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 AIRWAYS CELEBRATES RECORD-BREAKING 2013 WITH DOUBLE-DIGIT PASSENGER AND CARGO GROWTH

Nearly 12 million people flew with Etihad Airways last year, marking a significant increase of nearly 16 per cent in comparison to 2012’s figure of 10.3 million. Etihad Airways carried 73 per cent of the more than 16.4 million passengers who travelled through Abu Dhabi airport in 2013, rising to 77 per cent with the addition of the airline’s equity alliance partners that also operate flights into Abu Dhabi.

Six destinations were introduced to Etihad Airways’ network in 2013, with new services launched to Washington DC in March, Amsterdam in May, Sao Paulo and Belgrade in June, Sana’a in September, and Ho Chi Minh City in October.

During 2013, building on its organic growth, Etihad Airways expanded its codeshare and equity partnerships, which delivered more than 1.8 million passengers onto Etihad Airways flights, 38 per cent higher than the 1.3 million in 2012.

Impressive cargo growth was also reported, with 486,753 tonnes of freight and mail flown by Etihad Airways last year, a staggering increase of 32 per cent compared to 2012 volumes, accounting for 89 per cent of cargo imports, exports and transfers at Abu Dhabi airport last year.

ETIHAD AIRWAYS’ TOP PASSENGER ROUTES IN 2013

<table>
<thead>
<tr>
<th>Destinations</th>
<th>2013</th>
<th>2012</th>
<th>Variance</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Bangkok</td>
<td>742,759</td>
<td>691,778</td>
<td>50,981</td>
<td>7%</td>
</tr>
<tr>
<td>2 Manila</td>
<td>547,068</td>
<td>541,711</td>
<td>5,357</td>
<td>1%</td>
</tr>
<tr>
<td>3 London</td>
<td>544,564</td>
<td>482,666</td>
<td>61,898</td>
<td>13%</td>
</tr>
</tbody>
</table>

ETIHAD AIRWAYS’ TOP CARGO ROUTES IN 2013 (Tonnage)

<table>
<thead>
<tr>
<th>Destinations</th>
<th>2013</th>
<th>2012</th>
<th>Variance</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 China*</td>
<td>143,499</td>
<td>97,778</td>
<td>45,722</td>
<td>47%</td>
</tr>
<tr>
<td>2 Germany</td>
<td>69,220</td>
<td>47,600</td>
<td>21,621</td>
<td>45%</td>
</tr>
<tr>
<td>3 Hong Kong</td>
<td>65,961</td>
<td>18,266</td>
<td>47,694</td>
<td>261%</td>
</tr>
</tbody>
</table>

*Includes Taipei / Taiwan

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 Programme

2013 Airfinance Journal:
- Middle East Deal of the Year
The International Air Transport Association (IATA) announced an upward revision to its industry financial outlook for 2013, with airlines expected to return a global net profit of US$12.9 billion. This is expected to improve to a net profit of US$19.7 billion in 2014. Both are improvements on the September forecast which anticipated an industry net profit of US$11.7 billion in 2013 increasing to US$16.4 billion in 2014.

The upward revision reflects lower jet fuel prices over the forecast period as well as improvements to the industry’s structure and efficiency already visible in quarterly results this year. Passenger markets continue to outperform the cargo business which remains stagnant both on volumes and revenues.

“Overall, the industry’s fortunes are moving in the right direction. Jet fuel prices remain high, but below their 2012 peak. Passenger demand is expanding in the 5-6 per cent range—in line with the historical trend. Efficiencies gained through mergers and joint ventures are delivering value to both passengers and shareholders. And product innovations are growing ancillary revenues.”

Tony Tyler, IATA’s Director General and CEO.

<table>
<thead>
<tr>
<th>2013 FORECASTS: CHANGE OVER YEAR</th>
<th>EBIT Margin % revenue</th>
<th>Net profit</th>
<th>RPKs % change</th>
<th>ASKs % change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>3.3%</td>
<td>US$12.9 bn</td>
<td>5.3%</td>
<td>4.4%</td>
</tr>
<tr>
<td>North America</td>
<td>4.8%</td>
<td>US$5.8bn</td>
<td>2.0%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Europe</td>
<td>1.3%</td>
<td>US$17bn</td>
<td>3.9%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>4.1%</td>
<td>US$3.2bn</td>
<td>7.6%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Middle East</td>
<td>3.8%</td>
<td>US$1.6bn</td>
<td>10.8%</td>
<td>11.4%</td>
</tr>
<tr>
<td>Latin America</td>
<td>3.1%</td>
<td>US$0.7bn</td>
<td>6.5%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Africa</td>
<td>-0.5%</td>
<td>US$-0.1bn</td>
<td>6.8%</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

*Financial results for 2013 to be announced in due course.
OUR EQUITY PARTNERS

In December 2011 Etihad Airways increased its stake in airberlin – Europe’s sixth largest airline and Germany’s second biggest carrier – to 29.21 per cent, to become 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 has the remaining 30 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.

Etihad Airways acquired a 29.87 per cent stake in Aer Lingus in May 2012 with the intention of forging a commercial partnership with the Irish national carrier.

In August 2013 Etihad Airways announced it would acquire 49 per cent of Jat Airways and was awarded a five year management contract for the Serbian national airline. Since then the airline has been revitalised and relaunched as Air Serbia, with a new livery. It has also ordered new aircraft and launched new destinations, paving the way to its goal of becoming the region’s leading carrier.

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.

OUR COMBINED EQUITY PARTNERSHIPS

In November 2013, Etihad Airways announced it was acquiring a 33.3 per cent stake in Swiss carrier Darwin Airline. Following completion of the minority investment, which is subject to regulatory approval, Darwin Airline will give Etihad Airways access to regional markets in Europe, and enable a major expansion of Darwin Airline’s operations.

OUR CODESHARE PARTNERS

Our codeshares give us a combined passenger and cargo network of approximately 400 destinations, and over 16,000 flights per week, more than any other Middle East airline.

Etihad Airways currently has 191 interline relationships and 47 codeshare partnerships in place with:

- Aegean Airlines
- Aer Lingus
- airBaltic
- airberlin
- Air Astana
- Air Canada
- Air France
- Air Malta
- Air New Zealand
- Air Seychelles
- Alitalia
- All Nippon Airways
- American Airlines
- Asiana
- Bangkok Airways
- Belavia
- Brussels Airlines
- China Eastern Airlines
- Cyprus Airways
- Czech Airlines
- flybe
- flyNiki
- Garuda Indonesia
- Hainan Airlines
- Jet Airways
- Jet Airways (India)
- Kenya Airways
- KLM
- Korean Air
- Malaysia Airlines
- Middle East Airlines
- nasair
- Olympic Airlines
- Philippine Airlines
- RAK Airways
- Royal Air Maroc
- Saha Airways
- Saudia
- Siberia Airlines (S7)
- SNCF (French railway)
- South African Airways
- Sri Lankan Airlines
- TAP Portugal
- Turkish Airlines
- Vietnam Airlines
- Virgin Australia
- Yemenia
FLEET ORDERS AT DUBAI AIR SHOW

On November 17, 2013 Etihad Airways announced its largest ever fleet order for up to 199 Airbus and Boeing aircraft and 294 engines at the Dubai Air Show in a US$67 billion dollar deal. The airline placed a firm order for 87 Airbus aircraft with purchase rights for a further 30 aircraft and a firm order for 56 Boeing aircraft with options purchase rights for a further 26 aircraft. The new aircraft will be powered by 127 engines from GE Aviation, 115 engines from Rolls-Royce and 52 CFM engines. Aircraft deliveries will start from 2017.

The Airbus fleet order also includes 10 next generation A320neo aircraft for Air Serbia. These will replace the eight A319 and two A320 aircraft which are currently being leased in order to retire the airline’s aging fleet of 10 Boeing 737-300 aircraft. The new A320neo aircraft are expected to be delivered between 2018 and 2020.

Etihad Airways has purchased five Boeing 777-200 LRs from Air India. The aircraft will support the airline’s network growth plan and allow it to bring forward launch plans for a number of new routes. Subject to final approvals, the aircraft will be delivered to Etihad Airways from the beginning of 2014.

OUR FLEET

Etihad Airways’ fleet is one of the youngest in the world and, as at December 31, 2013, comprises 89 passenger and cargo aircraft:

<table>
<thead>
<tr>
<th>Aircraft type</th>
<th>Current Fleet</th>
<th>Aircraft arrivals 2014-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airbus A320 family</td>
<td>24</td>
<td>23</td>
</tr>
<tr>
<td>Airbus A330 family</td>
<td>27</td>
<td>2</td>
</tr>
<tr>
<td>Airbus A340 family</td>
<td>11</td>
<td>-</td>
</tr>
<tr>
<td>Airbus A350</td>
<td>-</td>
<td>18</td>
</tr>
<tr>
<td>Airbus A380</td>
<td>-</td>
<td>10</td>
</tr>
<tr>
<td>Boeing 787</td>
<td>-</td>
<td>57</td>
</tr>
<tr>
<td>Boeing 777-300ER</td>
<td>18</td>
<td>10</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>89</strong></td>
<td><strong>123</strong></td>
</tr>
</tbody>
</table>
Etihad Airways currently serves 102 destinations in 62 countries, including:

The airline also operates cargo freighters to 14 freighter-only destinations that include: Addis Ababa, Anchorage, Chittagong, Djibouti, Dubai World Central, Eldoret, Hong Kong, Guangzhou, Kabul, Miami, Quito, Sharjah, Tbilisi and Viracopos.
NEWS UPDATE

Indian expansion underway
EVA Airways has begun a major expansion of its Indian operations following the approval of a 24 per cent investment in Jet Airways. The first stage includes additional flights or the introduction of larger aircraft on existing routes to India. Flights to Mumbai, New Delhi, Kochi, Bangalore, Chennai, and Hyderabad will all increase between now and October 2014.

Subject to regulatory approvals in a range of countries, EVA Airways and Jet Airways also plan to codeshare on each other’s flights between Abu Dhabi, India and other markets in the Middle East, North America and Europe.

Both airlines are exploring synergies ranging from integration of their loyalty programs to shared airport facilities and offices, common training of pilots and flight attendants and deployment of joint sales forces in markets served by both carriers.

Air Serbia takes to the skies
Equity partner, Air Serbia took to the skies for the first time, after being officially launched by Serbian Deputy Prime Minister Aleksandar Vučić, and Dane Kondić, Air Serbia CEO, at a glittering unveiling ceremony at Belgrade’s Nikola Tesla International Airport on October 25.

The first flight, made by the carrier’s Airbus A319 aircraft, in the new Air Serbia livery of red, blue and white, and boasting the new logo bearing a stylised Serbian national coat of arms, also marked the launch of Air Serbia’s four times a week service between its hub in Belgrade and Abu Dhabi.

This complements EVA Airways’ daily service between the two capital cities. Air Serbia has also recently launched new routes to Banja Luka (Bosnia), Bucharest (Romania), Ljubljana (Slovenia) and Prague (Czech Republic), adding to the 29 destinations on the airline’s existing network.

Air Serbia also plans to launch seven new routes between January and April 2014, in addition to rescheduling existing operations to optimise connections via its hub in Belgrade. By June 2014, it will have doubled frequencies and capacity, to serve 43 destinations in 30 countries.

Creation of EVA Regional
EVA Airways announced the creation of a new branded operation called EVA Regional after unveiling plans to take a 33.3 per cent stake of an enlarged share capital in Swiss carrier Darwin Airline. Subject to regulatory approval of the minority investment, Darwin Airline will be rebranded as EVA Regional and align its network to connect passengers from secondary European markets onto the main networks of EVA Airways and its equity alliance partners. Darwin Airline is headquartered in Lugano, Switzerland, with its major hub in Geneva. By mid-2014, the network will increase to 34 destinations.

Korean Air codeshare expands
EVA Airways has expanded its codeshare agreement with Korean Air, South Korea’s largest airline, to include six new destinations. In the second phase of cooperation, EVA Airways will place its EY code on Korean Air services from Seoul Incheon to Honolulu, Vancouver and Hong Kong. Korean Air will place its KE code on EVA Airways’ flights from Abu Dhabi to Johannesburg, Muscat and, subject to government approval, Khartoum. The new arrangements augment the airlines’ existing codeshare services between Abu Dhabi and Seoul Incheon.
Codeshare with Aegean Airlines

Etihad Airways has signed a codeshare agreement with Aegean Airlines, Greece’s largest commercial airline. The agreement will see Aegean Airlines start a four times a week service between Athens and Abu Dhabi on March 30, 2014. Via Athens, Etihad Airways will also offer 16 new business and leisure codeshare destinations. In return, Aegean will offer new codeshare routes between Athens and the Gulf region, Australia and South Africa. Subject to regulatory approvals, new Greek destinations will include Alexandroupolis, Chania, Chios, Heraklion, Ioannina, Kavala, Cephalonia, Corfu, Kos, Lemnos, Mykonos, Mytilene, Rhodes, Samos, Santorini and Thessaloniki.

Increased frequencies in 2014

Etihad Airways will increase flights to Munich from seven per week to double daily from February 1, 2014, and its Abu Dhabi - Colombo services from daily to double daily from February 16, 2014. The airline’s four times a week service to Chengdu will also be increased to five times per week.

 Direct Riga-Abu Dhabi service

airBaltic and Etihad Airways marked the start of direct four times a week Riga-Abu Dhabi flights with a ceremony at Riga International Airport in Latvia. Etihad Airways’ EY code appears on the new airBaltic operated service to the 15 cities of Alesund, Barcelona, Bergen, Billund, Copenhagen, Helsinki, Lappeenranta, Oslo, Prague, Stavanger, Stockholm, Tallinn, Turku, Vienna and Vilnius. Subject to regulatory approvals, airBaltic will place its BT flight code on Etihad Airways’ flights beyond Abu Dhabi to Cairo, Jakarta, Singapore, Bangkok, Amman and Muscat.

eTicket agreement

Etihad Airways and Brazilian low cost airline Gol Intelligent Airlines have implemented an interline e-ticket functionality that will provide new seamless booking and ticketing opportunities for both airlines’ passengers. Passengers can book a single combined ticket for Etihad Airways and Gol flights through Etihad Airways’ offices and call centres or through any travel agency. Gol serves 51 destinations throughout Brazil and 12 international destinations across South America, the Caribbean and Florida.

Etihad Cargo implements XML Technology standard

Etihad Cargo has become the first cargo airline in the Gulf region to implement Cargo-XML, the International Air Transport Association’s (IATA) new technology standard for air cargo communications. Cargo-XML removes the requirement for cargo paper documentation. The technology is used by a growing number of airlines and other air cargo supply chain stakeholders. The system will allow Abu Dhabi Customs to receive advance notification of all Abu Dhabi-bound cargo on Etihad Airways’ flights, reducing processing time.

Live onboard television

Etihad Airways has transformed its inflight entertainment options with the introduction of eight live television channels, providing passengers with access to live news and sport broadcasts on BBC World News, BBC Arabic, euronews, Sport 24, CNBC, Japan’s NHK World Premium and CNN. Access to the Sky News Arabia channel will follow in the coming months.

New deal with VisitBritain

Etihad Airways has signed a three-year deal with VisitBritain to increase visitor numbers to the UK from the Asia Pacific and Middle East regions, while also boosting Etihad Airways passenger numbers. The partnership agreement, valued at Dhs 12 million or £2 million, will facilitate joint marketing activities in key markets including India, Australia, and the GCC.

Hala Abu Dhabi launches tours and safaris

Hala Abu Dhabi, the airline’s destination management company, has expanded its product portfolio with the introduction of tours and safari services in the UAE. Operated by its own fleet of vehicles, the tours are hosted by a team of multi-lingual guest guides employed directly by Hala Abu Dhabi. The guides have been professionally trained in off-road driving, are first-aid certified and tour guide licensed by Abu Dhabi Tourism and Culture Authority (TCA Abu Dhabi).
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 six geographical regions, led by a regional Vice President. The regions include:

- The Americas;
- Europe;
- Africa and the Middle East;
- UAE and Oman;
- 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.

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

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 a team of Emirati women the first of its kind — which is 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 26 of the airline’s passenger destinations in Europe, the Middle East, Asia and Africa. The airline also operates cargo freighters to a further 14 freighter-only destinations that include: Addis Ababa, Anchorage, Chittagong, Djibouti, Dubai World Central, Eldoret, Hong Kong, Guangzhou, 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 is available 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 and update and manage their bookings. Members of Etihad Guest can also view their mileage transactions and claim retro miles. Customers can join the Etihad Guest Frequent flyer program online, view their mileage transactions, see Reward offers and also claim retro miles. Details about holiday packages offered by Etihad Holidays are also available on select site editions.

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.
Our People

Etihad Airways is one of the world’s leading airlines, and our continued success will be driven by our people, and our ability to source, develop, engage and deliver a highly focused multi-cultural workforce that is committed to our customers, 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 initiatives in 2013 – including managerial effectiveness training and Shukran, an employee recognition scheme.

In 2013, Etihad Airways welcomed nearly 4,000 new employees. Recruitment for international locations represented 17 per cent of total new joiners. 30 per cent of all vacancies were filled by internal candidates. By the end of 2014, Etihad Airways plans to have 5,000 crew and 2,000 pilots.

Emiratisation within Etihad

As the UAE’s national airline, Etihad Airways is committed to building a strong and successful Emirati workforce (currently 20 per cent of the core workforce) to complement its global multi-cultural team.

Etihad Airways continues to source on time at a high volume

- In 2013, Etihad Airways welcomed nearly 4,000 new employees.
- Recruitment for international locations represented 17 per cent of total new joiners.
- 30 per cent of all vacancies were filled by internal candidates.
- By the end of 2014, Etihad Airways plans to have 5,000 crew and 2,000 pilots.

Emirati Employees: 1,468

- In training programs: 437
- Senior Executives & Managers: 46
- Managers: 140
- On international assignment development: 65
- Pilots + Crew: 259
- Cadets: 363
- Staff: 46

Abu Dhabi Awards for Excellence

Etihad Airways was honoured with the main category award of Excellence Entity in Leadership in 2013 following the airline’s participation in the Abu Dhabi Awards for Excellence Program (ADEAP).

The award recognises the importance of leadership and its role in inspiring and building a culture of excellence in an organisation, as well as reaching specific goals set within the ADEAP Program. In addition to winning the Excellence Entity in Leadership award, Etihad Airways was recognised in five further award categories as having met the ADEAP Program criteria. They were: Best Entity in Finance, Best Entity in Transformation Project, Best Entity in Technical Project, Best Entity in Internal Improvement Project, and Best Entity in Developing People.

ADEAP is designed to promote excellence in public service and the competition is substantial, with 751 entries submitted across the various awards categories from 48 Abu Dhabi government entities.

Employee Growth (’,000 persons)

In 2013, Etihad Airport Services was established to bring together the catering, cargo and ground handling functions formerly part of Abu Dhabi Airports Company.

Employee Growth (’,000 persons)

2006 2007 2008 2009 2010 2011 2012 2013

4 8 12 16

In 2013, Etihad Airport Services was established to bring together the catering, cargo and ground handling functions formerly part of Abu Dhabi Airports Company.

EY & Equity Partner Headcount: 56,255
Our Environment

Environmental Management at EAS

The business expanded in 2013 with the creation of Etihad Airport Services (EAS), which includes the airport entities responsible for catering, cargo handling and airport ground services. Work has begun with each of these businesses to investigate the environmental issues and look at opportunities for improvement. The nature of these operations means a focus on resource management, innovative recycling and waste management strategies, with the aim of reducing the amount of waste that ultimately end up in the landfill.

All of the EAS entities are currently developing environmental action plans which will incorporate monitoring and measurement procedures, as well as actions for improvement.

Inflight Recycling

The airline has been working with EAS catering for some time, supporting the efforts of the facility to segregate recyclable items from flights. Cabin crew are encouraged to help in these efforts by segregating plastics bottles and aluminium cans during flights. As a result of their great efforts, the number of plastic bottles salvaged for recycling by our catering facility in Abu Dhabi went up from 1,000/day to over 2,500/day. Catering also segregates over 300 cans every day from Etihad Airways flights and over 20 tonnes of glass – that’s about 40,000 bottles.

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$10.7 billion to Abu Dhabi’s GDP in 2012. This represents 10.5 per cent of the non-oil GDP of the Emirate. The Group supported 83,500 jobs in total.

FUTURE CONTRIBUTION (US$ b)

<table>
<thead>
<tr>
<th>Year</th>
<th>Direct</th>
<th>Indirect</th>
<th>Induced</th>
<th>Catalytic</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>20</td>
<td>16</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>2015</td>
<td>20</td>
<td>16</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>2017</td>
<td>20</td>
<td>16</td>
<td>12</td>
<td>4</td>
</tr>
</tbody>
</table>

Indirect economic contribution:

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

Induced economic contribution:

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

Catalytic economic contribution:

Etihad Airways played an important role in improving air links between Abu Dhabi and the rest of the global economy, and the airline’s expanding network was a key factor in encouraging businesses to invest in the Emirate and the UAE. These activities provided a catalytic economic contribution of nearly US$6.1 billion, and supported nearly 41,540 jobs.

Etihad Airways was also a key contributor to the development and growth of tourism in the UAE, in 2012, carrying 10.3 million passengers through its hub in Abu Dhabi.