in March 2011.

In this role is responsible for overall corporate strategy, government affairs, and the development of the network, also overseeing pricing, capacity and network planning, alliances and aircraft acquisition. Etihad Cargo also reports to Kevin Knight.

Mr Knight has more than 10 years’ experience in the airline industry, including business development, strategic planning and operations. Before joining Etihad, he spent 17 years at United Airlines, the last five as Senior Vice President Planning.

Mr Knight holds a Bachelor of Science in Business Administration from Westminster College, Utah, and an MBA from the University of Utah.

Kevin Knight is Vice Chairman of the SkyTeam in which Etihad Airways holds 40 per cent equity stake and also Chairman of AirEuropa.

Ray Gammell
Chief People & Performance Officer
Ireland

Ray Gammell joined Etihad Airways in April 2009. He oversees all of the airline’s human resources functions, including recruitment, work-force development and performance management, as well as being responsible for Etihad Airways’ Emiratisation program.

Mr Gammell joined Etihad Airways in November 2003 from the Bank of Scotland BRS, where he was Director of Human Resources for Europe and the Middle East regional markets. Prior to that, he held similar positions at the UBS Group in Ireland and BRS European Consumer Finance, as well as served in Coopers & Lybrand in the U.S.

Mr Gammell heads the commercial efforts during a period of rapid growth. He manages the airline’s intense global growth plan.

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Jim Callaghan
Chief Counsel & Company Secretary
Ireland

Jim Callaghan has held senior roles at Etihad Airways’ Counsel and Company Secretary in May 2009. Previously, he spent nine years at Europe’s largest low cost carrier, Ryanair Ltd, as Company Secretary and Director of Legal and Regulatory Affairs.

At Ryanair, Mr Callaghan was responsible for setting up the airline’s legal function and for corporate governance and internal processes.

Mr Callaghan is a Fellow of the Institute of Directors in Ireland, a fellow of the Chartered Management Institute, and a member of the Charity Commission of Northern Ireland.

Mr Callaghan spent several years at international law firms in the United States and in Brussels.

He is a member of the Board. He actively managed a suite of ongoing regulatory and legal issues relating to competition law, trademarks, airport contracts, advertising standards, consumer law, and commercial litigation.

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Gordon Penfold  
Senior Vice President Information Technology

Gordon Penfold was appointed Senior Vice President Information Technology in December 2010. Leading the IT team, he is responsible for Information Technology and communications frameworks as well as IT development, delivery and maintenance.

Mr Penfold joined Etihad Airways from British Airways, where he was Chief Technology Officer. His extensive experience includes sales, marketing, operations and business management roles in the IT services, telecommunications, defence and aviation sectors, with assignments in the UK, Europe, Japan and North America, and long-term postings in South Africa and Hong Kong.

In 1997 he joined British Airways as Director and General Manager of BA’s subsidiary company, SpeedoAir Airport Services (Malta), managing the delivery of major projects at the new Ruvo Luqa International Airport at Leipzig, and for the commercial development and flight performance of the company. Mr Penfold graduated in Economics and Law from the University of London, and gained postgraduate qualifications in Computer Science from Brunel University.

Werner Rothenbaecher  
Senior Vice President Operations Germany

Werner Rothenbaecher joined Etihad Airways in November 2010. Prior to joining Etihad Airways, he held a number of senior technical operational roles with Lufthansa, including assignments with Lufthansa’s regional airline and cargo division.

His early career was with the German Air Force, where he led the maintenance organisation of the German Special Air Mission Wing and reached the rank of Lieutenant Colonel.

In his current role, he is responsible for engineering, technical purchasing and contracts, the technical operations control centre, aircraft cost control, aircraft specification, technical quality and reliability control, and line maintenance in Abu Dhabi and worldwide.

Mr Rothenbaecher has a Masters degree in Aircraft Engineering and Aerospace Technology from the University of Manchester.

Geoff Linaker  
Senior Vice President Operations United Kingdom

Geoff Linaker joined Etihad Airways in 2010 as Senior Vice President Operations, after serving with British Midland as Director of Operations. He has 15 years’ experience in the aviation industry, including 15 years as a regulatory advisor.

His previous roles include senior instructor, examining and technical management. He is responsible for the GCAA nominated Rootledeth for Etihad Airways’ Flight Operations, Guest Services, Crew Resources and Operations Logistics, in addition to his management role as a current A330 Captain.

His early career was with the German Air Force, where he led the maintenance organisation of the German Special Air Mission Wing and reached the rank of Lieutenant Colonel.

In his current role, he is responsible for engineering, technical purchasing and contracts, the technical operations control centre, aircraft cost control, aircraft specification, technical quality and reliability control, and line maintenance in Abu Dhabi and worldwide.

Mr Rothenbaecher has a Masters degree in Aircraft Engineering and Aerospace Technology from the University of Manchester.

Haasan Al Hammadi  
Senior Vice President Government Affairs

Haasan Al Hammadi joined Etihad Airways in January 2004 as Senior Vice President Special Projects, and was appointed Senior Vice President Executive Affairs in 2010, with additional responsibility for corporate security.

Mr Al Hammadi has more than 15 years’ experience at a senior management level in various UAE government roles, holding senior positions across the UAE government and security sector, the aviation industry, including 15 years as a regulatory advisor.

Before joining Etihad Airways, Mr A Al Hammadi was Airport Director of Abu Dhabi International Airport. He also served as General Manager Abu Dhabi Airports Services. He has extensive experience in airport operations, including ground handling and civil aviation.

He is Chairman of the Aeropolitical Affairs Group of the Arab Air Carriers Organisation. Mr Al Hammadi has a Bachelor of Business from Salford University in the United Kingdom.
Carolyn Prowse  
Senior Vice President Corporate Strategy & Special Projects  
United Kingdom

Carolyn Prowse joined Etihad Airways in January 2012 to head up Corporate Strategy, Mergers and Acquisitions and other Special Projects. She is also responsible for the Project Management Office at Etihad Airways, which manages key projects, oversight of all other major projects to ensure effective delivery and strategic alignment of these projects with the airline’s business objectives.

Prior to joining Etihad Airways, she was Managing Director, Head of Asset Management for Ithmaar Bank BSC in Bahrain, where she was responsible for a global portfolio of private equity, investment banking and strategic investments.

Her aviation experience includes working as a Senior Manager for Investments and Joint Ventures at British Airways Plc. Ms Prowse has extensive experience in corporate strategy, mergers and acquisitions and restructuring.

She has a Bachelor of Arts (Hons) degree in Chemistry from St Anne’s College, University of Oxford.

Roy Kinnear  
Senior Vice President Revenue Management and Planning  
Northern Ireland

Roy Kinnear joined Etihad Airways in 2006 as Vice President Revenue Management. He was appointed Senior Vice President Cargo in 2010, and into his current role, as Senior Vice President Revenue Management and Planning in 2011.

Mr Kinnear oversees revenue management and commercial planning for Etihad Airways passenger and cargo business streams.

He has 20 years’ experience in aviation, having previously worked in pricing, revenue management and scheduling for both British Midland Airways.

Mr Kinnear is a former Chairman of the Board of Amadeus Gulf, the joint venture GDS company majority-owned by Etihad Airways, and is currently Chairman of the Board of Armaguard Valuables Management LLC.

He has a Bachelor of Science Economics and Statistics (Hons) degree from the University of Ulster.

Harsh Mohan  
Senior Vice President Audit, Compliance and Risk Management  
Canada

Harsh Mohan joined Etihad Airways as Vice President Internal Audit and Risk Management in April 2011, and became Senior Vice President Audit, Compliance and Risk Management in January 2013. He is responsible for Internal Audit, Compliance and Ethics, Risk Management and related advisory services for Etihad Airways and its partner companies.

Before joining Etihad Airways he was the General Auditor and Senior Director, Risk Management and Business Transformation at Air Canada.

Mr Mohan has extensive experience in the aviation industry covering internal audit, financial planning and controls, business transformation, distribution, strategic cost management and ERM. Having led the implementation of ERM at Air Canada, he is now overseeing this process at Etihad Airways.

Mr Mohan is a CPA and a Chartered Accountant.

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The year culminated on a high point with Etihad Airways bringing home top honours at the World Travel Awards in Delhi, winning the World's Leading Airline title for the fourth consecutive year.

Etihad Airways also received recognition for its Diamond First Class product, named the World's Leading First Class.

The World Travel Awards were established in 1993 to seek out and reward the very best travel organisations in the world, acknowledging their achievements through a global industry vote. In 2012, nearly 650,000 votes were cast by travel professionals from 191 countries. The World Travel Awards have achieved top industry status and been named by the Wall Street Journal as the ‘Oscars of the Travel Industry’.

Etihad Airways also made a clean sweep of the First Class category in the Skytrax World Airline Awards 2012, landing all three First Class titles for Best First Class, Best First Class Seats and Best First Class Catering. The Skytrax Awards are considered to be one of the leading rankings and benchmarks in the airline industry, reflecting the thoughts and views of millions of air travellers.

World Travel Awards
- World's Leading Airline
- World's Leading First Class
- Middle East's Leading Airline
- Middle East's Leading Airline First Class
- Middle East's Leading Airline Inflight Entertainment
- Middle East's Leading Cabin Staff

Skytrax World Airline Awards
- Best First Class
- Best First Class Seats
- Best First Class Catering

Freddie Awards
- Best Redemption Ability
- Best Elite Program
- Best Loyalty Credit Card

Irish Travel Trade News Awards
- Best Long Haul Airline
- Best Premium Class Airline

Business Traveller Middle East Awards
- Airline with the Best Economy Class
- Airline with the Best Cabin Crew

TravelPlus Airline Amenity Bag Awards
- Gold Rosette, Best In-Flight Amenity
- Silver Rosette, Children’s Goody Bag

- Aviation Executive of the Year 2012 - CAPA Annual Awards for Excellence
- Finance Award - 2012 Airline Strategy Awards
- Airline of the Year - 2012 Aviation Business Awards
- Best Long-haul Airline - 2012 Belgian Travel Awards
- Best Airline in the Middle East - 2012 Premier Traveler
- Onboard Service Innovation - 2012 Mercury Award
- Recruitment Program of the Year - 2012 IIRME HR Excellence Awards
- Best Long Haul Airline - Travel Magazine (Belgium)
- Airline of the Year - Aviation Business Awards (ITP)
- Best International Airline, Offline - New Zealand Travel Industry Awards
- Passenger Service Award – Air Transport World
- Fastest Growing Airline in the Middle East – Athens International Airport (AIA) Airline Marketing Workshop
- EMEA Airline Campaign of the Year – Expedia Marketing Awards