Etihad Airways In Brief

Etihad Airways, the national airline of the United Arab Emirates, has in just eight years established itself as the world’s leading airline.

Set up by Royal (Amiri) Decree in July 2003, Etihad commenced commercial operations in November 2003 and has gone on to become one of the fastest growing airlines in the history of commercial aviation.

Abu Dhabi, the capital of the United Arab Emirates, is the airline’s hub. Etihad's fleet of 66 aircraft operates more than 1300 flights per week, serving an international network of 87 passenger and cargo destinations in 55 countries.

The airline seeks to reflect the best of Arabian hospitality – cultured, considerate, warm and generous – as well as enhance the prestige of Abu Dhabi as a centre of hospitality between East and West.

Etihad has received a range of awards that reflect its position as the leading premium airline brand in the world, including ‘World's Leading Airline’ at the World Travel Awards in 2009, 2010 and 2011.

Board of Directors: Etihad is governed by a Board of Directors under the chairmanship of HH Sheikh Hamed bin Zayed Al Nahyan and operates in terms of its founding legislation and the Article of Association of the Company. The current Board consists of seven independent non-executive members and has two sub-committees, being an Executive Committee and an Audit Committee, each with its own charter and Chairman, comprising:

- HH Sheikh Hamed bin Zayed Al Nahyan - Chairman of the Board;
- HH Sheikh Khaled bin Zayed Al Nahyan - Vice Chairman of the Board;
- HE Ahmed Ali Al Sayegh - Board Member;
- HE Mohamed Mubarak Fadel Al Mazrouie - Board Member;
- HE Mubarak Hamad Al Muhairi - Board Member;
- HE Hamad Abdullah Al Shamsi - Board Member; and
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- HE Khalifa Sultan Al Suwaidi - Board Member.

Executive team: The airline is led by President and Chief Executive Officer, James Hogan.

The executive team also comprises:
- James Rigney - Chief Financial Officer;
- Peter Baumgartner - Chief Commercial Officer;
- Richard Hill - Chief Operations Officer;
- Kevin Knight, Chief Strategy and Planning Officer; and
- Ray Gammell - Chief People and Performance Officer.

Business: Etihad’s main business is the international air transportation of passengers. Etihad also operates Etihad Holidays, Etihad Cargo and a global contact centre organisation as part of its commercial group.


Fleet: The airline currently operates a fleet of 66 aircraft, consisting of: two Airbus A319s; 15 A320s; 16 A330-200s; six A330-300s; four A340-500s; seven A340-600s; 10 Boeing 777-300ERs; two A300-600Fs; two A330-200Fs; one B777-200F, one MD11F and one Boeing 747-400F.

The airline announced what was at the time the largest aircraft order in commercial aviation history at Farnborough International Air Show in
2008, for up to 205 aircraft – 100 firm orders, 55 options and 50 purchase rights.

Passenger numbers and revenue: In 2011, Etihad Airways saw passenger numbers rise to 8.3 million, a 17 per cent increase from 2010. The airline reported a full year EBIT of US$137 million, on revenues up 36.0 per cent to US$4.1 billion (2010: US$2.98 billion).

The results included earnings before interest, tax, depreciation, amortisation and rentals (EBITDAR) of US$648 million, with a net profit of US$14 million. The record result exceeded the airline’s 2011 target, which was to break even.

Codeshares: Etihad has 35 codeshare agreements in place, building the airline’s international network. These include Air Astana, airberlin, Air Malta, Air New Zealand, Air Seychelles, Alitalia, American Airlines, ANA, Asiana, Bangkok Airways, bmi, Brussels Airlines, Cyprus Airways, Czech Airlines, flybe, French Railways (SNCF), Hainan Airlines, Jet Airways, Kuwait Airways, Malaysia Airlines, Middle East Airlines, Niki, Olympic Air, Philippine Airlines, Royal Air Maroc, Safi Airways, Saudi Arabia Airlines, Siberia Airlines (S7), Sri Lankan Airlines, TAP Portugal, Turkish Airlines, Ukraine International, Virgin Australia, Vietnam Airlines and Yemenia.

Product: Etihad Airways is committed to providing guests with a superior travel experience both inflight and on the ground. The airline has recently upgraded a number of its aircraft in Business Class and Economy Class cabins, and its new First Class suite is now available on all three-class aircraft. Etihad Airways also offers a range of convenient ground services, including chauffer pick-up in 28 destinations globally and premium lounges in Abu Dhabi, London, Frankfurt, Dublin and Manchester.

Etihad Guest: The award-winning loyalty program, Etihad Guest, was launched in August 2006 and quickly established itself as one of airline industry’s fastest-growing and most innovative loyalty programs. Etihad Guest now boasts more than 1.3 million members. The program offers members the opportunity to accumulate Etihad Guest Miles which can
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be redeemed against a wide selection of more than 2,900 flights and non-flight rewards from more than 200 partners, ranging from hotel accommodation and car rental to retail discounts and exciting products on Etihad Guest's online Reward Shop.

Sustainability: Etihad Airways is fully committed to conducting its business in ways which ensure the responsible management of the effect it has on the environment. Through the adoption of its environmental policy, partnership with the Masdar future energy initiative and its fuel efficient fleet, the airline is focused on abiding by the principles of reduce, reuse and recycle.

People: Etihad employs more than 9,000 staff representing more than 120 nationalities from around the world. The airline is also committed to pioneering opportunities for the UAE’s national population, and through its Emiratisation Program, offers a wide range of training opportunities for Emiratis, including a cadet pilot scheme, a technical engineering development program and a graduate management development program.

Sponsorships: Etihad is proud to support a range of sporting and cultural events in the United Arab Emirates and worldwide. These sponsorships are consistent with Etihad’s values of hospitality, team spirit, and helping bring Abu Dhabi to the world and the world to Abu Dhabi. Etihad’s major sponsorships include the Formula 1 Etihad Airways Abu Dhabi Grand Prix, Manchester City Football Club, Etihad Stadium in Melbourne, Sport Australia Hall of Fame, GAA Hurling All Ireland Senior Championship, Harlequins Rugby Football Club and V8 Supercars Australia.

Address:
PO Box 35566, Head Office
Khalifa City A, Abu Dhabi
United Arab Emirates
www.etihad.com
Network
Etihad currently serves 87 destinations in 55 countries, including passenger routes to:


As part of its long term vision, Etihad plans to operate to up to 130 major business and leisure destinations around the world by 2020.

On average Etihad currently operates:
- 187 flights per day;
- 1,311 flights per week;
- 5,638 flights per month; and
- 68,172 flights per year (current estimates)
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Fleet

Etihad's fleet is one of the youngest in the world and currently consists of 66 passenger and cargo aircraft:

<table>
<thead>
<tr>
<th>Aircraft</th>
<th>Fleet</th>
<th>Engine</th>
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<td>Airbus A319</td>
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<td>Pratt &amp; Whitney 4158</td>
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<td>B777-200F (Freighter)</td>
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<td>GE90</td>
</tr>
<tr>
<td>Boeing 747-400F (Freighter)*</td>
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</tr>
</tbody>
</table>

At the Farnborough International Air show in 2008, the airline announced what was at the time the largest aircraft order in commercial aviation history, for up to 205 aircraft – 100 firm orders, 55 options (guaranteeing the price of the aircraft and the delivery date) and 50 purchase rights (guaranteeing the price of the aircraft, but not the delivery date). Etihad's firm order book includes 10 Airbus A380s and 41 Boeing 787-9 dreamliners and 4 freighters.
Etihad Airways is committed to providing guests with an outstanding travel experience from the moment of booking through to the ground and inflight elements.

Etihad represents modern Arabia and its home, Abu Dhabi, while also drawing inspiration from the very best in five-star boutique hospitality from around the world. Guests travel in state-of-the-art seating designed for maximum comfort, use the latest inflight entertainment systems and experience fine dining and impeccable service.

Etihad has recently upgraded a number of its aircraft in the Business Class and Economy Class cabins, and its new Diamond First Class Suite is now available on all routes with First Class.

On the ground, Etihad has introduced a range of services designed to make the travel experience as comfortable, smooth and fast as possible.

**In the air:**

**Diamond First Class:** In August 2009, Etihad introduced its new First Class Suite, featuring a luxurious Poltrona Frau leather seat that converts to a fully flat bed, a large wood-finished table, Arabic-styled sliding doors offering complete privacy, a 23-inch personal entertainment screen, a personal wardrobe with mirror, personal minibar, and four individual lighting options with dimmers, in-seat power points and USBs. The First Class cabin also includes a spacious and comfortable changing room with a leather fold down seat and full length illuminated mirror. Etihad’s Diamond First Class was awarded ‘World’s Best First Class’ in the Skytrax awards for two years running, as voted for by more than 18 million passengers worldwide.

**Pearl Business Class:** Etihad’s Pearl Business Class, featuring a seat that converts to a fully flat bed, won the World’s Best Business Class award in 2009, as voted for in the Skytrax annual poll. New advanced Business Class seats are now being introduced, which are longer and
wider, all with direct aisle access in a 1-2-1 configuration. The seats include larger meal and cocktail tables, luxurious leather headrests, armrests and ottomans upholstered by Poltrona Frau, ambient lighting with dimmer settings, more in-seat storage space and a state-of-the-art Panasonic eX2 inflight entertainment system with a 15.4 inch personal screen.

**Coral Economy Class:** Etihad has rolled out a new service style in Economy Class. An extension of the Inspired Service philosophy already embedded in its First and Business Class cabins, the new service delivers greater levels of personal attention, touches of luxury and greater choice and flexibility. The Inspired Service in Economy Class includes hot desserts on select flights, an offering unique to Etihad, and a hot and cold café service with a wide range of hot beverages from cappuccino to green tea.

This new Economy cabin offers a new interior design. Seats are ergonomically designed for comfort, with a 32 inch pitch, footrest and a deep recline. Each seat is also equipped with a handheld controller, USB port and power sockets underneath the 10.4 inch personal entertainment screen. A large pillow is provided. Small touches on the seat such as coat hooks and cup holders make the space more individual.

**Dining:** Dining is an inspiring experience in Etihad's Diamond First Class and Pearl Business Class. Guests may dine when they like, choosing from an extensive à la carte menu or “Kitchen Anytime” menu. Food and Beverage Managers, hired from leading establishments worldwide, are available to help guests find the right dish to suit their mood and the perfect accompaniment. In November 2011, Etihad introduced qualified First Class Chefs in its Diamond First Class cabins. Exclusive boutique wines are served, specially selected from the world’s best vineyards.

Each inflight menu is tailored to the route, typically including at least one dish inspired by the destination, one “Taste of Arabia” dish and one Western option. On routes where there is a very high demand for particular menu items (ie Indian cuisine on flights to the Indian
Subcontinent, the Kaiseki menu on flights to Japan), the menu is adjusted to include those tailored dishes and menu offerings.

Guests can indulge in a selection of complimentary drinks, including a boutique list of wines hand-picked from around the world.

**Inflight entertainment:** Etihad flights are fitted with state-of-the art, on-demand entertainment systems, available in a wide choice of languages. Guests can enjoy over 600 hours of movies, TV shows, music and interactive games, including a kids only channel. With power points located at every seat, guests can also recharge their laptop or mobile phone and connect personal devices to the system. Etihad is progressively introducing one of the world’s most comprehensive inflight entertainment systems, a Panasonic eX2 system, on a number of its aircraft.

**Amenity kits:** For Diamond First Class female guests, Etihad offers a fashionable black cosmetic purse detailed with exclusive crystals by Swarovski. For men, an exclusive soft black cufflink box holds quality amenities, such as a shaving kit with Schick Xtreme 3 razor and shaving cream. Both amenity kits include toothbrush and toothpaste, ear plugs, socks, eyeshades and products from luxury brand La Prairie such as moisturiser, hand cream and lip balm. The kits are complemented by high-quality tailored male and female sleeper suits, an offering exclusive to Etihad Airways First Class.

In Business Class, cabin crew offer guests designer skincare products from Korres, toothbrush and toothpaste, ear plugs, socks, eyeshades and pen. On select ultra long haul flights, Coral Economy Class guests receive an amenity kit containing comfort items in a handy travel pouch.

**Family Travel:** Etihad offers a variety of products and services designed to make travelling with children more enjoyable. Parents can keep children busy and creative with the airline’s ‘kids’ pack’, which is full of fun activities, stickers, pencils and games and available on all flights longer than 1 ½ hours. Etihad also offers special inflight menus for children and state-of-the-art inflight entertainment programs with more
than 600 hours of movies, TV shows, music and interactive games, including a “kids only” interface.

On the ground, Etihad’s signature First and Business Class lounges in Abu Dhabi, London, Manchester and Dublin offer Family Rooms equipped to keep children busy and happy, with books, toys, television and an exciting children’s menu. Further, Etihad lounges in Abu Dhabi offer nannies to watch over children, taking care that they are safe, engaged and enjoy their time at the airport.

**Inflight Duty Free:** Etihad offers all guests the opportunity to shop inflight from the airline’s ‘exclusives’ range, featuring up to 170 products. The program provides travellers with a convenient, hassle free, unique shopping experience while onboard. The range is perfect for selecting last minute gifts for family and friends as well as showcasing many products that are either available exclusively to the airline industry or designed specifically for Etihad’s guests.

Customers also have the opportunity to pre-order items online or via email to ensure their requested products are available onboard their next flight.

**On the ground:**

**Lounges:** Etihad’s First and Business Class guests receive access to luxury lounges across all destinations, in conjunction with its airline partners. In Abu Dhabi, the airline’s signature First Class lounge offers guests a range of luxury services, including a complimentary Six Senses spa, cigar lounge, champagne bar and à la carte fine dining. In the Business Class lounge, guests can enjoy a complimentary spa treatment from Six Senses spa, international buffet cuisine, business, rest and relaxation and entertainment options. In both lounges, prayer rooms are available and children can be kept entertained by nannies in a family room.

Etihad also operates its own lounges in Frankfurt, London, Manchester and Dublin. Lounges in Paris, Sydney and New York are also in the advance planning stages.
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Etihad Chauffeur: Etihad Chauffeur is a premium limousine service that creates a unique door-to-door experience for Diamond First Class and Pearl Business Class guests, with personal chauffeurs available at 28 Etihad destinations in 16 countries. In Abu Dhabi, the airline offers a dedicated lounge for those passengers using the Etihad Chauffeur service.

Luxury coach service: Etihad’s Coral Economy Class guests can enjoy complimentary luxury coach transportation between Abu Dhabi International Airport Sheikh Zayed Road in Dubai, Dubai Marina or Al Ain. The fleet of Mercedes-Benz coaches is equipped with elegant interiors, ergonomically-designed seats, excellent climate-control systems, an entertainment system and high-resolution 14-inch monitors.

Online check-in: Guests can save time by checking in online from 24 hours to two hours before departure. Guests can check-in, choose their preferred seats and print their own boarding pass to present upon arrival at the Bag Drop counter at the airport.

Check-in, Dubai terminal: A terminal check-in in downtown Dubai allows Etihad guests the opportunity to check in six to 24 hours before a flight, check their baggage and travel to Abu Dhabi airport via luxury coaches.

Check-in, Abu Dhabi Airport: Etihad provides porter and concierge facilities and a separate check-in desk with spacious surrounds for First Class and Business Class guests, as well as Etihad Guest Gold cardholders. For Economy Class passengers, Etihad offers dedicated check-in areas for families and Etihad Guest Silver cardholders.

Priority boarding: Diamond First Class, Pearl Business Class and Etihad Guest Gold cardholders can take advantage of priority boarding. An exclusive fast-track service is available for First and Business Class passengers arriving into and leaving Abu Dhabi, as well as a number of other destinations worldwide.
An Award Winning Airline
In its first eight years of operation, Etihad has received a range of local and international awards that reflect its position as the leading premium airline in the world.

In 2011, Etihad was awarded ‘World’s Best First Class’, as judged by over 18 million air travellers worldwide in the annual Skytrax survey. In January 2012, Etihad was recognised as the ‘World’s Leading Airline’ for the third consecutive year at the World Travel Awards.

Etihad’s awards to date include:

2012
• Passenger Service Award – Air Transport World
• Airline with the Best Economy Class – Business Traveller Middle East Awards
• Airline with the Best Cabin Crew – Business Traveller Middle East Awards
• Best Redemption Ability – Freddie Awards
• Best Elite Program – Freddie Awards
• Best Loyalty Credit Card – Freddie Awards
• Gold Rosette, Best In-Flight Amenity – TravelPlus Airline Amenity Bag Awards
• Silver Rosette, Children’s Goody Bag – TravelPlus Airline Amenity Bag Awards
• Fastest Growing Airline in the Middle East – Athens International Airport (AIA) Airline Marketing Workshop
• EMEA Airline Campaign of the Year – Expedia Marketing Awards

2011
• World’s Leading Airline – World Travel Awards
• World’s Leading First Class – World Travel Awards
• World’s Leading Airline to the Middle East – World Travel Awards
• World’s Best First Class – Skytrax Awards
• World’s Best First Class Onboard Catering – Skytrax Awards
• World’s Leading Airline – Arabian Business Magazine
• Airline of the Year – TTG Travel Awards
• Best Business Class – Biz Travel Forum, Milan
• Business Airline of the Year – Guardian Observer Travel Awards
• Middle East’s Leading Airline – World Travel Awards
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- Middle East's Leading Airline First Class – World Travel Awards
- Middle East's Leading Airline Inflight Entertainment – World Travel Awards
- Middle East's Leading Cabin Staff – World Travel Awards
- Web Excellence, Airline category – Pan Arab Web Awards
- Best Co-Branded Card in the Middle East – Smart Card Awards Middle East
- Best Long Haul Airline – Irish Travel Awards
- Best Economy Class – Monitor Airline of the Year Awards, Bangladesh
- Best Meal in Economy Class – Monitor Airline of the Year Awards, Bangladesh

2010
- World's Best First Class – Skytrax
- Best First Class Airline Seat - Skytrax
- Best First Class Onboard Catering – Skytrax
- Airline of the Year – Aviation Business Awards
- Second in ‘Top Airlines Global’ Category – Condé Nast Traveler Awards
- World’s Leading First Class – World Travel Awards
- World’s Leading Airline – World Travel Awards
- Leading Airline – World Travel Awards Middle East
- Leading Airline First Class – World Travel Awards Middle East
- Leading Airline Economy Class – World Travel Awards Middle East
- Leading Cabin Staff – World Travel Awards Middle East
- Leading International Marketing Campaign – World Travel Awards Middle East
- Leading In-flight Entertainment – World Travel Awards Middle East
- Best First Class Onboard Catering – World Travel Awards Middle East
- ‘International Sponsorship’ category in the Arabian Sponsorship Awards 2010
- Airline Campaign of the Year – Expedia Marketing Awards
- Web Excellence, Airline category – Pan Arab Web Awards
- Top Operational Excellence Award – A340-500/600 aircraft
- Airline of the Year – Food Services Middle East, Pax International
- Deals of the Year – Global Trade Review
• Avian Award for In-flight Innovation (E-Box) - APEX
• Treasurer of the Year – Global Traveler
• Best Environmental Initiative – Best in Abu Dhabi Awards
• Best Airline to the Middle East – Irish Travel Awards
• Best Airline to Asia Pacific – Irish Travel Awards
• Best Business Class Airline – Irish Travel Awards
• Best Long Haul Airline - Business Travel Awards

2009
• World’s Leading Airline - World Travel Awards (WTA)
• World’s Leading First Class - World Travel Awards (WTA)
• Marketing strategy of the year - Middle East Business Achievement Awards
• Best Business class - Business Traveller Middle East awards
• Best Cabin staff - Business Traveller Middle East awards
• Middle East Deal of the Year award - The Airfinance Journal awards
• Best Business Class Airline award - World Travel Awards Middle East
• Leading First Class - World Travel Awards Middle East
• Leading Airline Lounge - World Travel Awards Middle East
• Leading Airline Website - World Travel Awards Middle East
• Leading International Marketing Campaign - World Travel Awards Middle East
• Best Website - Freddies awards
• Best Award Redemption - Freddies awards
• Best Member Communication - Freddies awards
• Best Bonus Promotion - Freddies awards
• Best business class catering - Skytrax awards
• Best business class - Skytrax awards
• Top Worldwide Airline (Silver) - Wanderlust Travel Awards, London, UK
• Best Business Class Airline - Irish Travel Trade News awards, Dublin
• Best Airline to the Middle East / Africa - Irish Travel Trade News awards, Dublin

2008
• Airline of the year - Arabian Business Achievement Awards
• Best business class service - Business Traveler USA
• Leading first class - World Travel Awards (Global)
• European Sponsorship of the Year Award - European Sponsorship Association
• Airline of the Year - British Travel Awards
• Airline of the Year - Aviation Business Awards (ITP)
• James Hogan, Aviation CEO of the year - CEO Middle East awards (ITP)
• WebAward for Outstanding Achievement in Website development from Web Marketing Association - USA
• Leading airline, leading first class and leading travel website - Middle East World Travel Awards (WTA)
• Airline with the best economy class - Business Traveller Middle East awards
• Airline with the best cabin staff - Business Traveller Middle East awards
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- Freddie Award: Best Customer Service - Inside Flyer magazine
- Freddie Award: Best Award redemption - Inside Flyer magazine
- Freddie Award: Best Website www.etihadguest.com - Inside Flyer magazine
- Freddie Award: Programme of the year - Inside Flyer magazine
- Best website www.etihadairways.com - Pan Arab Web Awards
- Best business class airline - Irish Travel Trade News Awards

2007
- World's leading travel television commercial - 14th annual World Travel Awards
- World's leading flatbed seat - 14th annual World Travel Awards
- Airline with Best First Class Service in the World by Business Traveler magazine
- Outstanding Food Service by a Carrier - Pax International magazine
- Skytrax - Best Economy class catering award
- International Website technology Award www.etihadairways.com - Pan Arab Web Awards
- International Standards Web Technology award - www.etihadairways.com - Pan Arab Web Awards
- Middle East's Leading Airline Website www.etihadairways.com - World Travel Awards
- Middle East's Leading First Class Airline - World Travel Awards
- The Middle East's Leading Airline - World Travel Awards

2006
- Golden Award www.etihadairways.com - UAE Web Awards
- Strategy Web Award www.etihadairways.com - UAE Web Awards
- Freddie Award: Best website www.etihadquest.com - Inside Flyer magazine
- Freddie Award: Industry impact - Inside Flyer magazine
- Middle East Airline of the Year - Pax International magazine
- The World's leading flat bed seat - World Travel Awards
- The World's Leading New Airline - World Travel Awards

2005
- Outstanding Food Service by a Carrier – Pax International magazine
- The World's Leading New Airline – World Travel Awards
Etihad Airways is committed to strengthening commercial and historical ties in the Middle East region, and today operates services to 14 destinations across the Middle East.

On 12 November 2003, Etihad commenced operations with the launch of services to Beirut in Lebanon.

Today, Etihad operates over 194 services per week from Abu Dhabi to 14 destinations in the Middle East, including:

<table>
<thead>
<tr>
<th>Destination</th>
<th>Service per week</th>
<th>Aircraft type</th>
<th>Commenced services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beirut, Lebanon</td>
<td>18</td>
<td>A330 / A320</td>
<td>12 Nov, 2003</td>
</tr>
<tr>
<td>Damascus, Syria</td>
<td>7</td>
<td>A320</td>
<td>7 Dec, 2003</td>
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<tr>
<td>Amman, Jordan</td>
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<td>Manama, Bahrain</td>
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<td>Dammam, Saudi Arabia</td>
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<td>Muscat, Oman</td>
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<td>Baghdad, Iraq</td>
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**Codeshare services:** Etihad operates a number of codeshare services with carriers in the Middle East, including Middle East Airlines (MEA), Safi Airways, Saudi Arabian Airlines, Yemenia and Kuwait Airways.
Etihad Airways in Europe

Europe is a key market for Etihad and the airline is committed to future growth in the region.

Etihad Airways commenced services to the UK with flights to London Gatwick in 2003, and to mainland Europe with services to Geneva and Munich in June of the following year. Etihad Airways commenced services to London Heathrow in March, 2004 and began double-daily services to London Heathrow in March 2007, soon increasing to three times daily.

Eastern European services commenced in August 2008, with flights to Minsk, Belarus. In December of that year, services to Moscow and Almaty were added. In May 2009, Etihad Airways began one weekly flight to Astana, the Kazakhstan capital.

Today, Etihad operates over 135 services per week from Abu Dhabi to 17 destinations within Europe, including:

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<th>Destination</th>
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<td>Geneva, Switzerland</td>
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<tr>
<td>Paris, France</td>
<td>14</td>
<td>A330-300</td>
<td>3 May, 2006</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A340-500</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A340-600</td>
<td></td>
</tr>
<tr>
<td>Frankfurt, Germany</td>
<td>14</td>
<td>A330-200</td>
<td>1 Jun, 2006</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A330-300</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A340-500</td>
<td></td>
</tr>
<tr>
<td>Milan, Italy</td>
<td>7</td>
<td>A330-200</td>
<td>2 Sep, 2007</td>
</tr>
<tr>
<td>Minsk, Belarus</td>
<td>3</td>
<td>A319 / A320</td>
<td>5 Aug, 2008</td>
</tr>
<tr>
<td>Moscow, Russia</td>
<td>7</td>
<td>A320</td>
<td>1 Dec, 2008</td>
</tr>
<tr>
<td>Almaty, Kazakhstan</td>
<td>3</td>
<td>A319 / A320</td>
<td>3 Dec, 2008</td>
</tr>
<tr>
<td>City</td>
<td>Code</td>
<td>Aircraft</td>
<td>Date</td>
</tr>
<tr>
<td>------------------</td>
<td>----------</td>
<td>-------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Astana, Kazakhstan</td>
<td>1</td>
<td>A319 / A320</td>
<td>5 Apr, 2009</td>
</tr>
<tr>
<td>Istanbul, Turkey</td>
<td>5</td>
<td>A320-200</td>
<td>1 Jun, 2009</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A330-200</td>
<td></td>
</tr>
<tr>
<td>Athens, Greece</td>
<td>7</td>
<td>A320-200</td>
<td>2 Jun, 2009</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A330-200</td>
<td></td>
</tr>
<tr>
<td>Larnaca, Cyprus</td>
<td>3</td>
<td>A320-200</td>
<td>14 Jun, 2009</td>
</tr>
<tr>
<td>Düsseldorf, Germany</td>
<td>7</td>
<td>A330-300</td>
<td>16 Dec, 2011</td>
</tr>
</tbody>
</table>

**Etihad Premium Lounges:** Etihad Airways has dedicated premium lounge facilities in London Heathrow, Manchester, Dublin and Frankfurt.

**Codeshare services:** Etihad operates a number of codeshare services with carriers in Europe, including Air Astana, airberlin, Air Malta, Alitalia, bmi, flybe, Czech Airlines, Turkish Airlines, Brussels Airlines, Ukraine International, Olympic Air, Cyprus Airways, Niki, TAP Portugal and S7.

Etihad operates codeshare services to the following destinations in Europe:

- **Air Astana** – Almaty and Astana;
- **Air Malta** – Malta;
- **Alitalia** – Rome;
- **bmi** – Edinburgh, Glasgow, Aberdeen, Belfast, Dublin, East Midlands and Leeds Bradford;
- **Brussels Airlines** – Barcelona, Copenhagen, Lyon, Madrid, Marseille, Oslo, Stockholm, Toulouse and Gothenburg;
- **Czech Airlines** – Prague, Amsterdam, Kosice and Budapest;
- **Flybe** – Birmingham, Isle of Man, Exeter, Glasgow, Southampton, Inverness, Edinburgh and Belfast;
- **Olympic Air** – Bucharest, Sofia, Rhodes and Thessaloniki;
- **SNCF French Railways** – Angers St-Laud, Avignon, Aix en Provence, Bordeaux, Champagne, Le Mans, Lille, Lyon, Lorraine, Marseilles, Montpellier, Nantes, Nièmes, Poitiers, Rennes, St-Pierre des Corps Strasbourg, and Toulon;
- **TAP Portugal** – Faro, Funchal, and Porto;
- **S7 Russian Airlines** – Kazan, Samara, Krasnodar, and Saint Petersburg;
- **Turkish Airlines** – Istanbul;
Factsheet

• **Ukraine International** – Kiev; and
• **Niki** – Vienna.

Etihad Airways in Australia

Australia is a key market for Etihad and the airline is committed to future growth in the country.

Etihad Airways commenced services to Australia with flights to Sydney in March 2007, Brisbane in September 2007 and Melbourne in March 2009.

Today, Etihad operates 21 services per week from Abu Dhabi to these three destinations in Australia, including:

<table>
<thead>
<tr>
<th>Destination</th>
<th>Service per week</th>
<th>Aircraft type</th>
<th>Commenced services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sydney</td>
<td>11</td>
<td>A340-600</td>
<td>26 Mar, 2007</td>
</tr>
<tr>
<td>Brisbane (via Singapore)</td>
<td>3</td>
<td>A330-200</td>
<td>28 Sep, 2007</td>
</tr>
<tr>
<td>Melbourne</td>
<td>7</td>
<td>A340-600</td>
<td>29 Mar, 2009</td>
</tr>
</tbody>
</table>

In February 2010, Etihad secured 14 additional weekly flight frequencies from its Abu Dhabi home-base to Australia. Seven of the additional 14 flights can be operated to any gateway in Australia which includes Etihad’s current destinations of Brisbane, Sydney and Melbourne. A further seven weekly flights have been granted to Etihad on the condition that the operation also flies via or onto a regional airport.

Etihad has a major partnership with Virgin Australia Group of Airlines that enables joint services with Etihad, effective February 2011. Etihad places its ‘EY’ code on V Australia’s three weekly services between Sydney and Abu Dhabi. Virgin Australia places its ‘VA’ code on Etihad's 21 weekly Australian services.

Combined, the two airlines offer a joint global network of more than 100 destinations. This includes more than 45 Virgin Blue destinations in Australia and New Zealand. The agreement integrates the Etihad Guest and Velocity Rewards frequent flyer programs, allowing members to earn and burn status/tier points and frequent flyer points. It also allows reciprocal service benefits and lounge access for top tier members of both programs.
Etihad signed a codeshare agreement with Air New Zealand in February 2011.

Etihad codeshares on all of Air New Zealand's trans-Tasman services and holds a full domestic codeshare. Air New Zealand codeshares on Etihad's services between Sydney, Brisbane, Melbourne and Abu Dhabi as well as between Abu Dhabi and London Heathrow, Manchester and Dublin. The codeshare integrates Air New Zealand Airpoints and Etihad's Etihad Guest loyalty programs, enabling customers to earn and burn miles on each other's flights.

**Codeshare services:** Etihad operates codeshare services with Virgin Australia and Air New Zealand.

**Etihad offices:** Etihad's Australian head office is in Sydney and it has offices in Melbourne and Brisbane also. The airline employs more than 80 staff and maintains seven premises, including a dedicated aircraft maintenance facility at Sydney International Airport and a call-centre in Sydney.
## Factsheet

**Etihad Airways in Asia**

<table>
<thead>
<tr>
<th>Destination</th>
<th>Service per week</th>
<th>Aircraft type</th>
<th>Commenced services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangkok, Thailand</td>
<td>21</td>
<td>B777</td>
<td>2 Apr, 2004</td>
</tr>
<tr>
<td>Mumbai, India</td>
<td>7</td>
<td>A330 / A320</td>
<td>26 Sep, 2004</td>
</tr>
<tr>
<td>Karachi, Pakistan</td>
<td>7</td>
<td>A320 / A330-200</td>
<td>2 Nov, 2004</td>
</tr>
<tr>
<td>Delhi, India</td>
<td>7</td>
<td>A320 / A330-200</td>
<td>1 Dec, 2004</td>
</tr>
<tr>
<td>Islamabad, Pakistan</td>
<td>7</td>
<td>A320 / A330-200</td>
<td>2 Feb, 2006</td>
</tr>
<tr>
<td>Manila, Philippines</td>
<td>14</td>
<td>B777 / A330-200</td>
<td>13 Feb, 2006</td>
</tr>
<tr>
<td>Peshawar, Pakistan</td>
<td>2</td>
<td>A320</td>
<td>17 Feb, 2006</td>
</tr>
<tr>
<td>Lahore, Pakistan</td>
<td>7</td>
<td>A320 / A330-200 / A340-600</td>
<td>20 Feb, 2006</td>
</tr>
<tr>
<td>Jakarta, Indonesia</td>
<td>7</td>
<td>B777 / A330-200</td>
<td>16 Mar, 2006</td>
</tr>
<tr>
<td>Dhaka, Bangladesh</td>
<td>7</td>
<td>A320 / A330-200</td>
<td>4 May, 2006</td>
</tr>
<tr>
<td>Kuala Lumpur, Malaysia</td>
<td>7</td>
<td>B777</td>
<td>16 Jan, 2007</td>
</tr>
<tr>
<td>Trivandrum, India</td>
<td>7</td>
<td>A320</td>
<td>30 May, 2007</td>
</tr>
<tr>
<td>Cochin, India</td>
<td>7</td>
<td>A320 / A330-200</td>
<td>3 Jun, 2007</td>
</tr>
<tr>
<td>Singapore, Singapore</td>
<td>3</td>
<td>A330-200</td>
<td>28 Sep, 2007</td>
</tr>
<tr>
<td>Beijing, China</td>
<td>7</td>
<td>A330-200</td>
<td>30 Mar, 2008</td>
</tr>
<tr>
<td>Chennai, India</td>
<td>7</td>
<td>A320</td>
<td>2 Aug, 2008</td>
</tr>
<tr>
<td>Calicut, India</td>
<td>3</td>
<td>A320</td>
<td>2 Aug, 2008</td>
</tr>
<tr>
<td>Hyderabad, India</td>
<td>7</td>
<td>A320</td>
<td>2 Nov, 2009</td>
</tr>
<tr>
<td>Colombo, Sri Lanka</td>
<td>4</td>
<td>A320</td>
<td>1 Jan, 2010</td>
</tr>
<tr>
<td>Nagoya, Japan</td>
<td>5</td>
<td>A330-200</td>
<td>2 Feb, 2010</td>
</tr>
<tr>
<td>Tokyo, Japan</td>
<td>5</td>
<td>A330-200</td>
<td>27 Mar, 2010</td>
</tr>
<tr>
<td>Seoul, South Korea</td>
<td>7</td>
<td>A330-300</td>
<td>10 Dec, 2010</td>
</tr>
<tr>
<td>Bengaluru, India</td>
<td>7</td>
<td>A320</td>
<td>1 Jan, 2011</td>
</tr>
<tr>
<td>Malé, Maldives</td>
<td>7</td>
<td>A320</td>
<td>1 Nov, 2011</td>
</tr>
<tr>
<td>Chengdu, China</td>
<td>4</td>
<td>A330-200</td>
<td>15 Dec, 2011</td>
</tr>
<tr>
<td>Shanghai, China</td>
<td>7</td>
<td>A330-300</td>
<td>29 Feb, 2012</td>
</tr>
<tr>
<td>Ahmedabad, India</td>
<td>7</td>
<td>A320</td>
<td>To commence</td>
</tr>
</tbody>
</table>
Etihad Airways in North Asia: Etihad Airways entered the North Asian market with services to Beijing in March 2008, with four services per week to the Chinese capital. Most recently, Etihad opened its Chengdu route in December 2011 and the airline commenced services to Shanghai on 29 February 2012. Today, Etihad operates a total of 28 services to Northern Asia from Abu Dhabi each week.

Etihad Airways in South East Asia: Etihad Airways has built a strong presence in the South East Asian market. With the demographics of guests including business travellers, leisure passengers, visiting friends and relatives and worker traffic, South East Asia is one of the busiest regions for the airline.

Etihad commenced services in the region in 2004 when it launched its Bangkok services. The airlines’ South East Asia network numbers five destinations and a total of 45 weekly flights between the Abu Dhabi hub and the region.

Etihad Airways in the South Asian Subcontinent: The South Asian Subcontinent is one of the key markets for Etihad Airways in terms of future growth and creates substantial traffic to Etihad destinations in the Middle East, Europe and North America.

Today, Etihad operates 100 services per week from Abu Dhabi to 16 destinations within the South Asian Subcontinent.

Codeshare services: Etihad operates eight codeshares in Asia with ANA, Asiana Airlines, Bangkok Airways, Hainan Airlines, Jet Airways, Malaysia Airlines, Philippines Airlines and Sri Lankan Airlines.

Etihad offices: Etihad has offices in Bangkok, Beijing, Chengdu, Colombo, Dhaka, Islamabad, Jakarta, Karachi, Kathmandu, Kuala Lumpur, Lahore, the Maldives, Manila, Mumbai, Nagoya, Peshawar, Seoul, Shanghai, Singapore and Tokyo.
Etihad Airways in Africa

Etihad Airways commenced operations in Africa with services to Cairo in November 2004.

The airline has since announced eight additional destinations on the continent, including the recent addition of Mahé in the Republic of the Seychelles in November 2011. This year will see the introduction of services to Kenya, Nigeria and Ethiopia.

<table>
<thead>
<tr>
<th>Destination</th>
<th>Service per week</th>
<th>Aircraft type</th>
<th>Commenced services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cairo, Egypt</td>
<td>14 (18 from 2 June, 2012)</td>
<td>A330/A320</td>
<td>10 Nov, 2004</td>
</tr>
<tr>
<td>Johannesburg, South Africa</td>
<td>7</td>
<td>A330-200</td>
<td>1 Dec, 2005</td>
</tr>
<tr>
<td>Casablanca, Morocco</td>
<td>5</td>
<td>A330/A340</td>
<td>2 Jun, 2006</td>
</tr>
<tr>
<td>Khartoum, Sudan</td>
<td>5</td>
<td>A320</td>
<td>5 Jul, 2006</td>
</tr>
<tr>
<td>Mahé, Seychelles</td>
<td>4</td>
<td>A320</td>
<td>1 Nov, 2011</td>
</tr>
<tr>
<td>Tripoli, Libya</td>
<td>3</td>
<td>A330-200</td>
<td>17 Jan, 2012</td>
</tr>
<tr>
<td>Nairobi, Kenya</td>
<td>7</td>
<td>A320</td>
<td>1 Apr, 2012</td>
</tr>
<tr>
<td>Lagos, Nigeria</td>
<td>6</td>
<td>A330-200</td>
<td>To commence 1 Jul, 2012</td>
</tr>
<tr>
<td>Addis Ababa, Ethiopia</td>
<td>5 (7 from 2013)</td>
<td>A320</td>
<td>To commence November 2012</td>
</tr>
</tbody>
</table>

**Codeshare services:** Etihad Airways operates a codeshare services in Africa with Royal Air Maroc and Air Seychelles.
Factsheet May 2012

Etihad offices: Etihad Airways has offices in Cairo, Johannesburg, Casablanca, Khartoum, Mahé and Nairobi. Etihad Airways in North America

North America is a key market for Etihad and the airline is committed to future growth in the region.

Etihad Airways commenced services to North America with services to Toronto via Brussels in 2005, which later became direct flights.

Etihad commenced services to the USA in October of 2006, with daily flights into New York's JFK Airport. In 2009, Etihad increased its presence in the USA beginning three weekly flights to Chicago, which increased to daily flights at the beginning of 2010.

Today, Etihad operates over 17 services per week from Abu Dhabi to the Americas, growing to 24 per week with the introduction of Washington, D.C. services in 2013:

<table>
<thead>
<tr>
<th>Destination</th>
<th>Service per week</th>
<th>Aircraft type</th>
<th>Commenced services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toronto</td>
<td>3</td>
<td>B777-300ER</td>
<td>31 Oct, 2005</td>
</tr>
<tr>
<td>Chicago</td>
<td>7</td>
<td>B777-300ER</td>
<td>3 Sept, 2009</td>
</tr>
<tr>
<td>Washington, D.C.</td>
<td>7</td>
<td>A340-500</td>
<td>To commence 31 Mar, 2013</td>
</tr>
</tbody>
</table>

Codeshare services: Etihad signed a codeshare agreement with American Airlines (AA) in September 2009. Etihad and AA operate codeshare services to a number of cities across the USA including Washington DC, Los Angeles, San Francisco, Seattle and Houston. This agreement was expanded in 2011 to include reciprocal mileage earning and redemption across the two airlines' loyalty programs, Etihad Guest and AAdvantage. The agreement was expanded in early 2012 to include Canadian cities of Ottawa, Montreal and Toronto, via Chicago.
Etihad also cooperates with equity partner airberlin on services into North America via Dusseldorf, including flights to Fort Myers, Miami, New York and Vancouver.

**Etihad offices:** Etihad has offices in New York, Chicago and Toronto.
Equity Stakes & Alliances

airberlin

December 19, 2011 saw Etihad Airways increase its stake in airberlin – Europe’s sixth largest airline and Germany’s second biggest carrier – to 29.21 per cent. This makes Etihad Airways airberlin’s single largest shareholder. Under the agreement, Etihad Airways has two seats on the Board of Directors of the Air Berlin PLC.

The deal was Etihad Airways’ first equity investment in another airline. Under the partnership, airberlin now operates daily Berlin-Abu Dhabi flights, continuing to Phuket in Thailand. airberlin has recently launched daily Düsseldorf-Abu Dhabi flights.

Etihad Airways codeshares on airberlin flights over the 4 German hubs of Berlin, Düsseldorf, Frankfurt and Munich to a number of points in Europe including Alicante, Basel, Barcelona, Berlin, Budapest, Catania, Copenhagen, Gothenburg, Graz, Gdansk, Hamburg, Hannover, Helsinki, Ibzia, Innsbruck, Krakow, London Stansted, Linz, Malaga, Milan, Oslo, Palma de Mallorca, Rome, Salzburg, Stuttgart, Stockholm-Arlanda, Venice, Vienna and Zurich. Etihad also codeshares on Niki flights beyond Frankfurt, Munich and Milan into Vienna.

Frequent flyer programs of both airlines are now also in the process of being combined.

airberlin employs 9,000 people, operates a fleet of 170 aircraft, and flies to 172 destinations in 45 countries.

Air Seychelles

Etihad Airways announced in January 2012 that it would invest to acquire a 40 per cent stake in Air Seychelles Ltd. as part of a strategic partnerships alliance.

The agreement, which is the first of its kind in Africa, makes for provision for a five-year management contract for Etihad Airways which will see the implementation of strategic measures to encourage Air Seychelles’ long-term commercial growth.
Etihad Airways is working in conjunction with Air Seychelles to develop a renewed fleet and network grown plan. The airlines have also signed a comprehensive codeshare agreement to include Etihad Airways-marketed flights across Air Seychelles' network and Air Seychelles-marketed flights to Abu Dhabi and Etihad Airways destinations across Europe, the Middle East, the GCC, Asia and Australia.

Etihad Guest and Seychelles Bonus, the airlines’ frequent flyer programs, will be integrated to include mileage earning and redemption on each other’s flights.

**Aer lingus**

In May 2012, Etihad announced the acquisition of a three per cent stake in Aer Lingus, the Irish national carrier. The stake reflects a desire for a deeper commercial partnership that can produce mutual significant benefits.

Etihad Airways operates 10 flights a week from Abu Dhabi to Dublin and has carried more than 750,000 passengers between the two capitals since it began flying the route in July, 2007.

The airline has a premium lounge at Dublin Airport, an engineering maintenance facility and has conducted recruitment drives across the country. It also recently renewed its sponsorship of the Gaelic Athletic Association, signing a five-year deal.

**Alliances**

Etihad Airways, while not a member of any global alliance, has a strong portfolio of bilateral and affiliate relationships with other carriers. Two types of relationships exist; codeshare arrangements and Special Prorate Agreements (SPAs). Both types of partnerships exist to support Etihad’s existing route structure, and to extend the reach and breadth of Etihad’s network.
Through strong relationships with both its codeshare and interline partners, Etihad is able to offer an enhanced and expanded network to its own customers. In return, partners can access the depth of Etihad’s network.

Etihad currently has over 100 SPA relationships and a further 35 codeshare partnerships in place. Codeshare partners include:

- Aer Lingus
- airberlin
- Air Astana;
- Air Malta;
- Air New Zealand;
- Air Seychelles;
- Alitalia;
- American Airlines;
- ANA;
- Asiana;
- Bangkok Airways;
- bmi;
- Brussels Airlines;
- Cyprus Airways;
- Czech Airlines;
- flybe;
- French Railways (SNCF);
- Hainan Airlines

- Jet Airways;
- Kuwait Airways;
- Malaysia Airlines;
- Middle East Airlines;
- Niki;
- Olympic Airlines;
- Philippine Airlines;
- Royal Air Maroc;
- Safi Airways
- Saudi Arabia Airlines;
- Siberia Airlines (S7);
- Sri Lankan Airlines;
- TAP Portugal;
- Turkish Airlines;
- Ukraine International;
- Virgin Australia;
- Vietnam Airlines;
- Yemenia
Sales

Etihad Sales is responsible for delivering the airline’s revenue through all channels of sale, including through travel agents and via its own travel offices and retail outlets, contact centres, the internet, interline partners and travel wholesalers.

Sales teams are based in every market in which the airline operates. Each market is managed by a Country Manager that reports into one of six geographical regions, led by a Regional General Manager.

The regions include:
- Americas;
- Europe;
- Africa and the Middle East;
- UAE and Oman;
- Indian Sub Continent and Asia Pacific North; and
- Asia Pacific South and Australasia.

The Global Sales Department is involved with both long term strategic and short term tactical activities and campaigns throughout the year, including an ongoing premium sales campaign, agents incentives, corporate agreements, brand building and product awareness and quarterly sales promotional initiatives, which include value added activities with partners.

Guest segments for the airline include:
- Corporate: multinational; national and SME;
- Leisure guests;
- Marine;
- Meetings, Incentives Conferences and Events (MICE);
- Students;
- Visiting Friends and Relatives (VFR);
- Religious; and
- Labour.

Industry sales: Channel management includes strategic account management handled at a ‘business to business’ level through a dedicated Global Sales team. This includes a focus on global corporate and Travel Management Companies (TMCs); marine and student agents; major online travel agents (OTAs) and specialist consolidators.
Sales distribution also includes a partner network of service providers in over 48 markets worldwide to service offline markets outside of the existing Etihad Airways network.

In addition, Etihad Airways works in conjunction with other airline operators to develop interline sales including several major codeshare relationships such as American Airlines and ANA.

**Direct sales:** The Direct Sales team is responsible for Etihad Holidays, Hala Abu Dhabi (destination management company) Etihad.com, Etihad Shops in the UAE, Global Contact centres, and Digital Strategy, working closely with all markets to ensure the airline sells and serves its customers to the highest standards.

**Etihad Holidays:** Launched in May 2004, Etihad Holidays now offers packages to over 70 destinations in 23 countries. Through strong partnerships with tourism boards and the very best international hotel chains, Etihad Holidays offers a range of holiday packages throughout the year.

**Hala Abu Dhabi:** Launched in March 2010, Hala Abu Dhabi is the in-house destination management company of Etihad Airways, and provides visitors to Abu Dhabi and the UAE with a wide range of unrivalled business and leisure activities. For further information, refer to [www.halaabudhabi.ae](http://www.halaabudhabi.ae)

**Essential Abu Dhabi:** *essential abu dhabi*, which was launched in January 2011, is dedicated to promoting awareness of the capital of the UAE as one of the world's top business and tourist destinations. The program has a dedicated website – essentialabudhabi.com – and specially branded brochure, featuring a detailed directory of the Emirate’s attractions and exclusive offers on a wide range of products and services including hotel accommodation, dining, shopping and cultural activities in more than 35 venues in Abu Dhabi.

**Etihad Shops:** The Etihad Shops offer a one-stop travel experience selling the full range of Etihad Airways products and services including airline tickets sales, Etihad Holidays, Etihad Guest, Etihad
merchandise and other ancillary travel products. There are 12 shops throughout the UAE located in prominent shopping malls and high street locations.

**Global contact centres:** Etihad Airways currently has four global contact centres located in Abu Dhabi, Al Ain, Mumbai and Manchester, employing over 300 people who speak nine languages. The teams handle over 5,000 calls per day. Etihad Airways has set up an all-female call centre in Al Ain with a team of Emirati ladies – the first of its kind – which is a key example of the airline’s Emiratisation program in action.

**Etihad.com:** etihad.com is an integral sales and marketing channel for the airline. The website is available in nine languages – English, Arabic, French, German, Italian, Chinese, Japanese, Korean and Russian – and has over 45 country-specific websites. Customers can book flights on the site, as well as cars, hotels, chauffeur-driven limousines and insurance as well as access other features such as route maps and timetables and ‘Experience Etihad’, an interactive onboard and ground experience.

**Digital strategy/e-commerce:** Etihad Airways recognises the importance of new technology and continues to research and invest substantially in its digital channels. Through the development of a comprehensive digital strategy, Etihad Airways is focused on further leveraging the potential of e-commerce and digital communication. Innovations will continue to be rolled out to offer a superior experience and service to the airline’s customers and to differentiate Etihad Airways in the marketplace.
Customer Relationship Management (CRM) & Loyalty

Etihad Airways’ CRM and Loyalty department strives to offer unmatched reward programs to all Etihad Guest members, as well as maintain the high standard of customer care extended to all passengers flying with Etihad Airways.

The department is responsible for three areas: Etihad Airways’ loyalty program, Etihad Guest; Service Recovery; and CRM Intelligence.

Etihad Guest: Etihad Guest is an award-winning loyalty program, boasting over 1.3 million members to date.

The Etihad Guest program offers members opportunities to accumulate Etihad Guest Miles which can be redeemed against a wide selection of over 2,700 flight and non-flight rewards from over 200 partners. Non-flight rewards cover a wide variety of categories, from computer and electronic equipment to jewellery and lifestyle products. Each year, over 40 promotions are organised by the CRM and Loyalty department and communicated to all Etihad Guest members.

Service recovery: Etihad Airways is committed to offering its guests a superior customer service, and has a dedicated team in place to manage customer relations before and after a customer travels with Etihad Airways, divided into ‘Guest Affairs’ and the airline’s ‘CARE unit.’

Etihad Airways understands that a customer’s travel experience with Etihad Airways sometimes does not live up to their expectations. When this occurs, the airline’s Guest Affairs department will do everything possible to respond to complaints appropriately, in a timely and empathetic manner.

Guest Affairs can be contacted by email at feedback@etihad.ae.

The CARE unit is set up specifically to proactively manage customer service issues, at Abu Dhabi international airport, and is called upon to assist at other outstations for some issues.
The unit provides support to the ground staff in the event of a disruption, or to a guest when an issue occurs; for example if the guest has a problem at check-in.

**CRM Intelligence:** This part of the CRM and Loyalty department is responsible for analysing the data the airline collects about its guests. This analysis enables Etihad Airways to make much more personalised and targeted offers to its customers, as well as handling the distribution of many promotional and information emails.
Launched in May 2004, Etihad Holidays now offers packages to over 80 destinations in 26 countries.

Through strong partnerships with tourism boards, the best international hotel chains and key international tourism service providers, Etihad Holidays offers a range of fantastic holiday packages throughout the year all backed by the support of Etihad Airways’ fast growing network of destinations and world class product.

Etihad Holidays’ annual program features more than 350 hotels and apartments in Africa, Australia, Asia, Europe, Middle East and North America plus tours and suggested itineraries in key destinations. Etihad Holidays run bimonthly World Deals campaigns featuring exceptional deals to popular destinations supported by bonus offers such as free nights, free upgrades and discounts.

As consumer holiday trends in the region have evolved, Etihad Holidays has transformed the way customers can choose and book their holidays, with state-of-the-art shops in the newest shopping malls in Abu Dhabi, Dubai and Al Ain. Customers are able to view holiday options on interactive TV screens in an innovative alternative to traditional holiday brochures, and highly trained travel consultants offer customers the very latest Etihad Holidays packages in specially designed custom built sales pods developed for personal service. Packages can also be viewed on Etihad Holidays’ website - www.etihadholidays.com.

**Hala Abu Dhabi:** Hala Abu Dhabi is the in-house destination management company of Etihad Airways, launched in February, 2010. Hala Abu Dhabi provides visitors to Abu Dhabi and the UAE with a wide range of unrivalled business and leisure activities. Hala Abu Dhabi’s key objective is to promote Abu Dhabi as a destination and match the quality of service offered on the ground to the high standards of service offered in the air on Etihad Airways flights.

With over 50 per cent of staff being UAE nationals, Hala Abu Dhabi has a unique insight into the local area and destinations across the UAE.
Etihad Cargo

Established in 2004, Etihad Cargo is the fast growing cargo division of Etihad Airways.

From its hub at Abu Dhabi International Airport, Etihad Cargo offers its customers a range of cargo services linked to its expanding international route network and aircraft fleet.

The cargo division operates a fleet of seven dedicated cargo aircraft consisting of one Boeing B777F, one (leased) Airbus A300-600F, two Airbus A330-200F, one MD-11F (leased) and one Boeing 747-400F aircraft that fly on scheduled services to Europe, the Middle East, Asia and Africa. Four freighters are scheduled for delivery in 2013 and 2014, two Boeing B777F and two Airbus A330-200F.

Etihad Cargo won the prestigious ‘Air Cargo Industry Customer Care Award’ in 2010, and operates to a total of 86 destinations internationally, 9 of which are freighter only. The airline operates cargo freighters to 27 of these 86 destinations.

These 9 freighter-only destinations are: Amsterdam, Benghazi, Calcutta, Hahn, Hong Kong, Kabul, Kandahar, Eldoret and Djibouti.

A priority product, ‘Fast-Track’, was launched in 2011 offering a money-back guaranteed uplift of shipment, with preferential access to capacity, late acceptance and early release of cargo.

Worldwide freighter charter services are also available.

Etihad carries most types of air cargo traffic and adheres to international and aviation rules and specifications. Customers can book their services directly through Etihad Cargo offices worldwide.

For further information, go to www.etihadcargo.com
The airline’s Marketing department plays a major role in taking the Etihad Airways story to the world. In 2011, Etihad was awarded ‘World’s Leading Airline’ at the World Travel Awards for the third consecutive year, setting the benchmark for the airline’s brand communications and enabling Etihad to inspire its audiences through a range of campaigns to ‘fly with the best’.

The Marketing department will continue to build the Etihad brand and product awareness in key markets, with a growing focus on online marketing campaigns. In 2012, the focus will be on driving the business forward commercially with timely tactical support at key periods linked with booking patterns and route launches. A greater investment will be made in digital media which can accurately target commercial messages and help build sales further on Etihad.com.

A major campaign for 2011 was the introduction of the airline’s Essential Abu Dhabi program, which is dedicated to promoting awareness of the capital of the UAE as a top tourist destination in the world. The program has a dedicated website – essentialabudhabi.com – and a specially branded brochure, featuring a detailed directory of the Emirate’s attractions and exclusive offers. A specially branded A330 plane has taken to the skies promoting ‘Visit Abu Dhabi in 2011’.

The Marketing department also supports the marketing requirements of the entire network of more than 70 passenger destinations, including strategy and campaign development, media planning, results tracking, and vendor and agency management, as well as managing the execution of the central brand communication strategy across the various Etihad divisions.
Sponsorships

Etihad Airways is proud to support a range of sporting and cultural events in the UAE and worldwide. These sponsorships are consistent with Etihad's values of hospitality, team spirit, and helping bring Abu Dhabi to the world and the world to Abu Dhabi.

Etihad’s sponsorships include:

Formula 1 Etihad Airways Abu Dhabi Grand Prix: Etihad Airways is the title sponsor of the Formula 1 Etihad Airways Abu Dhabi Grand Prix. Showcasing both Etihad and Abu Dhabi to a global audience estimated at over 600 million people, the purpose built circuit on Yas Island has earned critical acclaim for its spectacular architecture and world best facilities for teams and spectators.

Manchester City Football Club: In July 2011, Etihad signed a comprehensive 10-year partnership deal with Manchester City Football Club, to include naming rights for the stadium and expansive surrounding grounds, now known as Etihad Stadium and Etihad Campus, respectively, as well as an extension of the existing shirt sponsorship. A freshly-painted Manchester City-branded A330-200 aircraft in the club’s signature sky blue colour is now serving destinations across the network as part of the airline’s extended partnership.

Etihad Stadium: To coincide with Etihad’s first flight to Melbourne in March 2009, Etihad Stadium was the airline’s first major sporting sponsorship in Australia. Etihad branding features prominently inside and outside the stadium, including on perimeter signage and giant score boards. The 55,000 capacity stadium, opened in 2000, is a multi-purpose sports and entertainment stadium in the Docklands precinct adjacent to the CBD, and caters for both sporting and entertainment events.

V8 Supercars: Etihad partnered with V8 Supercars in 2011 to become the official international airline for the thriving sport. Globally, Etihad’s partnership with V8 Supercars will be highlighted through signage and promotions at select V8 Supercar events and content on Etihad’s in-flight entertainment system. V8 Supercars’ website also carries links to special offers on Etihad Airways flights around the world.

Sport Australia Hall of Fame: Etihad Airways is the major sponsor of the Sport Australia Hall of Fame. Recognizing sporting achievements and excellence for over 25 years, Etihad’s sponsorship also assists young athletes to compete internationally through the Scholarship Mentoring Programme.

Golf: Etihad Airways is a Diamond Sponsor and the Official Airline for the Abu Dhabi Golf Championship, which is one of the largest golfing tournaments in the region, sanctioned by the PGA, and takes place at the Abu Dhabi Golf Club.
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**GAA Hurling All Ireland Senior Championship:** Etihad Airways is an official sponsor and airline of the GAA Hurling All-Ireland Senior Championship. The GAA (Gaelic Athletic Association) is based at Croke Park in Dublin and was established as a national organisation to revive and nurture traditional Irish pastimes. Etihad is proud to be a part of the most skillful and fastest field game in the world. The Hurling All Ireland Senior Hurling Championship is one of Ireland’s oldest sporting competitions, with the first final taking place back in 1887.

**Harlequins Rugby Football Club:** Etihad Airways is the main sponsor of the UK Premiership rugby team, Harlequins Rugby Football Club. Harlequins are based at the Twickenham Stoop in London and compete in the top rugby league in the UK and at European level. Current top international players include Ugo Monye, Danny Care and Nick Easter.

**Grassroots Sponsorship:** Etihad Airways continues to align itself with innovative events and sporting teams across the region, from international level down to the grass roots. At a local level, Etihad is a lead sponsor for the Abu Dhabi Harlequins Rugby Union Football Club, which has been competing in the region since 1969. Etihad is the title sponsor of the ‘Etihad Junior Rugby Festival’ which took place for the first time in November 2008. The Rugby Festival consists of a training camp for kids in the community and a Junior Rugby Tournament which involves more than 1500 children aged 7 to 18 and which is believed to be the biggest junior tournament of its kind in the region.

**Arts and culture:** Etihad is committed to helping bring arts and culture to the people of Abu Dhabi and beyond through its range of partnerships, which include the Abu Dhabi Festival, Gourmet Abu Dhabi, the Arabic Prize for Fiction, the Abu Dhabi Film Festival, and other important media events and exhibitions. Etihad also supports many music initiatives in Abu Dhabi and has brought many international artists and bands to the capital, including Coldplay, Justin Timberlake and Shakira.

**Katrina Kaif:** Indian Bollywood star Katrina Kaif is the airline’s brand ambassador, and works with Etihad to promote the airline in India and around the world. Last year Etihad filmed a dance sequence with Katrina in its First class lounge, taking the Etihad brand to new levels of awareness. Katrina also participates in fashion style shoots on board and other national and international brand campaigns.
Etihad Airways Safety and Quality

Regulatory compliance: Safety is a core business function at Etihad, and the airline regards safety as its number one priority. Safety is an integral part of the provision of an efficient, effective and sustainable air transport operation.

Etihad Airways has established a Safety Management System (SMS), in response to United Arab Emirates’ Civil Aviation Law, GCAA CAR-OPS 1.037, CAR Part X, ICAO recommendations, and Federal and Emirate statutory requirements for health and safety, including the Abu Dhabi Health and Safety Regulatory Framework (ADEHSRF).

Many of the elements required to form part of the SMS have already been established and are intrinsically linked to the control and supervision of operations within the organization. This is a result of Etihad Airways’ response to pre-existing regulatory requirements, as well as the newer requirements to establish formal SMS.

The SMS covers:
- The safety of aircraft and aircraft operations;
- airport safety;
- industrial safety

SMS provides a systematic way to identify hazards and control risks reducing them to acceptable levels while maintaining assurance that risk controls are effective. The Safety Management System sets goals and performance standards for safety, includes management arrangements for training and promotion, seeks to develop a strong safety culture and measures performance.

The SMS is a comprehensive management system which has Worldwide application to EY operations and involves all levels of the organization, vertically and horizontally.

Safety performance measurement: Etihad Airways has a zero accident record with respect to any aircraft sustaining damage or structural failure adversely affecting strength, performance or flight characteristics.

Safety goals, objectives and target are constantly measured. Etihad's safety and quality compliance has been provided by The International Air Transport Association’s (IATA), conducting the 3rd IATA Operational Safety Audits (IOSA) for the airline.

Etihad's initial IOSA Certification was received in July 2006, with 100 per cent compliance to IOSA standards. The most recent IOSA Audit conducted in May 2010 confirmed that Etihad Airways was fully compliant, having met all 966 separate standards, in areas including organisation and management, flight operations, cabin operations, ground and cargo operations, maintenance, flight dispatch and security operations.
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IOSA is a tool that complements an airline’s efforts on safety. The program focuses on airline safety and quality and enhances existing oversight mechanisms, but does not replace states’ oversight responsibilities.

Internal commitment to safety: Internally, Etihad has established Company Safety Objectives and Safety Key Performance Indicators which are used to monitor the safety status of the Company via a suite of Safety Action Groups, and ultimately through the Company’s top-level Safety and Quality Review Board (SQRB) which is chaired by our CEO.

Etihad Airways has a dedicated Safety and Quality Department that acts as the coordinating focal point for risk management throughout total operations. The Safety and Quality Department acts as a centralised safety function for:

- Provision of information to the authorities on reportable incidents;
- Leadership on investigations;
- Assessment of safety reports;
- Support to the risk assessment process; and
- Provision of safety data and information to Safety Action Groups and the Safety and Quality Review Board.
Government and Aeropolitical Affairs
The Government and Aeropolitical Affairs department has the responsibility of acquiring traffic rights from countries around the world, which are essential to enhance existing operations and facilitate the commencement of services to new destinations. Currently Etihad Airways is a beneficiary of more than 100 air services agreements.

The department also works very closely with the Abu Dhabi Department of Transport and the UAE General Civil Aviation Authority on issues that involve the review of existing national air transport policies and procedures, with a view to addressing global aero-political developments, particularly those that have direct and indirect impact on Etihad Airways operations.
Environmental Affairs

Etihad Airways’ environmental policy has developed significantly in recent times and includes a wide variety of projects from resource conservation and waste management to addressing the global environmental challenges which face the aviation industry.

Etihad is currently developing its climate change position and carbon management strategy to ensure the implementation of measures to manage emissions as well as identifying environmental risks associated with future carbon constraints.

Etihad is driving eco-efficiency throughout the company by recycling and re-using resources as well as introducing a regular environmental management update for company staff to provide the workforce with information on environmental issues.

Etihad won the title for “Best Environmental Initiative” at the “Best in Abu Dhabi” awards 2010. The “Best in Abu Dhabi” survey is voted for by residents of the UAE’s capital and are considered the people’s choice awards for the best in the emirate.

Etihad's work in this area includes the following initiatives:

• The Sustainable Bioenergy Research Project (SBRP) with the Masdar Institute of Science and Technology, Boeing and Honeywell's UOP, which is dedicated to finding sustainable energy solutions and will use integrated saltwater agricultural systems to support the development and commercialisation of biofuel sources for aviation and co-products. The SBRP will undertake research projects that combine the arid and saline-rich environment of Abu Dhabi with innovative saltwater farming practices

• The application of “Permagard”, a polymer coating, to the exterior of Etihad's aircraft. This has shown significant savings in water and cleaning fluids to each plane, as well as improvements to fuel efficiency

• membership of the Sustainable Aviation Fuel Users Group, an airline-led industry working group established in 2008 to accelerate the commercialisation and availability of sustainable biofuels
• Calculating the emissions produced when the airline’s employees are on duty travel in order to offset the emissions. The airline is also looking at how the same can be done for commercial passengers as well as for ground facilities and transportation
• Establishing formalised comprehensive energy monitoring and measurement systems covering all areas of potential emission impact
• The ‘Green Office’ program which contains a number of elements such as the introduction of recycling containers around the Etihad head office for plastics, paper, metals and toner cartridges
• Environmental web pages on company intranet that include advice on how to save waste, water and energy at work and at home.
The tremendous growth that Etihad Airways has experienced since its formation in 2003 would not have been possible without the efforts of its people in the UAE and in outstations around the world.

Currently more than 9,000 people work at Etihad Airways with the majority based in Abu Dhabi and the UAE. The airline’s Operations department (which includes pilots and cabin crew), is the biggest division and employs more than 6,230 people.

Etihad’s Human Resources department has evolved considerably during the last eight years, from one that initially was mainly responsible for issuing company work visas and administrative matters to one that plays a key role in the strategy of company and staff development.

In order to meet Etihad’s predicted fleet, passenger and destination growth by 2020 – which plans for more than 25 million passengers to fly to more than 100 destinations aboard a fleet of 150 planes – the airline will need a workforce of approximately 22,000 people.

Despite the challenging economic conditions that have affected the aviation industry since 2008, Etihad has continued to expand its workforce in a measured way to fit this growth.

The following table gives details of the year-on-year growth that has taken place at Etihad since its formation:

<table>
<thead>
<tr>
<th>Destination</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year-on-year percentage growth</td>
<td>117.0%</td>
<td>63.9%</td>
<td>60.4%</td>
<td>26.9%</td>
<td>10.9%</td>
<td>0.3%</td>
<td>15.1%</td>
<td></td>
</tr>
<tr>
<td>Core</td>
<td>350</td>
<td>701</td>
<td>1,017</td>
<td>1,518</td>
<td>2,341</td>
<td>2,745</td>
<td>2,866</td>
<td>3,257</td>
</tr>
<tr>
<td>Cabin crew</td>
<td>336</td>
<td>840</td>
<td>1,504</td>
<td>2,670</td>
<td>2,913</td>
<td>3,031</td>
<td>2,783</td>
<td>3,230</td>
</tr>
<tr>
<td>Pilot</td>
<td>74</td>
<td>231</td>
<td>336</td>
<td>510</td>
<td>744</td>
<td>829</td>
<td>982</td>
<td>1,185</td>
</tr>
<tr>
<td>Outstation</td>
<td>215</td>
<td>344</td>
<td>611</td>
<td>865</td>
<td>1,060</td>
<td>1,223</td>
<td>1,224</td>
<td>1,366</td>
</tr>
<tr>
<td>Total staff</td>
<td>975</td>
<td>2,116</td>
<td>3,468</td>
<td>5,563</td>
<td>7,058</td>
<td>7,828</td>
<td>7,855</td>
<td>9,038</td>
</tr>
</tbody>
</table>
The UAE is known throughout the world for its multinational workforce and Etihad Airways is a great example of this with more than 129 nationalities working in the company’s six divisions.

One of the key areas of ambition within the airline is to increase UAE nationals' opportunities for employment and development at Etihad.

Etihad operates a highly successful Emiratisation scheme which includes a cadet pilot program, graduate management program, technical engineer program, call centre program and ground services program.

UAE nationals are currently the second largest national group represented at Etihad Airways, behind India, followed by Britain and Phillipines.

The following table gives the staff numbers for the top 20 largest national groups working at Etihad Airways in December 2011.

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indian</td>
<td>1122</td>
</tr>
<tr>
<td>UAE</td>
<td>819</td>
</tr>
<tr>
<td>British</td>
<td>787</td>
</tr>
<tr>
<td>Filipino</td>
<td>742</td>
</tr>
<tr>
<td>Australian</td>
<td>318</td>
</tr>
<tr>
<td>Pakistani</td>
<td>248</td>
</tr>
<tr>
<td>Thai</td>
<td>246</td>
</tr>
<tr>
<td>Malaysian</td>
<td>238</td>
</tr>
<tr>
<td>South African</td>
<td>224</td>
</tr>
<tr>
<td>Romanian</td>
<td>217</td>
</tr>
<tr>
<td>French</td>
<td>207</td>
</tr>
<tr>
<td>Moroccan</td>
<td>190</td>
</tr>
<tr>
<td>Egyptian</td>
<td>185</td>
</tr>
<tr>
<td>South Korean</td>
<td>159</td>
</tr>
<tr>
<td>German</td>
<td>153</td>
</tr>
<tr>
<td>Sri Lankan</td>
<td>130</td>
</tr>
<tr>
<td>American</td>
<td>129</td>
</tr>
<tr>
<td>Canadian</td>
<td>126</td>
</tr>
</tbody>
</table>
The following table gives a breakdown of how the workforce is made up by regional grouping in December 2011.

<table>
<thead>
<tr>
<th>Region</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>European</td>
<td>2529</td>
</tr>
<tr>
<td>Asian</td>
<td>2004</td>
</tr>
<tr>
<td>Middle Eastern</td>
<td>1519</td>
</tr>
<tr>
<td>Far Eastern</td>
<td>1361</td>
</tr>
<tr>
<td>African</td>
<td>799</td>
</tr>
<tr>
<td>Americas</td>
<td>448</td>
</tr>
<tr>
<td>Australasian</td>
<td>378</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>9038</strong></td>
</tr>
</tbody>
</table>

The following table gives a breakdown of how the workforce is made up by divisional grouping in December 2011.

<table>
<thead>
<tr>
<th>Division</th>
<th>Head Office</th>
<th>Outstation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Division</td>
<td>759</td>
<td>699</td>
<td>1458</td>
</tr>
<tr>
<td>CEO Office</td>
<td>118</td>
<td>2</td>
<td>120</td>
</tr>
<tr>
<td>Finance Division</td>
<td>360</td>
<td>102</td>
<td>462</td>
</tr>
<tr>
<td>Operations Division</td>
<td>5702</td>
<td>530</td>
<td>6232</td>
</tr>
<tr>
<td>Strategy &amp; Planning</td>
<td>231</td>
<td>27</td>
<td>258</td>
</tr>
<tr>
<td>People &amp; Performance Division - Core</td>
<td>191</td>
<td>6</td>
<td>197</td>
</tr>
<tr>
<td>Emiratisation Programs</td>
<td>311</td>
<td>0</td>
<td>311</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7672</strong></td>
<td><strong>1366</strong></td>
<td><strong>9038</strong></td>
</tr>
</tbody>
</table>
**Emiratisation**

As the national airline of the UAE, Etihad Airways recognises its responsibility to pioneer employment opportunities for Emiratis in the airline industry, also bringing on board their unique skills and experience for the benefit of the airline.

The Etihad Airways’ Emiratisation scheme offers a wide range of career opportunities for UAE nationals, including a cadet pilot scheme, a technical engineering development program, a graduate management development program and call centre program.

Emiratisation is a key business imperative and fundamental to the airline’s people strategy. Ensuring that Etihad attracts and develops Emirati nationals to support its future growth, the airline adopted an integrated approach across HR’s key strategies to source, develop and engage Emiratis in the delivery of HR services to enable that.

Linking Etihad brand values to Abu Dhabi, it has been recognised that UAE nationals are best positioned to present our unique brand proposition at every customer touch point. With this in mind, in 2012 Etihad introduced a graduate sales and airport development program. The aim of these two new programs is building sales and airport management capability and provides the airline with the opportunity of placing UAE nationals at all outstations across the network.

In 2010 the cadet pilot program was further enhanced to attract high school leavers who will, upon successful completion, achieve a Bachelor degree alongside their Air Transport Pilot License. Developed in collaboration with Abu Dhabi University, and approved by the Commission for Academic Accreditation, the program requires each candidate to attend 30 months training at University, followed by 18 months at flying school, before spending their last 6 -12 months gaining their Second Officer type rating at Etihad’s Academy.

The total percentage of UAE nationals working for Etihad Airways is currently approximately 21 per cent of the tracked population (excluding cabin crew and outstations), becoming the second largest nationality and representing an impressive 98 per cent year-on-year increase in hiring.
Factsheet

Performance management

At the end of 2010 Etihad employees completed their first full year cycle in the new Etihad performance management system ‘iachieve.’ 100% of employees completed an end of year performance review in the first quarter of 2011 and the first performance based pay increases were applied in April 2011.

In tandem with this significant change, the company grading structure was redesigned with the introduction of job levels and a reduced number of grades while the number of job titles in the organisation was also reduced by over 30% and a standard job title protocol introduced; both these changes were key initiatives in reducing complexity and bureaucracy in organisation design.

Further reinforcing the link between performance and reward, global incentive schemes were introduced in areas such as the Sales and Cargo divisions. The focus on ongoing dialogue between the employee and the manager continued through 2011 with over 90% of employees completing a formal mid-year performance discussion.

Learning and development

In 2011, the Learning & Development function designed and delivered several new learning interventions aligned with business requirements to enhance organizational performance.

The organisation’s adoption of on-line learning was very successful this past year, with a 500% increase in on-line learning courses, an effective training solution for a global and mobile workforce which also delivers cost advantages to the airline. The shift to on-line learning delivery has enabled a cost avoidance of AED10m in 2011.

The Etihad Academy, now accredited by IATA, delivered almost 1,300 classroom-based courses to more than 12,700 participants. The new employee induction program ‘Marhaba’ was re-launched to ensure new employees are equipped with the information and resources helpful in achieving an accelerated start in the airline.
HR operations

The growing number of employees drove a significant increase in employee administration, necessitating a continuing focus on automation and bureaucracy.

Self service functions for employees and managers in HR's online system called 'iserve' increased by a further 71% and the new Employee Services intranet site provides employees with a one-stop shop for information on many employee policies and procedures. 98% of all email employee queries were responded to within defined service level agreements.

Occupancy of Etihad's Abu Dhabi residential portfolio for over 4,000 employees and families reached 93% overall by end 2011 while maintenance costs were reduced.
Etihad has close to 7,800 people working in Abu Dhabi. The airline provides world-class commercial offices in Khalifa City A in Abu Dhabi for its employees, and residential accommodation for 3,500 cabin crew, 1,200 pilots and management staff, plus accommodation allowances for 1,600 junior employees.

In March 2010, Etihad opened ‘Etihad Plaza,’ a complex that is 98 percent filled, with 1,300 employees in 600 homes in five accommodation blocks. Etihad Plaza comprises two state-of-the-art gyms, lounge area, staff restaurant, and a comprehensive set of retail outlets.

Wellbeing

The health and safety of Etihad employees, and compliance with regulatory health standards, is of utmost importance to the company.

At various company accommodation locations across Abu Dhabi Etihad provides ‘Fit 2 Fly’ leisure facilities including gymnasiums, pools and recreational amenities.

Compliant with both GCAA and HAAD requirements, Etihad Airways Medical Centre, based at Etihad Plaza, offers state-of-the-art facilities and access to health and welfare professionals for all staff.

Etihad is committed to providing the very best in welfare services for its people and their families and launched a Breast Cancer screening program in October 2011.
**Pilots**

Etihad Airways' flight operations team, which includes pilots, has grown considerably since the airline’s launch in 2003. During this time, the airline has continued to recruit the best direct entry pilots from around the world, as well as launch its own cadet pilot program.

Etihad currently has 1185 pilots.

Etihad's pilots fly the airline's fleet of 66 narrow and wide body passenger and cargo aircraft and with this set to expand by more than 100 in the next 10 years (see fleet fact sheet for further details), greater emphasis is being put on recruiting the best pilots from around the world, as well as training Etihad's own Emirati pilots from the UAE.

**Recruitment:** Qualification requirements for direct entry pilots (e.g. qualified) are:

**Direct Entry Captain:**
- a minimum of 7,000 hours total flying time (for widebody aircraft types) or 5,500 hours (for narrow-body aircraft types);
- a minimum of 4,000 hours on jet aircraft in excess of 60,000 kg (for widebody aircraft types);
- a minimum of 2,500 hours in command on multi-crew glass cockpit aircraft in excess of 60,000 kgs (for widebody aircraft types) or 2000 hours on multi-crew glass cockpit aircraft (for narrow-body aircraft types);
- ICAO ATPL, valid license and medical card; or
- a minimum of 1500 hours in command on type (For widebody aircraft types) or 1000 hours in command on type (for narrow-body aircraft types); and
- must possess a valid ICAO ATPL licence and valid medical; and
- must be a current captain;
- maximum age limit is 62 years old (type rated), 57 non type rated; and
- English language fluency (written and oral).

**First Officer:**
- a minimum of 2,500 hours total flying time for A330 and 1500 hours for A320;
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- a minimum of 1,000 hours on multi-crew jet aircraft;
- ICAO ATPL, valid license and medical card must be current;
- Maximum age limit is 53 years old; and
- English language fluency (written and oral).

The hours need to have been completed on powered fixed-wing aircraft only. Preference is given to candidates with Airbus or Boeing experience.

Training: Captains and First Officers with Etihad are required to maintain the highest competency levels throughout the year, even if they are flying regularly.

Etihad has a state-of-the-art training academy at its base in Abu Dhabi where pilots spend time in full flight simulators, classrooms and computer rooms.

This training is made up of four full flight simulator sessions per year (2 sessions every 6 months) and also includes:
- Line Oriented Flight Training (LOFT), which deals with different types of possible abnormal situations
- extreme weather scenarios and operations in low visibility;
- an annual line check on the aircraft to ensure pilots are following all company procedures;
- two days in the classroom annually covering safety, technical, first aid and crew resource management;
- self-study training on dangerous goods every 2 years, and technical topics every 6 months.

Full flight simulators, (FFS): Etihad has four full-flight simulators which are manufactured by Canadian company CAE:
- one Airbus A320;
- two Airbus A330 / A340s; and
- one Boeing 777-300.

The simulators are equipped with six-axis motion and control loading systems, and use sophisticated weather and lighting effects to provide realistic training scenarios for pilots.
The advanced databases installed on the FFS provide the pilots with the exact specifications and conditions for landing and take-off at major airports throughout the Etihad network. There are also fixed base training devices to provide detailed system and procedural training for both Airbus and Boeing types. Additionally, Etihad has its own facilities to complete all aspects of fire training, on water ditching, as well as door and evacuation slide devices.

**Cadet pilot program training:** As well as recruiting direct entry level pilots Etihad also operates a cadet pilot program. Currently the program has over 150 UAE nationals and five classes of international cadet pilots.

In order to gain their Airline Transport Pilots Licence (ATPL), the cadet pilots have to complete 750 hours of classroom tuition and 205 hours of flight training in single and multi-engine aircraft. During this time they also have to pass the UAE General Civil Aviation Authority's theoretical knowledge and flying exams.

After gaining their ATPL, the cadets become Second Officers and undertake a multi-crew co-operation course and an Airbus A320 type conversion course. This enables them to fly as co-pilots on the Etihad Airways Airbus A320 short haul fleet.

The Second Officers spend much of the time during the type conversion course in Etihad's A320 full-flight simulator, as well as training in the development of non-technical skills applicable to working in a multi-crew environment.

After approximately twelve months, the Second Officers complete their final checks and will qualify as A320 First Officers.
Information Technology
Etihad’s Information Technology (IT) department implements a range of smart and efficient information technology and telecommunications services to benefit the airline’s passengers and its 9,000 strong workforce. Etihad has secured strategic partnerships with some of the world’s leading suppliers to achieve this, including Amadeus, SITA, SABRE, Lufthansa Systems, Oracle and Microsoft.

Major projects:

Sabre Airline Solutions: An activity of significant impact for the entire company in 2011 was the selection of Sabre Airline Solutions to supply Etihad Airways’ passenger services solution (PSS), eCommerce, and departure control system (DCS).

These services are essential for the sale of tickets and for daily operations, touching almost all operational and business areas.

The deal with Sabre was worth more than a billion dollars at list prices and will be the biggest technology innovation Etihad Airways will undertake in the next ten years.

Guests: Etihad is committed to providing customers with a convenient, fast and smooth travel experience. In 2011, Etihad introduced new airport services in Abu Dhabi. Etihad is also currently evaluating mobile check-in options for its guests.

Airline and business support: Etihad’s use of IT seeks to achieve efficiency and incremental revenue for the airline and support Etihad’s approach to sustainability. Etihad is focused on a range of major projects to optimise the airline’s performance in areas relating to pricing, crew planning, flight operations and flight plans, inflight catering, and business intelligence.

Digital strategy: Etihad recognises the importance of new technology and continues to research and invest substantially in its digital channels. Through the development of a comprehensive digital
strategy, Etihad is focused on further leveraging the potential of e-commerce and digital communication by providing its guests with:

- more convenience - via powerful tools to search, select and manage bookings (including flexible, visualised search tools, collaborative booking, change booking functionality and account management);
- more choice – via a wider range of products and services (including hotel, car, insurance, event and tour booking, and full dynamic packaging capabilities);
- more engagement – via a number of innovative new digital channels to enact through (including website, mobile, desktop and social media channels); and
- more involvement – via more personalised, tailored and controlled communications (including personalised messaging and updates, and access to tailored special offers and deals).

Important innovations include speed enhancements, web click to chat with call centre agents, online check in, online hotel/insurance sales, web special offers, and search optimisation.

Innovations will continue to be rolled out to offer a superior experience and service to the airline’s customers and differentiate Etihad in the marketplace.