OUR BUSINESS

Etihad Airways, the national airline of the United Arab Emirates, was set up by Royal (Amiri) Decree in July 2003. Etihad Airways commenced operations in November 2003, and in 10 years has become one of the fastest growing airlines in the history of commercial aviation.

This airline has received a range of awards that reflect its position as one of the world’s leading premium airline brands, including ‘World’s Leading Airline’ at the World Travel Awards for five consecutive years.

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

ETIHAD CONFIRMS RECORD RESULTS FOR 2013, AND ANNOUNCES NEW GROUP STRUCTURE

Etihad Airways has announced its financial results for 2013, showing a third successive year of net profit of US$62 million, up 48 per cent on the 2012 figure of US$42 million.

Revenue Passenger Kilometres (RPKs) – measuring passenger journeys – increased by 16 per cent to 55.5 billion (2012: 47.7 billion), while Available Seat Kilometres (ASKs) – representing capacity – grew by 17 per cent to 71.1 billion (2012: 61 billion).

Etihad Airways added six new destinations in 2013 – Washington DC, Amsterdam, São Paulo, Belgrade, Ho Chi Minh City and Sana’a – and increased capacity on 18 existing routes.

The airline has announced nine new destinations for 2014 – the US cities of Los Angeles and Dallas-Fort Worth, the European gateways of Rome and Zurich, Jaipur in India, Perth in Western Australia, Phuket in Thailand, Yerevan in Armenia, and Medina in Saudi Arabia, which launched in February.

A key driver of Etihad Airways’ growth in 2013 was its partnership strategy, based on wide-ranging codeshares and its unique approach of minority equity investments in strategically important airlines.

In addition to its six existing equity partners - airberlin, Air Seychelles, Virgin Australia, Aer Lingus, Air Serbia and Jet Airways - and subject to regulatory approval, Etihad Airways announced investment in Swiss-based regional carrier Darwin Airline, rebranded as Etihad Regional.

Etihad Airways also announced the next step in its long-term business strategy, with the creation of the Etihad Aviation Group, a new structure marking the transition from a single entity airline to a wider global aviation group.

The new Etihad Aviation Group structure distinguishes the functions relating purely to Etihad Airways and those required to interface with and support the growth and success of its subsidiaries, joint venture companies and equity partners.

OUR LATEST AWARDS

2014 Air Transport World - Industry Achievement Awards:
- Airline Market Leadership

2013 China Travel and Leisure Awards:
- Best First Class Cabin

2013 World Travel Awards:
- World’s Leading Airline
- World’s Leading First Class
- World’s Leading Airline Cabin Crew

2013 Global Traveler Awards:
- Airline of the Year
- Best First Class
- Best Airport Lounges

2013 Institute of Chartered Accountants of England and Wales (ICAEW) Award:
- Middle East Chief Financial Officer of the Year - James Rigney, Etihad Airways Chief Financial Officer

2013 Airline Strategy Awards:
- Executive Leadership - James Hogan, Etihad Airways President and Chief Executive Officer

2013 Skytrax World Airline Awards:
- Best First Class
- Best First Class Seats
- Best First Class Catering

2013 Business Traveller Middle East Awards:
- Best First Class
- Best Frequent Flyer Program

2013 Airfinance Journal:
- Middle East Deal of the Year

2013 AND 2012 COMPARISON

<table>
<thead>
<tr>
<th>Key Indicator</th>
<th>2013</th>
<th>2012</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenue*</td>
<td>6,100</td>
<td>4,800</td>
<td>27%</td>
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<tr>
<td>Net profit*</td>
<td>62</td>
<td>42</td>
<td>48%</td>
</tr>
<tr>
<td>Passengers (M)</td>
<td>11.5</td>
<td>10.3</td>
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<tr>
<td>Seat factor</td>
<td>78%</td>
<td>78%</td>
<td>0%</td>
</tr>
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* Revenue in US$ million

2014 Air Transport World - Industry Achievement Awards:
- Airline Market Leadership

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* Revenue in US$ million
**AIRLINE FINANCIAL OUTLOOK STRENGTHENS**

The International Air Transport Association (IATA) announced that the airline industry remains on track to deliver a second consecutive year of improved profitability. This is despite a slight downward revision to its industry outlook for 2014 to an industry profit of US$18.7 billion from the previously forecast US$19.7 billion.

The main driver of the downward revision is higher oil prices which are now expected to average US$108/barrel (Brent) which is US$3.5/barrel above previous projections. The US$3 billion added cost on the industry’s fuel bill is expected to be largely offset by stronger demand, especially for cargo, which is being supported by a strengthening global economy. Overall industry revenues are expected to rise to US$745 billion (US$2 billion greater than previously projected).

“...In general, the outlook is positive. The cyclical economic upturn is supporting a strong demand environment. And that is compensating for the challenges of higher fuel costs related to geopolitical instability. Overall industry returns, however, remain at an unsatisfactory level with a net profit margin of just 2.5 per cent.”

Tony Tyler, IATA’s Director General and CEO.

### 2014 FORECASTS

<table>
<thead>
<tr>
<th>Region</th>
<th>EBIT Margin % revenue</th>
<th>Net profit US$ b</th>
<th>RPKs % change</th>
<th>ASKs % change</th>
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</thead>
<tbody>
<tr>
<td>Global</td>
<td>4.3%</td>
<td>US$18.7 bn</td>
<td>5.8%</td>
<td>5.5%</td>
</tr>
<tr>
<td>North America</td>
<td>6.5%</td>
<td>US$8.6 bn</td>
<td>2.7%</td>
<td>2.0%</td>
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<tr>
<td>Europe</td>
<td>1.9%</td>
<td>US$3.1 bn</td>
<td>4.7%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>3.4%</td>
<td>US$3.7 bn</td>
<td>7.4%</td>
<td>7.0%</td>
</tr>
<tr>
<td>Middle East</td>
<td>4.2%</td>
<td>US$2.2 bn</td>
<td>13.0%</td>
<td>13.0%</td>
</tr>
<tr>
<td>Latin America</td>
<td>3.8%</td>
<td>US$1.0 bn</td>
<td>6.0%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Africa</td>
<td>0.8%</td>
<td>US$0.1 bn</td>
<td>5.8%</td>
<td>6.5%</td>
</tr>
</tbody>
</table>

### FAST FACTS AND FIGURES

**OUR BUSINESS - 2014**

#### FLEET

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
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<td>42</td>
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<td>57</td>
<td>70</td>
<td>89</td>
<td>95</td>
<td>100</td>
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#### DIRECT DESTINATIONS

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Q1/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>4.3%</td>
<td>5.0%</td>
<td>5.9%</td>
<td>6.9%</td>
<td>7.9%</td>
<td>8.6%</td>
<td>10.2%</td>
<td>10.3%</td>
<td>10.3%</td>
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#### CARGO TONNAGE ('000 T)

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
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<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Q1/2014</th>
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<tbody>
<tr>
<td>Units</td>
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<td>175</td>
<td>194</td>
<td>219</td>
<td>263</td>
<td>310</td>
<td>368</td>
<td>487</td>
<td>130</td>
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#### PASSENGERS (M)

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Q1/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units</td>
<td>120</td>
<td>102</td>
<td>86</td>
<td>81</td>
<td>79</td>
<td>69</td>
<td>59</td>
<td>50</td>
<td>43</td>
</tr>
</tbody>
</table>

#### SEAT FACTOR (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Q1/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>60%</td>
<td>69%</td>
<td>75%</td>
<td>74%</td>
<td>74%</td>
<td>76%</td>
<td>78%</td>
<td>78%</td>
<td>79%</td>
</tr>
</tbody>
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#### REVENUE (US$ B)

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Q1/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>0.8</td>
<td>1.6</td>
<td>2.5</td>
<td>2.3</td>
<td>3.0</td>
<td>4.1</td>
<td>4.8</td>
<td>6.1</td>
<td>1.4</td>
</tr>
</tbody>
</table>

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**OUR BUSINESS - 2014**

**REVENUE (US$ B)**

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
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<th>2012</th>
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<td>2.3</td>
<td>3.0</td>
<td>4.1</td>
<td>4.8</td>
<td>6.1</td>
<td>1.4</td>
</tr>
</tbody>
</table>
Etihad Airways currently holds a 19.9 per cent equity stake in Virgin Australia, in line with approvals from the Foreign Investment Review Board. The equity investment in Virgin Australia’s domestic operations significantly strengthens the 10-year strategic partnership agreement signed by the two carriers in August 2010.

Etihad Airways acquired a 24 per cent equity stake in Jet Airways in November 2013, following full regulatory approval by the Indian government. The move paves the way for greater collaboration between the two airlines, which will deliver significant network and service benefits to passengers travelling to and from India over Etihad Airways’ hub in Abu Dhabi.

Building on its initial investment in Aer Lingus in May 2012, Etihad Airways has increased its stake in the Irish national carrier to over four per cent.

In January 2012, Etihad Airways acquired a 40 per cent stake in Air Seychelles Ltd, as part of a strategic partnership. The agreement, the first of its kind in Africa, includes a five-year management contract for Etihad Airways to support the implementation of strategic measures guiding Air Seychelles’ long-term commercial growth.

In November 2013, Etihad Airways announced it was acquiring a 33.3 per cent stake in Swiss carrier Darwin Airline. Subject to regulatory approval, the minority investment will enable a major expansion of Etihad Regional’s operations, operated by Darwin Airline, and provide Etihad Airways with access to regional markets in Europe.

Etihad Airways acquired a 49 per cent equity stake in Air Serbia as part of a strategic partnership. The agreement includes a five-year management contract, a fleet of new aircraft, and a new integrated network of international destinations, enabling greater access for business and leisure travelers to Serbia. Air Serbia was launched as the national airline of the Republic of Serbia on 26 October 2013.

Etihad Airways holds a 29.21 per cent stake in airberlin – Europe’s sixth largest airline and Germany’s second biggest carrier, and is airberlin’s single largest shareholder.

Etihad Airways holds 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 platform. airberlin holds the remaining 30 per cent.

During Q1 2014, codeshares and strategic partnerships contributed US$ 223 million.

Etihad Airways currently has 192 interline relationships and 47 codeshare partnerships in place with:

- Aegean Airlines
- Aer Lingus
- Air Astana
- airBaltic
- airberlin
- Air Canada
- Air Europa
- Air France
- Air Malta
- Air New Zealand
- Air Serbia
- Air Seychelles
- Alitalia
- All Nippon Airways
- American Airlines
- Asiana Airlines
- Bangkok Airways
- Belavia (Belarusian Airlines)
- SN Brussels Airlines
- China Eastern Airlines
- Cyprus Airways
- Czech Airlines
- Darwin Airline (Etihad Regional)
- Flybe
- Garuda Indonesia
- Hainan Airlines
- Jet Airways
- JetBlue Airways
- Kenya Airways
- KLM Royal Dutch Airlines
- Korean Air Lines
- Malaysia Airlines
- Middle East Airlines
- Niki (flyniki)
- Philippine Airlines
- Royal Air Maroc
- Safi Airways
- Saudi Arabian Airlines (Saudia)
- Siberia Airlines (S7 Airlines)
- SNCF
- South African Airways
- SriLankan Airlines
- TAP Portugal
- Turkish Airlines
- Vietnam Airlines
- Virgin Australia
ETIHAD REGIONAL LEASES ATR 72-500S

Etihad Regional has announced an agreement to lease four ATR 72-500 aircraft, which will see the carrier boost its regional fleet to 12 and support its rapidly expanding network. All four aircraft are scheduled for delivery between April and June 2014, with the first aircraft touching down at Geneva International Airport on 1 April. The airline currently operates a fleet of eight 50-seat Saab 2000 turboprop aircraft.

OUR FLEET

Etihad Airways’ fleet is one of the youngest in the world and, as at 31 March 2014, comprises 95 passenger and cargo aircraft.

<table>
<thead>
<tr>
<th>Aircraft type</th>
<th>Current Fleet</th>
<th>Aircraft arrivals 2014-2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airbus A320 family</td>
<td>25</td>
<td>38</td>
</tr>
<tr>
<td>Airbus A330 family</td>
<td>27</td>
<td>1</td>
</tr>
<tr>
<td>Airbus A340 family</td>
<td>11</td>
<td>-</td>
</tr>
<tr>
<td>Airbus A350</td>
<td>-</td>
<td>62</td>
</tr>
<tr>
<td>Airbus A380</td>
<td>-</td>
<td>10</td>
</tr>
<tr>
<td>Boeing 787</td>
<td>-</td>
<td>71</td>
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<tr>
<td>Boeing 777 family</td>
<td>23</td>
<td>28</td>
</tr>
<tr>
<td>Airbus 330-200F (Freighter)</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Boeing 777-200F (Freighter)</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Boeing 747-F (Freighter)</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>95</strong></td>
<td><strong>213</strong></td>
</tr>
</tbody>
</table>
Etihad Airways currently serves 103 destinations in 62 countries, including:
The airline also operates cargo freighters to 12 freight-only destinations that include: Chittagong, Djibouti, Eldoret, Guangzhou, Hong Kong, Houston, Kabul, Miami, Quito, Sharjah, Tbilisi and Viracopos.
NEWS UPDATE

JetBlue codeshare plans
Etihad Airways and US airline JetBlue Airways have announced a codeshare agreement. Subject to approvals, Etihad Airways will place its EY code on JetBlue-operated flights, initially facilitating connections between the two airlines at New York’s John F. Kennedy International Airport and Washington’s Dulles International Airport. In the first stage of the partnership, Etihad Airways will codeshare on 40 JetBlue routes within the US. Further codeshare services are planned on JetBlue flights once Etihad Airways commences daily flights to Los Angeles from June.

New codeshare with Air Europa
Etihad Airways and Spanish airline Air Europa have signed a codeshare agreement which will see both carriers significantly enhance access to and from Spain, the UAE and destinations across the globe. Under the terms of the agreement and subject to regulatory approvals, Air Europa plans to commence a three times a week direct service between Madrid and Abu Dhabi in late 2014. Etihad Airways will place its EY flight code on the new flights, offering direct access to Madrid for the first time.

Etihad Regional takes to the skies
On 23 January, Etihad Regional’s first commercial flight took to the skies with a newly branded 50-seat Saab 2000 aircraft departing from the airline’s hub in Geneva, Switzerland, and landing on schedule at Rome’s Fiumicino Airport in Italy. Etihad Regional has also started a new four times per week service from Geneva to Stuttgart, capital of the state of Baden-Württemberg in Southern Germany. The new flights serve the point-to-point market and provide connectivity beyond the Geneva hub to numerous key destinations across Europe, including Cambridge, Valencia, Rome, Lugano, Florence, Toulouse (from April), Belgrade and Zürich (from May), and Bordeaux, Marseille, Nantes and Verona (from June). The flights will also offer travellers the opportunity to connect on Etihad Airways services from Geneva and Zürich (1 June) to Abu Dhabi and beyond.

Fast Facts and Figures
Q1/2014

Second daily service to New York
On 1 March, Etihad Airways boosted its Abu Dhabi - New York City schedule with the introduction of a second daily service that has been scheduled to connect with evening services arriving from four key Indian cities – Mumbai, Delhi, Cochin and Chennai. Flights arriving from New York will also connect from Abu Dhabi to these cities.

Moscow frequency increases
On 30 June, Etihad Airways will increase flights between Abu Dhabi and Moscow from seven per week to double daily. Services will then move to three per day from October 1, 2014. The new triple daily service means Etihad Airways will offer 31 per cent of the weekly frequencies between the UAE and Moscow, providing more direct flights than any other carrier. Important new connections will include flights to and from the Maldives, Seychelles, Phuket, and Ho Chi Minh City.

Aerberlin to increase Berlin-Abu Dhabi flights
Etihad Airways’ equity alliance partner aerberlin will introduce a second daily flight between Berlin and Abu Dhabi in October. The two airlines have also expanded a codeshare agreement, with aerberlin guests now able to book flights to six Indian destinations served by Etihad Airways: New Delhi, Mumbai, Cochin, Chennai, Hyderabad, and Bangalore. As a result of the increased frequency, aerberlin and Etihad Airways will operate a total of 56 flights per week between Germany and the UAE, including double-daily connections from Berlin, Düsseldorf, Frankfurt and Munich.
Launch of flights to Phuket
Etihad Airways has announced the launch of flights to Phuket, the airline’s second destination in Thailand and the seventh in South East Asia. Services are scheduled to commence from 26 October 2014.

Munich now double daily
On 1 February, Etihad Airways increased its Abu Dhabi - Munich services from seven flights per week to a double daily schedule.

Frequency boosts in Pakistan
On 1 February, Etihad Airways increased flights to Peshawar in Pakistan from two flights per week to five, and on 30 March, enhanced its existing 11 flights per week to Islamabad to double daily. With the additional services, Etihad Airways now offers 37 weekly flights from Abu Dhabi to four destinations in Pakistan including Peshawar, Islamabad, Karachi and Lahore.

Double daily to Dublin
Etihad Airways will also increase its Abu Dhabi - Dublin service from 10 flights per week to double daily from 15 July, 2014. The new schedule will ensure connectivity both ways with 800 weekly connections to 45 Etihad Airways destinations in the Middle East, Africa and Asia.

Launch of flights to Al Medina
Etihad Airways has launched a daily service to Al Medina in Saudi Arabia, increasing the weekly number of flights operated by the airline to the Kingdom to 58. Al Medina is a key religious and cultural hub in the western province of Saudi Arabia and attracts religious Hajj and Umrah travellers.

Etihad Cargo and DHL increase connectivity
Etihad Cargo and DHL have agreed to share capacity on DHL’s new five times a week freighter service operating through Abu Dhabi. The new cargo services use DHL’s Airbus A300-600 freighter fleet, and operate from Bahrain to Abu Dhabi and onwards to Bagram, Lahore, and Karachi and back to Abu Dhabi, where cargo can transfer onwards to Etihad Cargo destinations across the globe.

Improving sleep quality
A program has been launched to improve sleep quality for guests on long-haul flights. Etihad Airways has developed the initiative in conjunction with sleep experts from the American Centre for Psychiatry and Neurology in Abu Dhabi (ACPN). It includes comprehensive guidelines for sleep in-flight, created for guests as a result of clinical studies carried out by the ACPN. The airline has also introduced new luxury products in the First class cabin.

New amenity kits
Etihad Airways has launched a range of limited edition artisanal amenity kits in partnership with Sougha, a social enterprise initiative launched by the Khalifa Fund for Enterprise Development. The new amenity bags will be offered in the First, Business and Economy cabins and feature patterns of Sadou, a colourful, intricate and centuries-old Abu Dhabi weaving craft.

Etihad Holidays launches German operation
Etihad Holidays has launched services in Germany to cater for the growing outbound leisure travel demand to Abu Dhabi and beyond. Germany is Europe’s largest outbound travel market.
OUR SALES

Sales teams are based in every market in which the airline operates. Each market is managed by a General Manager who reports into one of seven geographical regions, led by a regional Vice President. The regions include:

- The Americas;
- Europe;
- Middle East, North Africa and Levant;
- UAE;
- Sub Sahara and the Indian Ocean;
- Asia Pacific North and the Indian Subcontinent, and
- Asia Pacific South and Australasia.

Global Accounts: a dedicated global sales team manages the commercial relationships with the airline’s biggest customers across a wide variety of industry sectors. These key partners include: multinational corporate accounts, travel management companies, online travel agents, tour operators, marine and student agents and specialist consolidators.

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

‘Essential Abu Dhabi’: promotes awareness of Abu Dhabi, the capital of the UAE, as one of the world’s top business and tourist destinations. 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, is available on the dedicated website: www.essentialabudhabi.com

Hala Abu Dhabi: is Etihad Airways’ in-house destination management company (DMC) offering full event and leisure planning services, including tailor-made solutions, from visa processing, travel, accommodation, tours and safaris, to venue selection and conference facilities.

Global contact centres: Etihad Airways currently has four global contact centres located in Abu Dhabi, Al Ain, Mumbai and Manchester, employing over 600 people who serve guests in 27 markets in 14 languages. The teams handle over 8,000 calls per day. Etihad Airways has set up an all-female call centre in Al Ain with the team of Emirati women, a first of its kind, being a key example of the airline’s Emiratisation program in action.

Etihad Cargo: operates a fleet of nine dedicated cargo aircraft that fly on scheduled services to 21 of the airline’s passenger destinations in Europe, the Middle East, Asia and Africa. The airline also operates cargo freighters to a further 12 freighter-only destinations that include: Chittagong, Djibouti, Eldoret, Guangzhou, Hong Kong, Houston, Kabul, Miami, Quito, Sharjah, Tbilisi and Viracopos. A further freighter is scheduled for delivery in 2014. Worldwide freighter charter services are also available, and further information can be found at: www.etihadcargo.com

Access Abu Dhabi: is an innovative joint initiative between Etihad Airways and Abu Dhabi Tourism and Culture Authority (TCA Abu Dhabi) that promotes the Emirate as a leading leisure destination, and provides international trade partners with ‘Preferred Incentive Packages’ that include dedicated sales and marketing support, joint roadshows and familiarisation programs.

Etihad.com: is an integrated sales and marketing channel for the airline. The website is available in 15 languages – English, Arabic, French, German, Italian, Chinese, Japanese, Korean, Thai, Russian, Spanish (European), Portuguese (Brazilian), Greek, Turkish and Dutch. There are over 100 country-specific websites where customers can book flights, arrange car hire, chauffeur service and check in, update and manage their bookings. Customers can join the Etihad Guest frequent flyer program online, view their mileage transactions, see Reward offers and also claim miles retroactively. Details about holiday packages offered by Etihad Holidays are also available on select site editions.

Etihad Holidays: through our strong partnerships with our airline partners, tourism boards, international hotel chains and tourism service providers, Etihad Holidays offers a range of popular snow skiing, cruises and safari holiday packages, and tours and excursions to over 140 destinations in 45 countries in Africa, Australia, Asia, Europe, the Middle East and the Americas.

‘Essential Abu Dhabi’: promotes awareness of Abu Dhabi, the capital of the UAE, as one of the world’s top business and tourist destinations. 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, is available on the dedicated website: www.essentialabudhabi.com

Global Accounts: a dedicated global sales team manages the commercial relationships with the airline’s biggest customers across a wide variety of industry sectors. These key partners include: multinational corporate accounts, travel management companies, online travel agents, tour operators, marine and student agents and specialist consolidators.

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

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Our People

Etihad Airways is one of the world’s leading airlines, and its continued success will be driven by its people, and the ability to source, develop, engage and deliver a highly focused multicultural workforce that is committed to its guests, and to each other.

The performance-driven culture created at the airline includes a robust performance appraisal process, objective-setting, and a focus on regular one-to-one discussions. The airline is building a meritocracy, where global opportunities, training and rewards are provided to those who excel.

Etihad Airways’ global employee opinion survey results defined key people initiative – including managerial effectiveness training and Shukran, an employee recognition scheme.

Etihad Airways continues to source talent at a high volume

In Q1 2014, Etihad Airways welcomed nearly 1,100 new employees.
- Recruitment for international locations represented 17 per cent of total new joiners
- 35 per cent of all vacancies were filled internally in Q1 2014
- By the end of 2014, Etihad Airways plans to have 5,000 crew and 2,000 pilots
**OUR COMMUNITY**

**Etihad Airways continues to drive economic growth**

According to the latest study by leading UK think tank, Oxford Economics, Etihad Airways and its partners continue 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 economic contributions are 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).

The Etihad Airways group contributed a total of US$15.6 billion to Abu Dhabi’s GDP in 2013. This represents 12.8 per cent of the non-oil GDP of the Emirate. The Group supported 180,000 jobs in total.

**Direct economic contribution:**

The airline contributed US$3.3 billion to Abu Dhabi’s GDP in 2013.

**Indirect economic contribution:**

Etihad Airways made an indirect economic contribution of US$1.7 billion and supported an additional 23,323 jobs in 2013 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$1.6 billion and 22,296 additional jobs can be attributed to money spent during 2013 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$99 billion, and supported nearly 118,484 jobs.

Etihad Airways was also a key contributor to the development and growth of tourism in the UAE in 2013, carrying 11.5 million passengers through its hub in Abu Dhabi.

**FUTURE CONTRIBUTION (US$ B)**

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**OUR ENVIRONMENT**

**New leap forward in the biofuel efforts of Etihad Airways**

Etihad Airways has partnered with Boeing, Takreer, Total and the Masdar Institute of Science and Technology to support a sustainable aviation biofuel industry in the United Arab Emirates.

The new initiative, BIOjet Abu Dhabi: Flight Path to Sustainability, was unveiled in January 2014 after Etihad Airways conducted a demonstration flight with a Boeing 777, powered in part by the first UAE-produced biokerosene from an innovative plant biomass-processing technology.

This will see a broad range of stakeholders develop a comprehensive framework for a UAE biofuel supply chain, including research and development and expanded investment in feedstock production and refining capability in the UAE and globally.

The biofuel used for the demonstration flight was partially converted from biomass by oil and gas company Total and its partner Amyris and then underwent final distillation by Takreer, a wholly owned subsidiary of Abu Dhabi National Oil Company (ADNOC), adding the UAE to a handful of countries that have produced and flown on their own biokerosene.

BIOjet Abu Dhabi is aligned with the Abu Dhabi Economic Vision 2030, which seeks to develop sustainable energy sources to diversify the UAE’s economy and increase workforce opportunities for Emiratis.