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 is one of the world’s fastest growing airlines.

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 six consecutive years.

While its main business is the international air transportation of passengers, Etihad Airways also operates Etihad Cargo, Etihad Holidays, Etihad Airways Engineering and Etihad Airport Services, as well as managing a global loyalty program and other aviation and non-aviation related businesses.

ETIHAD AIRWAYS CELEBRATES RECORD PERFORMANCE IN 2014

Etihad Airways carried a record amount of passengers and cargo in 2014, marking its strongest operational performance to date.

Almost 14.3 million revenue passengers flew with Etihad Airways last year, a significant increase of 24 per cent over 2013 levels.

In total, Etihad Airways carried more than 74 per cent of the 19.9 million passengers who travelled through Abu Dhabi International Airport in 2014. With the addition of the airline’s equity partners that operate flights into the UAE capital, the combined total rises to a significant 82 per cent of passenger traffic at Abu Dhabi International Airport.

Etihad Airways introduced 10 additional destinations to its global route network in 2014. Building on this organic growth, the airline also expanded its codeshare and equity partnerships last year, which delivered over 3.5 million passengers onto Etihad Airways flights, a staggering increase of 40 per cent over the 2.5 million passengers in 2013.

In addition to launching new codeshare agreements with Aerolíneas Argentinas, Air Europa, jetBlue, Philippine Airlines, GOL, SAS and Hong Kong Airlines, the airline also announced a €560 million investment in New Alitalia to acquire a 49 per cent shareholding in the carrier, a 75 per cent interest in Alitalia Loyalty, which operates the MilleMiglia frequent flier program, and five pairs of slots at London’s Heathrow Airport, which will be leased back to Alitalia.

Alitalia is the latest addition to Etihad Airways’ equity partners’ network, which also includes airberlin, Air Serbia, Air Seychelles, Aer Lingus, Jet Airways and Virgin Australia. An investment is being formalised in Swiss-based Etihad Regional, operated by Darwin Airline.

Etihad Airways also reported impressive cargo growth for 2014, with 568,648 tonnes of freight and mail flown in total, a 17 per cent increase year-on-year.

The airline’s fleet increased to 110 aircraft at the end of 2014 with the delivery of its first Airbus A380 and Boeing 787-9 in December, with both state-of-the-art aircraft offering new standards in cabin interiors, together with fuel efficiency and environmental improvements.

OUR LATEST AWARDS

2014 Global Traveler Awards:
- Airline of the Year
- Best Airline in the Middle East
- Best Airport Staff / Gate Agents

2014 World Travel Awards:
- World’s Leading Airline
- World’s Leading First Class
- World’s Leading Airline Cabin Crew

2014 CAPA Aviation Awards for Excellence:
- Airline of the Year

2014 Aviation Business Awards:
- Airline of the Year
- Cargo Operator of the Year
- MRO Service Provider of the Year

2014 Middle East HR Excellence Awards:
- Employer of the Year

2014 Gulf Business Industry Awards:
- Aviation & Transport Company of the Year

2014 TTG Travel Awards:
- Airline of the Year

2014 Frequent Business Traveler Awards:
- Best Business Class Lounge

2014 World Travel Awards Middle East:
- Middle East’s Leading Airline
- Middle East’s Leading Airline - First Class
- Middle East’s Leading Cabin Crew
HIGHLIGHTS (2014 End of Year)

- Consumers benefit from lower oil prices with lower fares, more routes, and spend one per cent of world GDP on air transport.
- Economic development big winner from the doubling of city pairs and halving of air transport costs in past 20 years.
- Governments gain substantially from US$125bn of taxation next year and from 58 million ‘supply chain’ jobs.
- Equity owners see a far better 2015 with a seven per cent average airline ROIC, but still earn US$5.7 billion less than they should.
- Fuel use per ATK to fall a further 1.6 per cent y-o-y, saving 12 million tonnes of CO2 emissions and US$3 billion of fuel costs.
- Load factors forecast to slip as capacity accelerates; new aircraft deliveries represent a US$180 billion investment.
- Jobs in the industry should reach 2.45 million, productivity will be up 4.8 per cent and GVA/employee almost US$109,000.
- Infrastructure use costs are rising, plus inefficiencies in Europe alone add US$3.8bn to airline costs next year.
- N. American region performs best with a 6 per cent net post-tax profit margin in 2015. Africa weakest at just 1.1 per cent.

2015 FORECAST

<table>
<thead>
<tr>
<th>Region</th>
<th>Net Post tax profit ($ billion)</th>
<th>Per passenger ($)</th>
<th>% Revenue</th>
<th>RPK Growth</th>
<th>ASK Growth</th>
<th>Load factor (% ATK)</th>
<th>Break-even Load factor (% ATK)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>0.2</td>
<td>2.51</td>
<td>1.1%</td>
<td>5.1%</td>
<td>5.5%</td>
<td>55.3%</td>
<td>54.5%</td>
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<tr>
<td>Asia Pacific</td>
<td>5.0</td>
<td>4.3</td>
<td>2.2%</td>
<td>7.7%</td>
<td>8.5%</td>
<td>66.4%</td>
<td>61.3%</td>
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<tr>
<td>Europe</td>
<td>1.6</td>
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<td>2.5%</td>
<td>13.9%</td>
<td>15.6%</td>
<td>60.4%</td>
<td>58.6%</td>
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<tr>
<td>Latin America</td>
<td>1.0</td>
<td>3.53</td>
<td>2.6%</td>
<td>6.0%</td>
<td>6.5%</td>
<td>60.7%</td>
<td>58.3%</td>
</tr>
<tr>
<td>Middle East</td>
<td>13.2</td>
<td>15.54</td>
<td>6.0%</td>
<td>3.1%</td>
<td>3.5%</td>
<td>65.1%</td>
<td>59.6%</td>
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<tr>
<td>North America</td>
<td>4.0</td>
<td>4.27</td>
<td>1.8%</td>
<td>5.5%</td>
<td>5.8%</td>
<td>66.3%</td>
<td>64.7%</td>
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</table>


REVENUE PASSENGERS (M)

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<th></th>
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</thead>
<tbody>
<tr>
<td>Q4/2014</td>
<td>2.8</td>
<td>4.6</td>
<td>6.0</td>
<td>6.3</td>
<td>7.1</td>
<td>8.2</td>
<td>10.2</td>
<td>11.5</td>
<td>14.3</td>
<td></td>
</tr>
</tbody>
</table>

* Financial results for 2014 to be announced in due course.
OUR CODESHARE PARTNERS

Codeshares and strategic partnerships delivered over 3.5 million passengers onto Etihad Airways flight in 2014, an increase of 40 per cent over the 2.5 million passengers in 2013.

Our codeshares give us a combined passenger and cargo network of nearly 500 destinations, and over 21,000 flights per week, more than any other Middle Eastern airline. Etihad Airways currently has 195 interline relationships and 49 codeshare partnerships in place with:

- Aegean Airlines
- Aerolíneas Argentinas
- Aer Lingus
- Air Astana
- airBaltic
- airberlin
- Air Canada
- Air Europa
- Air France
- Air Malta
- Air New Zealand
- Air Serbia
- 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
- Gol Linhas Aéreas Inteligentes
- Hainan Airlines
- Hong Kong Airlines
- Jet Airways
- JetBlue Airways
- Kenya Airways
- KLM Royal Dutch Airlines
- Korean Air Lines
- Malaysia Airlines
- Middle East Airlines
- NAS Air (Flynas)
- Niki (Flyniki)
- Philippine Airlines
- Royal Air Maroc
- SAS
- Siberia Airlines (S7 Airlines)
- SNCF
- South African Airways
- SriLankan Airlines
- TAP Portugal
- Turkish Airlines
- Vietnam Airlines
- Virgin Australia

*Combined unique destinations

**Combined membership with Etihad Loyalty Program, Etihad Guest: 2.8 million members

Subject to regulatory approval
ETIHAD AIRWAYS’ FIRST A380 AND B787 AIRCRAFT HAVE ARRIVED

Etihad Airways unveiled its first Airbus A380 and Boeing 787 aircraft during a spectacular launch event attended by leading local dignitaries and over 200 of the world’s media in Abu Dhabi on 18 December 2014.

Carrying the distinctive new ‘Facets of Abu Dhabi’ livery, the doors to the airline’s two new flagship aircraft were opened for the first time to reveal the new cabin interiors, which include the ultra-luxurious Residence by Etihad™, the only three-room suite in the sky.

Etihad Airways also unveiled its new cabin crew uniform incorporating the same colours used for the cabin interior and new aircraft livery at a spectacular catwalk fashion show.

Following the launch, the A380 was brought into operation on a daily service to London Heathrow on 27 December. The Boeing 787 will operate to Düsseldorf from 1 February 2015 onwards.

Etihad Airways will take delivery of four A380s and four Boeing 787-9s in 2015.

<table>
<thead>
<tr>
<th>Aircraft type</th>
<th>Current Fleet</th>
<th>Aircraft arrivals 2015-2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airbus A320 family</td>
<td>30</td>
<td>33</td>
</tr>
<tr>
<td>Airbus A330 family</td>
<td>28</td>
<td>-</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>1</td>
<td>9</td>
</tr>
<tr>
<td>Boeing 787</td>
<td>1</td>
<td>70</td>
</tr>
<tr>
<td>Boeing 777 family</td>
<td>29</td>
<td>26</td>
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<tr>
<td>Airbus 330-200F (Freighter)</td>
<td>4</td>
<td>1</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>110</strong></td>
<td><strong>202</strong></td>
</tr>
</tbody>
</table>
Etihad Airways currently serves 111 existing and announced passenger and cargo destinations in 66 countries, including:


The airline also operates cargo freighters to 13 freighter-only destinations that include: Bogota, Chittagong, Djibouti, Dubai World Central, Eldoret, Guangzhou, Hanoi, Houston, Kabul, Mombasa, Muscat, Nagoya, Nairobi, New York, Paris, Perth, Peshawar, Phuket, Riyadh, Rome, Sana’a, San Francisco, Sao Paulo, Seoul, Seychelles, Shanghai, Singapore, Sydney, Tbilisi (2 October 2015), Tehran, Thiruvananthapuram, Tokyo, Toronto, Tripoli, Washington D.C., Yerevan and Zurich.
**Major Alitalia codeshare expansion**

The new Alitalia commenced operations on 1 January 2015, following the approval of a major new investment plan by Etihad Airways and Alitalia’s existing shareholders.

The EURO 1.76 billion deal included a EURO 560 million commitment from Etihad Airways, and comprised EURO 3,875 million in fresh equity, EURO 112.5 million for a 75 per cent stake in Alitalia’s MilleMiglia loyalty program and EURO 60 million for the purchase from Alitalia of five pairs of arrival and departure slots at London Heathrow Airport, all of which will be leased back to the airline.

The new strategic plan will see Alitalia revitalised with new routes and schedules, new product and service standards, a new cost management strategy and new branding.

As part of a major expansion of their existing codeshare agreement, Etihad Airways and Alitalia will in 2015 enhance connections between Abu Dhabi and Italy, with Alitalia introducing daily flights from Milan and a new daily service to Venice. Together with existing daily flights by both carriers between Abu Dhabi and Rome, and Etihad’s current daily service between Abu Dhabi and Milan, the new Alitalia flights will increase the group’s Abu Dhabi – Italy services to five every day.

Starting on 29 March 2015, Etihad Airways will place its EY code on Alitalia’s new services from Milan and Venice. Additionally, Etihad Airways has expanded its codeshare agreement to 15 more Alitalia domestic routes, from Rome Fiumicino Airport to Ancona, Bari, Bologna, Brindisi, Catania, Florence, Genova, Lamezia, Naples, Palermo, Pisa, Reggio Calabria, Trieste, Venice and Verona.

**New codeshare with Aerolíneas Argentinas**

Etihad Airways has signed a codeshare agreement with Aerolíneas Argentinas, one of South America’s leading airlines. Starting from 1 February 2015, Etihad Airways will place its EY flight code on Aerolíneas Argentinas’ operated flights from Buenos Aires to 20 popular domestic destinations across the airline’s extensive network, as well as to key destinations in Uruguay, Chile and Paraguay.

**First direct connection with Vienna**

Etihad Airways welcomed the arrival of codeshare partner NIKI’s inaugural flight from Vienna to Abu Dhabi on 24 November 2014. Etihad Airways now places its EY code on the new daily service which for the first time provides a direct link between the capital cities of the UAE and Austria. NIKI has also become the seventh airline to join Etihad Airways Partners, alongside airberlin, Air Serbia, Air Seychelles, India’s Jet Airways, Darwin Airline, Alitalia and Etihad Airways.

**Codeshare on direct Stuttgart flights**

On 1 December 2014 Etihad Airways and partner airberlin celebrated the launch of the German carrier’s new daily service from Stuttgart to Abu Dhabi. Etihad Airways now places its EY code on the flights that provide connections with a range of business and leisure destinations across the network. Together, airberlin and Etihad Airways now operate 63 flights per week from Germany to Abu Dhabi, flying twice daily from Berlin, Düsseldorf, Frankfurt and Munich, and now daily from Stuttgart.

**Expanded cooperation with South African Airways**

Etihad Airways and South African Airways have expanded their strategic partnership to include the launch of South African Airways’ new daily service between Johannesbur and Abu Dhabi. Starting on 29 March 2015, the new service combines with Etihad Airways’ existing flights, to provide double-daily frequency on the route. Etihad Airways will place its EY code on South African Airways’ new service, in addition to 16 South African Airways’ services from Johannesburg to key destinations across the African continent.

In return, South African Airways will place its SA code on 32 Etihad Airways’ routes beyond Abu Dhabi to a range of destinations worldwide.

**Codeshare agreement with SAS opens up Scandinavia**

Etihad Airways has signed a codeshare agreement with SAS, Scandinavia’s leading airline to provide guests with enhanced travel options between Scandinavia, the UAE and beyond. SAS is Etihad Airways’ 22nd codeshare partner in Europe and the agreement improves connections to Stockholm, Oslo and Copenhagen, as well as a number of secondary cities across Scandinavia.

**New codeshare with Hong Kong Airlines**

Etihad Airways and Hong Kong Airlines have signed a codeshare agreement to provide travellers with enhanced connections between Asia, the Middle East and Europe. Subject to regulatory approval, Etihad Airways will place its EY code on Hong Kong Airlines’ flights between Hong Kong and both Bangkok and Okinawa. Hong Kong Airlines’ HX code will be placed on Etihad Airways’ triple-daily flights between Abu Dhabi and Bangkok, and new services that will connect Abu Dhabi to Madrid from March 2015 and to Hong Kong from June 2015.
Launch of flights to Dallas and San Francisco
On 3 December 2014 Etihad Airways launched a new non-stop service between Dallas/Fort Worth and Abu Dhabi, bringing the total number of US destinations served by the airline to six. The new three-flights-a-week service is operated using a Boeing 777-200LR aircraft.
Etihad Airways also launched its daily services between Abu Dhabi and San Francisco on 18 December 2014, providing the airline’s first direct link between the UAE’s capital and Northern California. The new service is operated by Etihad Airways using a leased Jet Airways’ Boeing 777-300ER aircraft and a combination of cabin crew from the two partners.

Launch of flights to Phuket
Etihad Airways commenced daily non-stop flights between Abu Dhabi and Phuket on 26 October 2014, the airline’s second destination in Thailand.

New partnership with Avianca Cargo
Etihad Cargo has signed an agreement with Avianca Cargo, the cargo division of leading Latin American carrier Avianca, to deploy a freighter from Milan’s Malpensa Airport, Italy, to Bogotá, Colombia and from Bogotá to Amsterdam. The new twice-a-week service commenced on 12 November 2014 with a Boeing 747-400 Freighter, providing a maximum capacity of 113 tonnes.

Double daily flights to Melbourne
Etihad Airways has announced plans for a second daily non-stop service between Abu Dhabi and Melbourne from 1 August 2015. The additional flight will add more than 4,500 seats per week to the route, double the airline’s cargo capacity and link Melbourne to more than 50 cities across its global network, including 20 double daily services to popular destinations in the Middle East and Europe.

Enhanced India travel connections
Etihad Airways’ current double-daily frequencies to Mumbai and New Delhi will be increased to triple-daily on 15 February and 1 May respectively. The new services will improve India’s connections with key markets across the Middle East, Africa and Europe. When combined with Jet Airways’ services, the partner airlines will connect Abu Dhabi to 14 Indian cities, with over 200 return flights each week.

Enhanced Abu Dhabi-Seychelles schedule
Etihad Airways and Air Seychelles have enhanced the flight schedules on the Abu Dhabi-Seychelles route to offer guests more choice and greater flexibility when travelling to and from Mahé in the Republic of Seychelles. Starting on 1 December 2014, Etihad Airways has added one additional service per week and Air Seychelles has added two extra services per week, bringing the combined number of weekly return flights to Seychelles from 10 to 13. The new schedule provides an additional 217 weekly connections to key destinations across the Gulf region, Middle East, Indian Subcontinent, North Asia, and Australia, including Beijing, Shanghai, Tokyo and Seoul.

Inflight connectivity on Boeing 777 fleet
Etihad Airways has deployed mobile and internet connectivity across its entire fleet of 24 Boeing 777 passenger aircraft. The milestone comes only months before the airline’s entire fleet of passenger aircraft is connected, making Etihad Airways the first in the region, and one of the few airlines in the world, to offer mobile and internet connectivity services on every aircraft.

New freighter to expand cargo services
Etihad Cargo has expanded its fleet with a third Boeing 747 freighter from Atlas Air Worldwide Holdings Inc. as part of a multi-year Aircraft, Crew, Maintenance and Insurance (ACMI) agreement. The Boeing 747-400 freighter has a payload capacity of 113 tonnes and a range of more than 8,000 kilometres.
**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 Abu Dhabi**: is Etihad Airways’ in-house destination management company (DMC) offering full event and leisure planning services, providing tailor-made solutions, from visa processing, travel, accommodation and tours and safaris, to venue selection and conference facilities.

**Global contact centres**: Etihad Airways currently has three global contact centres located in Abu Dhabi, Al Ain 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 10 dedicated cargo aircraft that fly on scheduled services to 38 of the airline’s passenger destinations in Europe, the Middle East, Asia and Africa. The airline also operates cargo freighters to a further 13 freighter-only destinations that include: Bogota, Chittagong, Djibouti, Dubai World Central, Eldoret, Guangzhou, Hanoi, Houston, Kabul, Miami, Moscow, Quito, Sharjah and Viracopos. 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 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.

**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

**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, check in, view flight status, 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 retrospectively. Details about holiday packages offered by Etihad Holidays are also available on select site editions and are now bookable online.

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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 2014, Etihad Airways welcomed nearly 5,365 new employees.
- Recruitment for international locations represented 11 per cent of total new joiners
- 26 per cent of all vacancies were filled internally in 2014

UAE national sourcing and development within Etihad

As the UAE’s national airline, Etihad Airways is committed to building a successful Emirati workforce (currently 23 per cent of the core workforce) with strong career paths to develop sustainable human resources for Etihad Airways and the UAE.

Etihad Airways recognised as top employer

Etihad Airways has been awarded two prestigious accolades in recent months, recognising the airline’s commitment to its people and the value it places on each individual’s contribution.

The airline was awarded ‘Employer of the Year’ at the Middle East HR Excellence Awards, selected from a range of international organisations following a rigorous review of the company’s people strategy and the achievements which make Etihad Airways a winning place to work.

In addition, Etihad Airways has been ranked as one of the 100 most in demand places to work in the world by LinkedIn, based on billions of interactions from more than 313 million LinkedIn members.

Etihad Airways’ drives a simple and effective ‘Source, Develop, Engage, And Deliver’ people strategy focusing on employee development and engagement as well as employee support services including a newly opened onsite nursery and a staff ambulance service.
**FAST FACTS AND FIGURES**

### 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).

Etihad Airways, together with its equity partners, subsidiaries and joint-ventures, 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. In addition, it 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$9 billion, and supported nearly 118,484 jobs in 2013.

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

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### Going Polar

As the airline approaches six months of service between Abu Dhabi and Los Angeles, we look at the advantages of taking the polar route.

On 1 June 2014, Etihad Airways launched its new service between Abu Dhabi and Los Angeles. At the time it was the airline’s fifth North American destination and, at 34,000 kilometres, it is also the airline’s longest route on its global network.

This presented the airline with the option to consider, for the first time, a polar route for this flight. Technically possible, and used by other airlines flying from one side of the globe to the other, it still requires extensive planning by a wide team of operational staff.

The benefits of flying ‘over the top’ are considerable. For the passengers it can mean a much shorter flight, saving between 1 – 1.5 hours on the more conventional route of flying through Europe and across the Atlantic.

The environmental implications are also noteworthy. Etihad Airways operates a Boeing 777 on this route, and reducing the flying time by this amount can save around 10 tonnes of fuel per flight, which saves approximately 3,650 tonnes of fuel per year on this route. This results in a saving of 11,500 tonnes of carbon dioxide emissions.

Similar savings are being realised following the launch of our second service to use the polar route, to San Francisco on 18 November 2014.