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 nearly 10 years has become one of the fastest growing airlines in the history of commercial aviation.

The 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 four 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 boosts services and operations at Abu Dhabi airport with new acquisitions

Etihad Airways has finalised the agreement to acquire three airport services companies which will accelerate and consolidate the development of in-flight catering services, ground handling and cargo operations at Abu Dhabi International Airport.

Formerly part of Abu Dhabi Airports Company (ADAC), Abu Dhabi Airport Services (ADAS), Abu Dhabi In-Flight Catering (ADIFC), and Abu Dhabi Cargo Company (ADCC), are being incorporated, subject to receipt of regulatory approvals, into Etihad Airport Services, a wholly owned subsidiary of Etihad Airways.

The companies, which employ more than 4,000 people, are being integrated into the airline’s existing organisational structure to maximise synergies and operational scale.

The re-engineered business units will continue to provide the full range of ground handling, catering and cargo services to Etihad Airways and other airlines at Abu Dhabi International Airport, dedicated to customer excellence and commercial viability.

A transition process is in place and it is “business as usual” as Etihad continues to work closely with its new and existing employees and customers, ensuring that there is no disruption to existing services during the integration period while benefits are delivered immediately.

Etihad launches flights to Brazil

Etihad Airways has launched non-stop flights between Abu Dhabi and Sao Paulo, Brazil, the airline’s first destination in South America.

The first flight touched down at Guarulhos International Airport at 4:35pm local Sao Paulo time on June 1.

The new Brazil service marks Etihad Airways’ entry into its sixth continent and an important move in increasing its presence across BRIC* high growth nations.

Key performance indicators to-date for 2013

<table>
<thead>
<tr>
<th></th>
<th>Jan to May 2012</th>
<th>Jan to May 2013</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passengers carried (millions)</td>
<td>4.01</td>
<td>4.56</td>
<td>+13.6%</td>
</tr>
<tr>
<td>Cargo carried (Tonnes)</td>
<td>143,428</td>
<td>173,775</td>
<td>+21.2%</td>
</tr>
<tr>
<td>Seat factor</td>
<td>76.6%</td>
<td>78.63%</td>
<td>2.03 points</td>
</tr>
</tbody>
</table>

*BRIC: Brazil, Russia, India, China*
Our partners

**Air Berlin**
In December 2011 Etihad Airways increased its stake in Air Berlin – Europe’s sixth largest airline and Germany’s second biggest carrier – to 29.21 per cent, becoming air berlin’s single largest shareholder. Under the agreement, Etihad Airways has two seats on the Board of Directors of Air Berlin PLC.

The deal was Etihad Airways’ first equity investment in another airline. Under the partnership, air berlin operates daily flights from Berlin and Düsseldorf to Abu Dhabi, and additionally operates daily services from Abu Dhabi to Phuket in Thailand.

Etihad Airways codeshares on all air berlin flights to/from Abu Dhabi and beyond the four German hubs of Berlin, Düsseldorf, Frankfurt and Munich to a number of points in Europe and North America. Combined, these provide passengers with access to around 900 additional flights per week. Etihad Airways also codeshares on flyNiki flights beyond Frankfurt, Munich and Milan into Vienna.

Etihad Airways holds a 70 per cent stake in a new entity incorporated to own air berlin’s topbonus frequent flyer program, the first step in the establishment of a global loyalty platform. air berlin has the remaining 30 per cent.

**Air Seychelles**
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.

The comprehensive codeshare agreement includes Etihad Airways-marketed flights across Air Seychelles’ network, providing Etihad Airways’ passengers with access to around 100 extra flights per week. Air Seychelles cooperates on Etihad Airways flights from the Seychelles to Abu Dhabi and beyond, to Etihad Airways’ destinations across Europe, the Middle East, the GCC, Asia and Australia.

**Aer Lingus**
Etihad Airways acquired a 2.987 per cent stake in Aer Lingus on May 1, 2012 with the intention of forging a commercial partnership with the Irish national carrier.

Building on this relationship, the carriers signed an historic interline and codeshare agreement in July 2012, enabling Etihad Airways to place its EY code on Aer Lingus flights from Dublin, Manchester and London Heathrow, to destinations in the United Kingdom, the Channel Islands, Portugal, and the Netherlands.

Additionally, following approval from the United States (US) Department of Transportation in April 2013, Etihad Airways can now put its EY flight code on Aer Lingus flights from Dublin to Boston, Chicago and New York, providing passengers with access to around 550 flights per week.

In return, Aer Lingus places its EI code on Etihad Airways flights between Abu Dhabi and Dublin, and has full access to flights across the network beyond Abu Dhabi to points including Australia, Asia Pacific, and the Middle East.

Our codeshares give us a combined passenger and cargo network of 353 destinations, and around 13,000 flights per week, more than any other Middle East airline.

**Etihad Airways currently has over 180 interline relationships and 45 codeshare partnerships in place with:**
- Aer Lingus
- air berlin
- Air Astana
- Air Canada
- Air France
- Air Malta
- Air New Zealand
- Air Seychelles
- Alitalia
- All Nippon Airways
- American Airlines
- Astana
- Bangkok Airways
- Belavia
- Brussels Airlines
- China Eastern Airlines
- Cyprus Airways
- Czech Airlines
- flybe
- flyNiki
- Garuda Indonesia
- Hainan Airlines
- JatAirways
- Jet Airways
- Kenya Airways
- KLM
- Malaysia Airlines
- Middle East Airlines
- nasair
- Olympic Airlines
- Philippine Airlines
- RAK Airways
- Royal Air Maroc
- Safari Airways
- Saudi Arabian Airlines
- Siberia Airlines (S7)
- SNCF (French railway)
- South African Airways
- Sri Lankan Airlines
- TAP Portugal
- Turkish Airlines
- Ukraine International
- Vietnam Airlines
- Virgin Australia
- Yemenia
Our partners

Virgin Australia

Etihad Airways has a 10 per cent equity stake in Virgin Australia Holdings.

This equity investment in Virgin Australia’s domestic operations significantly strengthens the 10-year strategic partnership forged by the two carriers in August 2010 which makes provision for codesharing on flights, joint marketing initiatives and reciprocal ‘earn-and-burn’ on their respective frequent flyer programs.

Together, Etihad Airways (25) and Virgin Australia (3) operate 28 flights a week between Abu Dhabi and Australia. Etihad Airways codeshares on all Virgin Australia’s domestic Australian and trans-Tasman services, giving passengers access to over 3,000 additional flights per week.

Our fleet

Etihad Airways fleet is one of the youngest in the world and, as at May 31, 2013, comprises 78 passenger and cargo aircraft:

<table>
<thead>
<tr>
<th>Aircraft type</th>
<th>Current Fleet</th>
<th>Aircraft arrivals</th>
<th>Total Fleet 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Remainer</td>
<td>2014-2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td>of 2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Airbus A320 family</td>
<td>19</td>
<td>5</td>
<td>35</td>
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<tr>
<td></td>
<td></td>
<td>12*</td>
<td></td>
</tr>
<tr>
<td>Airbus A330 family</td>
<td>22</td>
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<td>24</td>
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<td>2</td>
<td></td>
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<tr>
<td>Airbus A340 family</td>
<td>12**</td>
<td>-1</td>
<td>11</td>
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<td></td>
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<tr>
<td>Airbus A350</td>
<td>-</td>
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<td>12</td>
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<td>12</td>
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<td>Airbus A380</td>
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<td>10</td>
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<tr>
<td>Boeing 787</td>
<td>-</td>
<td>-</td>
<td>41</td>
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<td></td>
<td></td>
<td>41</td>
<td></td>
</tr>
<tr>
<td>Boeing 777-300ER</td>
<td>15</td>
<td>3</td>
<td>18</td>
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<td></td>
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<td>Airbus A300-600F (Freighter)</td>
<td>1</td>
<td>-1</td>
<td>-</td>
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<td></td>
</tr>
<tr>
<td>Airbus 330-200F (Freighter)</td>
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<td>-</td>
<td>4</td>
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<tr>
<td></td>
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<tr>
<td>Boeing 777-200F (Freighter)</td>
<td>3</td>
<td>-</td>
<td>3</td>
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<tr>
<td></td>
<td></td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Boeing 747-F (Freighter)</td>
<td>3</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-3</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>78</td>
<td>6</td>
<td>158</td>
</tr>
</tbody>
</table>

*One A320 aircraft planned for retirement
** This includes a wetlease A340-200 aircraft that will be released later in 2013

Codeshares:

Expansion of Alitalia codeshare

Effective June 13, Alitalia and Etihad Airways have increased the direct Rome-Abu Dhabi services from four flights per week to five, with Alitalia now operating the increased return flight using a new 230-seat Airbus A330 aircraft.

Etihad increases Minsk to daily and signs codeshare with Belavia

Etihad Airways has increased its Abu Dhabi-Minsk service from three flights per week to a daily schedule.

Effective from June 15, and subject to regulatory approvals, the carrier will also now offer onward connections from Minsk to the cities of Kiev, Moscow and Saint Petersburg through a new codeshare agreement with Belavia, Belarus’ national airline.

The codeshare agreement in turn sees Belavia placing its B2 flight code on Etihad Airways’ flights from Minsk to Abu Dhabi, and onwards to Ho Chi Minh City, Melbourne and Sydney.
Our network

Etihad Airways currently serves 94 destinations in 55 countries, including passenger routes to:

New routes
- São Paulo - June 2013
- Belgrade - June 2013
- Sana’a - September 2013
- Ho Chi Minh City - October 2013

MAP KEY
- Etihad Destinations
- Codeshare Partner Destinations
- Etihad Future Destinations

WORLDWIDE ROUTE NETWORK
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;
- the 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 holiday packages, tours and excursions to over 140 destinations in 45 countries in Africa, Australia, Asia, Europe, the Middle East and the Americas.

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

Essential Abu Dhabi: this program 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 Cargo: operates a fleet of nine dedicated cargo aircraft that fly on scheduled services to 24 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: Benghazi, Eldoret, Guangzhou, Hong Kong, Houston, Kabul, Miami, Quito, Sharjah, Vienna, Viracopos, Tbilisi and Djibouti. 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

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 program can also view their mileage transactions and claim retro miles.

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.

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.

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 service guests in 34 markets in 15 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.
Launch of flights to Amsterdam
Etihad Airways launched flights to Amsterdam, the capital of the Netherlands, on May 15. The new daily service between Abu Dhabi and Amsterdam complements KLM’s flights on the route, which carry Etihad Airways’ EY code, ensuring the two airlines now offer a combined double - daily service between these two cities.

In addition, Etihad Airways customers can now access 11 codeshare flights to KLM destinations including Stockholm, Aberdeen, Barcelona, Bergen, Birmingham, Copenhagen, Edinburgh, Glasgow, Gothenburg, Helsinki and Stavanger.

These cities join the first phase of cities served by KLM which carry the EY code - Billund, Cardiff, Newcastle, Oslo, and Stavanger.

KLM has also added its KL code on seven Etihad Airways’ flights to key destinations including Abu Dhabi, Brisbane, Khartoum, Male, Muscat, Singapore and Seychelles - joining the initial group of codeshare cities served by Etihad Airways, Colombo, Islamabad, Lahore, Melbourne, and Sydney.

Frequency increases to key regional destinations
Effective June 15, Etihad Airways increased frequencies on its services to Amman, Cairo, Islamabad and Muscat. Services to Muscat increase from 20 to 23 weekly flights, and four flights per week will be added to the airline’s existing double-daily operations to and from Amman. Flights to Cairo have increased from 18 services a week to three times a day, and Islamabad has increased from seven to nine flights per week.

New York capacity boost
Capacity on daily flights between Abu Dhabi and New York has been boosted with a Wi-Fi-enabled Boeing 777-300ER aircraft from June 1, 2013. The three-class aircraft offers a total of 328 seats, a 36.6 per cent increase in capacity compared with the Airbus A340-500 previously used on the route.

Ethad Cargo and Atlas Air partner to operate round-the-world freighter service
Etihad Cargo has announced its first round-the-world freighter routing in conjunction with Atlas Air Worldwide, connecting Etihad Cargo’s Abu Dhabi hub with destinations in Asia, the United States, South America and Europe. Miami (US), Viracopos (Brazil), and Quito (Ecuador) become part the round-the-world Abu Dhabi-Hong Kong-Chicago-Miami-Viracopos-Quito-Amsterdam-Abu Dhabi freighter service offered by an Etihad Cargo-liveried Boeing 747-8 Freighter.

Ethad Cargo summer schedule
In June 2013, Etihad Cargo’s fleet of nine freighter aircraft started operating additional frequencies from Abu Dhabi to Benghazi, Dhaka, Frankfurt, Guangzhou and Khartoum. A new weekly route to the Saudi capital, Riyadh, also commences, complementing the existing weekly freighter services to Dammam. A new weekly freighter service also started to Vienna, and a twice weekly freighter operation to Singapore and Sydney has been added to the network.

CargoConnect loyalty program
Etihad Cargo has unveiled a new loyalty program for freight forwarders called CargoConnect, a free mileage earning program that rewards companies for every booking made with the UAE cargo operator. Built on a similar platform to the Etihad Guest frequent flyer program, CargoConnect is targeted at the Small and Medium-sized Enterprise (SME) segment of the global cargo business. The program allows CargoConnect members to earn Etihad Guest Miles for net revenue paid on Etihad Cargo. Benefits include being able to redeem miles for flights, upgrades, or choose from more than 6,000 items in the Etihad Guest Rewards Shop.

Etihad’s new Singapore maintenance facility strengthens Asia Pacific operations
Etihad Airways has opened a new line maintenance base at Singapore’s Changi International Airport, the carrier’s eighth outside Abu Dhabi.

Equipped with the latest technology, the new facility provides all scheduled and non-scheduled line maintenance for Etihad’s daily flights operating to Singapore from both Abu Dhabi and Brisbane.
Our community

Etihad Airways employs over 15,500 staff representing more than 138 nationalities. This diverse workforce is our most important asset, and their wellbeing is critical to our successful growth and sustainability. Our competitive employee package includes pay, benefits and rewards, staff travel benefits, long service awards and retail discounts. A recent global staff survey highlighted that employees were proud to be working at Etihad Airways, and we continue to invest in making this a great place to work.

In the local community and across our network, the airline continues to invest in its people – empowering and developing individuals to take up meaningful economic roles in their communities. This commitment is no better illustrated than at our home base in Abu Dhabi by Etihad Airways’ career development and nationalisation programs. Further afield, the airline supports a range of educational initiatives to develop both business skills and artistic talent in all disciplines.

As a natural consequence of living and working in a multinational, cosmopolitan city and by virtue of its own diverse workforce, Etihad Airways sees it as a priority to connect people and support projects and initiatives that facilitate ongoing dialogue and engagement to promote cultural awareness and understanding.

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.

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

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

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

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

Absher Award received

Etihad Airways received an award from the UAE Ministry of Labour in cooperation with the UAE Ministry of Presidential Affairs for allowing more than 2,300 UAE nationals working in the UAE private sector, to benefit from Etihad Airways’ Abu Dhabi Government Employee Travel Program. Etihad Airways’ Vice President UAE Hareb Mubarak Al Muhairy received the award on behalf of the airline. The unique program offers unprecedented benefits and travel services specifically packaged to suit the needs of employed UAE nationals holding the ABSHER card, currently working in private entities across the UAE.

Etihad Airways welcomes airberlin pilots

Etihad Airways has plans to recruit more than 50 pilots from partner airline, airberlin. Recruitment transfers began in April when a first batch of six Boeing 737-rated First Officers arrived in Abu Dhabi to start type conversion training on the Boeing 777. Further pilot transfers will take place in the coming months, comprising Airbus A320 Captains, Airbus A320 First Officers, Airbus A330 First Officers and Boeing 777 non-rated First Officers.
Our environment

Etihad Airways’ environmental strategy and program is driven primarily by its commitment to reduce its carbon dioxide emissions. Nevertheless, the overall strategy is diverse, looking at the environmental performance of aircraft operations and the supporting ground activities.

Emissions management

The introduction of more aircraft inevitably means an overall increase in resource use and emissions. However, there have been substantial improvements in fuel efficiency when measured per passenger kilometre. Continued efforts in fuel saving have seen a 17 per cent reduction in carbon dioxide emissions per passenger kilometre across our passenger fleet since 2006. Initiatives include:

Greener engines: Starting in 2011 Etihad Airways began an engine upgrade program with 16 of the airline’s A330 aircraft with Trent 700 engines being retrofitted with enhanced performance kits. Savings of more than 3,000 tonnes of fuel, nearly 10,000 tonnes of carbon dioxide emissions are estimated.

Lighter cargo containers: Etihad Airways has replaced 3,000 of the original aluminium containers with environmentally-friendly lightweight versions. Manufactured from a range of composite materials including Kevlar, there is an average weight saving of 17kg per container with an estimated carbon dioxide emissions saving of 5,000 tonnes.

Green flights: Working with the various stakeholders engaged in the ‘Indian Ocean Strategic Partnership to Reduce Emissions’ program, Etihad Airways identifies opportunities for fuel saving and emissions reductions. An Etihad Airways flight from Abu Dhabi to Sydney resulted in savings of more than 15 tonnes of carbon dioxide emissions. This is a clear demonstration of the massive savings in emissions that can be achieved if airlines are able to make more effective use of the on-board computerised systems for calculating the most efficient routes based on current weather conditions; and the removal of airspace restrictions, many of which simply require political will.

Carbon efficiency improvements

Whilst the increase in total carbon emissions from our aircraft operations will increase with the expansion of the airline, we can see marked improvements in our efficiency per revenue passenger kilometer (RPK). This chart shows the emissions per 100 RPK and the monthly improvements in efficiency compared to the same month in previous years.

There are a number of reasons for this including:
• Improved flight planning through all flight stages
• Reduction of unnecessary weight
• Adjustment of potable water carried depending on sector flown
• Decrease in uplift of unnecessary surplus fuel
• Reduced engine Taxi-In procedures

Driving the development of alternative, sustainable fuels

Despite substantial efforts to reduce fuel burn, there will continue to be a net growth in emissions in line with global economic and social demands. Etihad Airways recognises this and the role it can play in helping to support the move towards viable sustainable alternatives to regular fossil fuel, with actions including:

- Membership of the Sustainable Aviation Fuel Users Group (SAFUG). SAFUG consists of 23 international airlines, all committed to enabling and supporting the commercialisation of sustainable alternatives to aviation fuel.
- A founding partner together with Boeing and Honeywell’s UOP of the Masdar Institute-led Sustainable Bioenergy Research Consortium, an initiative focused on the research and development of biofuels in the region.