

# FAST FACTS AND FIGURES

# Q3/2013

## 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.

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 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.

## YEAR TO DATE 2013 AND 2012 COMPARISON

| Key Indicator      | YTD 2013 | YTD 2012 | Variance |
|--------------------|----------|----------|----------|
| Passenger revenue* | 2,854    | 2,551    | 12%      |
| Cargo revenue*     | 657      | 522      | 26%      |
| Total revenue*     | 3,827    | 3,500    | 9%       |
| Passengers (M)     | 8.6      | 7.6      | 13%      |
| Seat Factor        | 79%      | 79%      | 0%       |
| Cargo tonnage (T)  | 349,008  | 268,745  | 30%      |
| Aircraft           | 83       | 67       | 16       |

\* Revenue in US\$ million

## ETIHAD AIRWAYS PASSENGER REVENUE EXCEEDS US\$1 BILLION, PASSENGER NUMBERS OVER 3 MILLION IN Q3/2013

Etihad Airways continued to achieve record growth in the third quarter of 2013, with revenue from passenger services exceeding US\$1 billion for the first time and passenger numbers passing 3 million.

Total operating revenue rose 11 per cent to US\$1.4 billion, compared to US\$1.3 billion in Q3 of 2012, while network-wide passenger load factors reached 81 per cent.

Passenger revenues increased by 10 per cent in Q3 2013, to just over US\$1.03 billion (2012: US\$938 million), while cargo revenue was up by 39 per cent to US\$244 million (2012: US\$176 million).

Revenue from codeshare and equity alliance airline partners was US\$247 million in Q3 2013, 36 per cent higher than the US\$181 million delivered in Q3 2012. Partnership contributions accounted for 23 per cent of total Q3 passenger revenue, while passenger numbers rose by 11 per cent to 3.06 million (2012: 2.75 million).

In Q3, the airline also commenced a five-year management contract with Air Serbia, now trading as Jat Airways, ahead of a 49 per cent equity purchase due in January 2014. It also increased its stake in Virgin Australia from 10.5 to 17.4 per cent, and added partnerships with South African Airways, Air Canada, Belavia and Korean Air.

Etihad Cargo delivered an 41 per cent increase in volumes during Q3 to 132,662 tonnes (2012: 94,123). Etihad carries 90 per cent of all air cargo to and from the Abu Dhabi hub.

**1.03**  
US\$ BILLION  
in passenger  
revenue

## OUR LATEST AWARDS

### 2013 Energy Risk Awards:

- Etihad Airways - Corporate Risk manager of the year

### 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

### 2013 Italian Association of Air Cargo Agents Award (ANAMA):

- Best Overall Carrier

### 2012 World Travel Awards:

- World's Leading Airline
- World's Leading First Class

### 2012 Aviation Business Awards:

- Airline of the Year





## PROFITS INCREASE IN 2013 BUT GROWTH SLOWS

IATA has revised its 2013 global industry outlook downwards from US\$12.7 billion to US\$11.7 billion on revenues of US\$708 billion. Airline performance continued to improve in the second quarter; however at a slower pace than predicted in June. This reflects the impact of the oil price spike associated with the Syrian crisis and disappointing growth in several key emerging markets.

*"Overall, the story is largely positive. Profitability continues on an improving trajectory. But we have run into a few speed bumps. Cargo growth has not materialised. Emerging markets have slowed. And the oil price spike has had a dampening effect. We do see a more optimistic end to the year. And 2014 is shaping up to see profit more than double compared to 2012."*

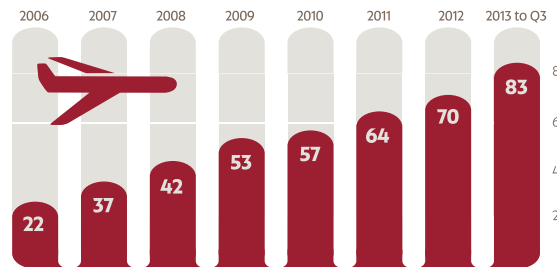
Tony Tyler, IATA's Director General and CEO.

### 2013 FORECASTS: CHANGE OVER YEAR

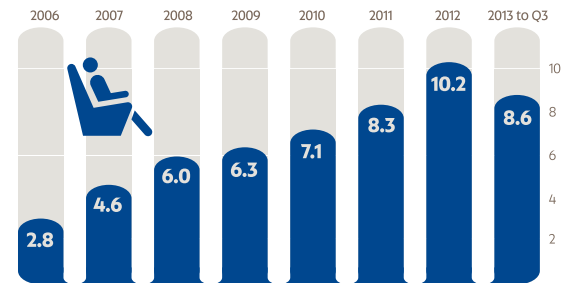
|               | EBIT Margin<br>% revenue | Net profit  | RPKs<br>% change | ASKs<br>% change |
|---------------|--------------------------|-------------|------------------|------------------|
| Global        | 3.2%                     | US\$11.7 bn | 5.0%             | 4.3%             |
| North America | 4.3%                     | US\$4.9 bn  | 2.0 %            | 1.6%             |
| Europe        | 1.3%                     | US\$1.7 bn  | 4.0 %            | 2.8%             |
| Asia Pacific  | 4.1%                     | US\$3.1 bn  | 6.6 %            | 6.9%             |
| Middle East   | 3.7%                     | US\$1.6 bn  | 10.5 %           | 11.3%            |
| Latin America | 2.8%                     | US\$0.6 bn  | 6.0 %            | 5.3%             |
| Africa        | -0.3%                    | US\$-0.1 bn | 7.8 %            | 5.5%             |

## OUR BUSINESS

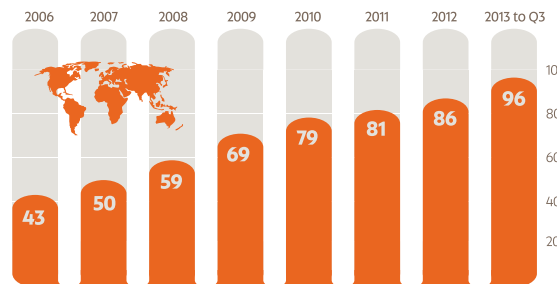
### FLEET



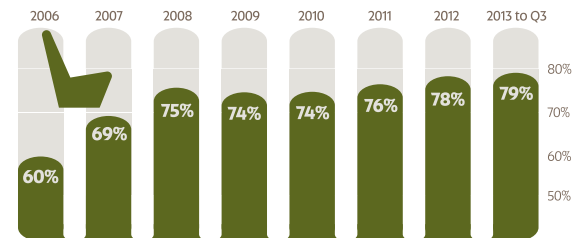
### PASSENGERS (million)



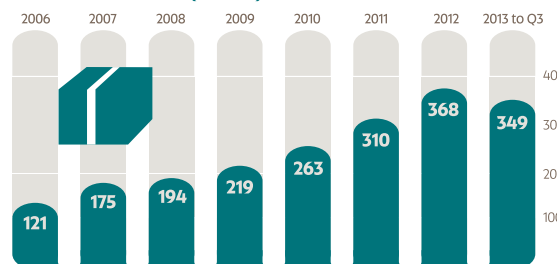
### DIRECT DESTINATIONS



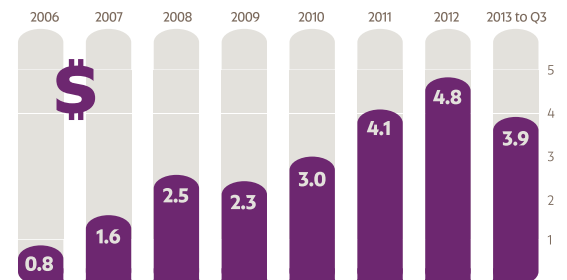
### SEAT FACTOR (%)



### CARGO TONNAGE ('000 T)



### REVENUE (USD\$b)



## 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 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.

\* Combines membership with Etihad Airways' loyalty program, Etihad Guest: 2.2 million members



Etihad Airways currently holds a 17.4 per cent equity stake in Virgin Australia and has received approval from the Foreign Investment Review Board to increase its shareholding to 19.9 per cent.



In August 2013 Etihad Airways acquired 49 per cent of Jat Airways and was awarded a five year management contract for the Serbian national airline.

Other elements of the wide-ranging strategic partnership agreement, signed by Etihad Airways and the Government of Serbia, include a complete identity change and the rebranding of Jat Airways to Air Serbia, a fleet of new aircraft, and a new integrated network of international destinations enabling greater access for business and leisure travellers to Serbia.

## OUR COMBINED EQUITY PARTNERSHIPS



## OUR CODESHARE PARTNERS

Our codeshares give us a combined passenger and cargo network of 375 destinations, and around 16,000 flights per week, more than any other Middle East airline.

Etihad Airways currently has 185 interline relationships and 46 codeshare partnerships in place with:



- Aer Lingus
- 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
- Jat Airways
- Jet Airways
- Kenya Airways
- KLM
- Korean Air
- Malaysia Airlines
- Middle East Airlines
- nasair
- Olympic Airlines
- Philippine Airlines
- RAK Airways
- Royal Air Maroc
- Safi 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

**5.5**  
**YEARS**  
average age  
of aircraft



## OUR FLEET

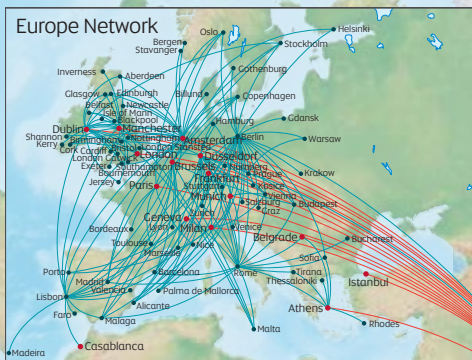
Etihad Airways fleet is one of the youngest in the world and, as at September 30, 2013, comprises 83 passenger and cargo aircraft:

| Aircraft type               | Current Fleet | Aircraft arrivals |           | Total Fleet 2020 |
|-----------------------------|---------------|-------------------|-----------|------------------|
|                             |               | Rest of 2013      | 2014-2020 |                  |
| Airbus A320 family          | 20            | 4                 | 11        | 35               |
| Airbus A330 family          | 25            | -                 | -1*       | 24               |
| Airbus A340 family          | 12            | -1*               | -         | 11               |
| Airbus A350                 | -             | -                 | 12        | 12               |
| Airbus A380                 | -             | -                 | 10        | 10               |
| Boeing 787                  | -             | -                 | 41        | 41               |
| Boeing 777-300ER            | 17            | 1                 | 1         | 19               |
| Airbus 330-200F (Freighter) | 3             | -                 | 1         | 4                |
| Boeing 777-200F (Freighter) | 3             | -                 | -         | 3                |
| Boeing 747-F (Freighter)    | 3             | -                 | -3        | -                |
| <b>Total</b>                | <b>83</b>     | <b>4</b>          | <b>72</b> | <b>159</b>       |

\*Includes a wetlease A340-300 and A330-200 that will be released later.



## OUR NETWORK



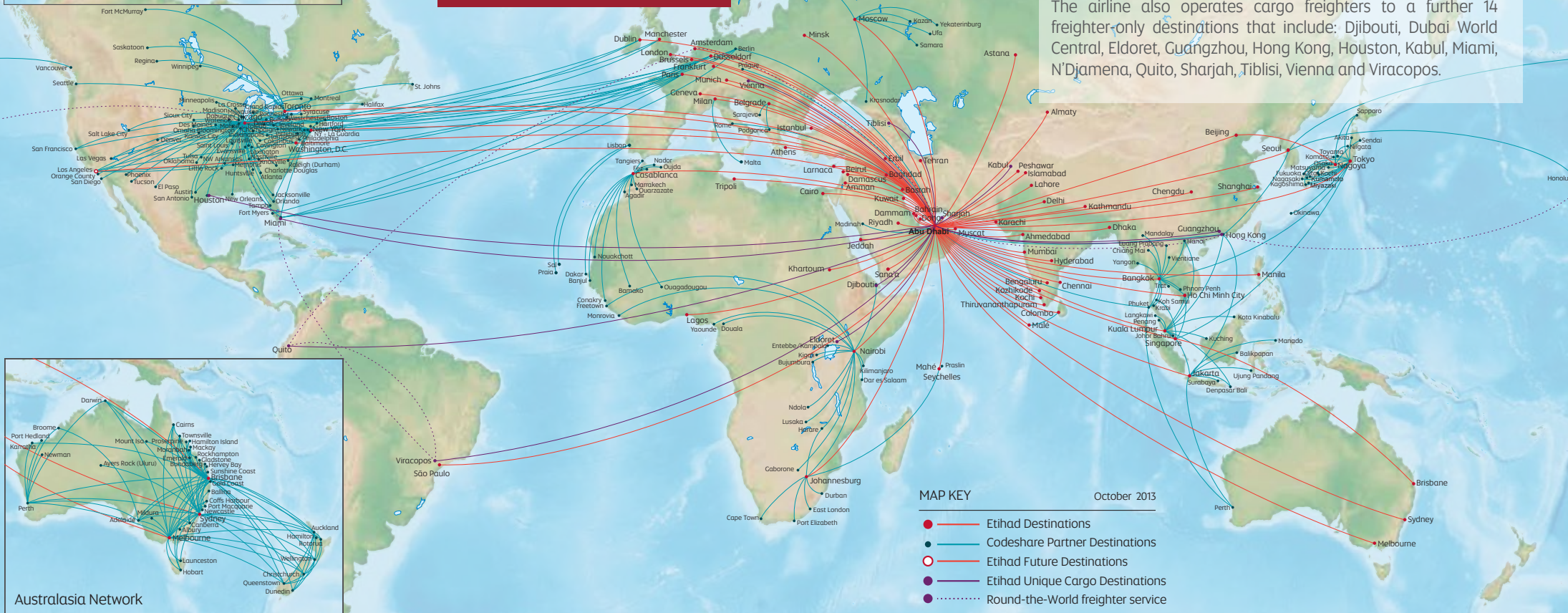
**New routes** announced or launched this year:

- Washington, D.C - March 2013
- Amsterdam - May 2013
- São Paulo - June 2013
- Belgrade - June 2013
- Sana'a - September 2013
- Ho Chi Minh City - October 2013
- Los Angeles - June 2014

Etihad Airways currently serves 96 destinations in 62 countries, including passenger routes to:

Abu Dhabi, Addis Ababa, Ahmedabad, Almaty, Amsterdam, Astana, Athens, Amman, Baghdad, Bahrain, Bangkok, Basra, Beijing, Beirut, Belgrade, Bengaluru (Bangalore), Brisbane, Brussels, Cairo, Calicut, Casablanca, Chennai, Chengdu, Chicago, Cochin, Colombo, Damascus, Dammam, Delhi, Dhaka, Doha, Dublin, Düsseldorf, Erbil, Frankfurt, Geneva, Ho Chi Minh City, Hyderabad, Islamabad, Istanbul, Jakarta, Jeddah, Johannesburg, Karachi, Kathmandu, Khartoum, Kuala Lumpur, Kuwait, Lagos, Lahore, Larnaca, London Heathrow, Los Angeles, Maldives, Manchester, Manila, Melbourne, Minsk, Milan, Moscow, Mumbai, Munich, Muscat, Nagoya, Nairobi, New York, Paris, Peshawar, Riyadh, Sana'a, São Paulo, Seoul, Seychelles, Shanghai, Singapore, Sydney, Tehran, Thiruvananthapuram, Tokyo, Toronto, Tripoli and Washington, D.C.

The airline also operates cargo freighters to a further 14 freighter-only destinations that include: Djibouti, Dubai World Central, Eldoret, Guangzhou, Hong Kong, Houston, Kabul, Miami, N'Djamena, Quito, Sharjah, Tbilisi, Vienna and Viracopos.





## NEWS UPDATE

### Flying Nanny takes to the sky

Etihad Airways has launched a dedicated in-flight childcare assistance program for families, led by the introduction of a Flying Nanny onboard long and ultra-long haul flights. Some 300 nannies, who are all flight attendants with a background in child care, have completed specialised training conducted jointly by the Etihad Training team and Norland College. A further 60 will be trained in September and 500 Flying Nannies will be working across Etihad Airways' network by the end of 2013.



### Etihad Holidays launches operation in the UK

In its first venture outside the Middle East, Etihad Holidays has launched services in the United Kingdom.

To meet growing demand from the UK market, Etihad Holidays has developed an extensive range of holiday options in the UAE, providing travellers with a choice of hotels in Abu Dhabi city, Saadiyat Island, and Yas Island, with a full range of tours and excursions on offer, including desert safaris, the Sheikh Zayed Grand Mosque, as well as boat and ferry trips.

### Arabic Twitter account launched



A new Etihad Airways Arabic Twitter account has gone live to engage the Arabic-speaking community on the popular social media platform. Twitter users that read Arabic can now stay up-to-date with the airline's latest activities by searching and following @EtihadAirwaysAR on Twitter. The airline's existing Arabic Facebook page has already attracted close to 60,000 global fans, making it the airline industry's most popular Facebook page to post updates in Arabic only.

### BusinessConnect rolled out in more markets

Etihad Airways has extended BusinessConnect, its loyalty program for businesses, to 11 new markets including Bahrain, Belarus, Kuwait, Lebanon, Malaysia, Nepal, the Netherlands, Oman, the Philippines, Qatar and Thailand. The mileage earning program is targeted at Small to Medium-Sized Enterprise (SME) sectors, offering huge opportunities and benefits for companies that fly with Etihad Airways.

### Etihad Airways Instagram launch

Etihad Airways is now on Instagram. This popular social media platform allows the airline to share news, events and promotions through pictures and videos. Fans can also take photos and videos on their mobile devices and share them by using the #Etihad tag.

### Sana'a flights launched

On September 1, Etihad Airways launched flights to Sana'a, Yemen's political and commercial capital.

The airline now serves the Yemeni capital four times a week from Abu Dhabi with an Airbus A320 aircraft equipped with 16 Pearl Business class seats and 120 seats in Coral Economy class.



### Double-daily service to Kathmandu

Etihad Airways will increase flights to Kathmandu from seven per week to a double daily schedule from November 1, 2013. The new services will be operated by A320 aircraft fitted with 16 Business class seats and 120 Economy class seats.



## Daily Vietnam flights launched

Etihad Airways has launched daily flights to Ho Chi Minh City, the first commercial passenger service between Abu Dhabi and Vietnam's commercial capital. The airline's flights offer 3,700 seats a week on the route and strong demand is expected, with Vietnam fast becoming one of the world's most popular holiday travel destinations.



## New European headquarters opens in Germany

Etihad Airways has opened its new European headquarters in Berlin, enhancing the airline's presence in the German domestic market and further cementing its strategic relationship with airberlin. The new office houses both Etihad Airways' European and German sales and marketing teams, and includes joint Etihad Airways - airberlin reservation and ticketing counters.

## Etihad Guest set for further expansion

The award-winning Etihad Guest Loyalty Program is to expand further, with the integration of Extra Flight Club, the current Air Serbia frequent flyer program, from October 28.

## New São Paulo schedule

Etihad Airways has unveiled new timings for its daily service between São Paulo and Abu Dhabi. From October 27 to December 19, flights will depart from the Brazilian city at 7.15pm (local time), and from December 20 onwards, flights will depart at 11.15pm. The new schedule will greatly improve the number of connections over the airline's Abu Dhabi hub to more than 350 flights per week to destinations in the Gulf region, North Africa, Levant, and the Far East.



## Flights to Islamabad

Etihad Airways has increased flights to Pakistan's capital city Islamabad from nine to eleven per week. With the addition of the new services, Etihad Airways now offers 31 weekly flights from four destinations in Pakistan which, along with Islamabad, include Karachi, Lahore and Peshawar. The schedule will be operated using A320 aircraft fitted with 16 Business class seats and 120 Economy seats.



## New Abu Dhabi cargo community portal

Etihad Airport Services (EAS) is working with Singapore-based Cargo Community Network (CCN) to roll-out a new information technology platform for the Abu Dhabi cargo community called Cargo Community Service (CCS).

The new one-stop service is designed to facilitate the air cargo booking and shipment processes for Abu Dhabi-based freight forwarders and clearing agents, by linking them directly with air cargo carriers, ground handlers and third parties. EAS and CCN expect the new information technology platform services to go live towards the end of this year.



## 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 holiday packages, 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](http://www.essentialabudhabi.com)

**Hala Abu Dhabi:** is Etihad's in-house destination management company (DMC) offering full event and leisure planning services, including tailor-made solutions, from visa processing, travel, accommodation and tours, 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 35 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.

**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: Djibouti, Dubai World Central, Eldoret, Guangzhou, Hong Kong, Houston, Kabul, Miami, N'Djamena, Quito, Sharjah, Tbilisi, Vienna 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](http://www.etihadcargo.com)



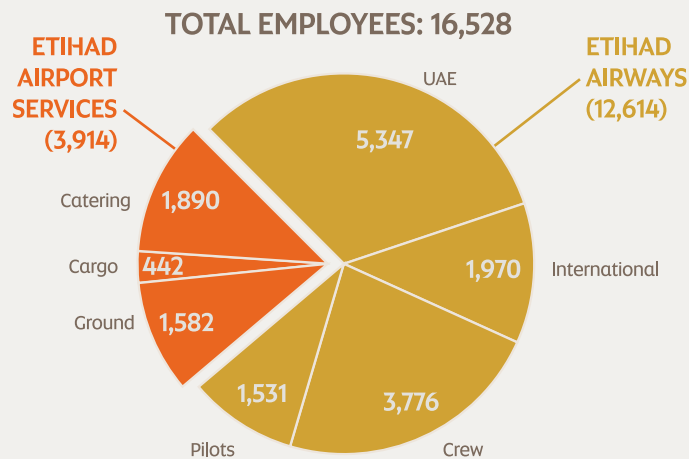
**Access Abu Dhabi:** is an innovative joint initiative between Etihad Airways and Abu Dhabi Tourism and Culture Authority (TCA Abu Dhabi) that promotes the Emirate as a leading leisure destination, and provides international trade partners with 'Preferred Incentive Packages' that include dedicated sales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

**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.

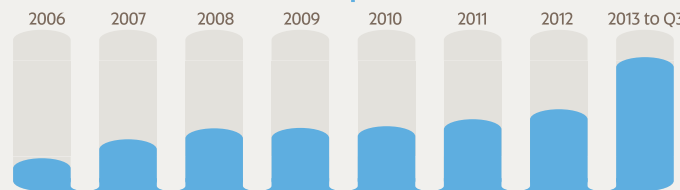




## OUR PEOPLE

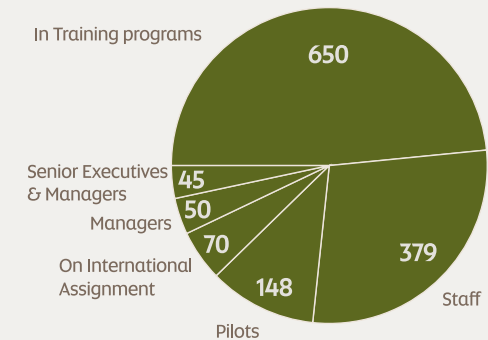
Etihad Airways is fast-paced and multicultural, with a workforce representing 138 nationalities. Employees are focused on our vision to be the world's best airline. Individual performance is measured through iAchieve, and is rewarded with performance-based pay and benefits, including staff travel. Employees are overwhelmingly proud to work for the airline, as shown in a global staff survey.

### EMPLOYEE GROWTH ('000 persons)



As the UAE's national airline, Etihad Airways is committed to building a strong and successful Emirati workforce (currently 19 per cent of the core workforce) to complement its global multi-cultural team.

### EMIRATI EMPLOYEES: 1,342



## OUR COMMUNITY

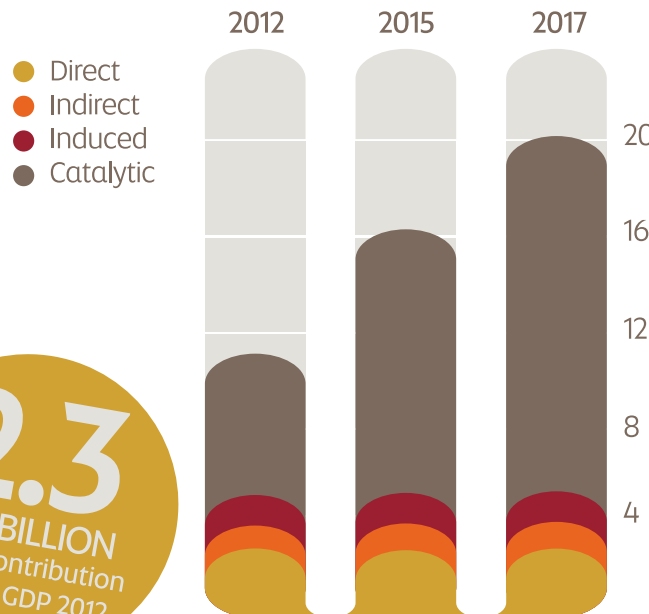
### Etihad Airways continues to drive economic growth

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)



**2.3**  
US\$ BILLION  
direct contribution  
to AUH GDP 2012

### 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.

## OUR ENVIRONMENT

### Fuel Optimisation Week

To promote the efforts made across the business to optimise fuel use and reduce emissions, Etihad held a Fuel Optimisation Week highlighting activities designed to reduce the use of aircraft fuel on the ground and in the air, resulting in lower carbon emissions. The airline worked closely with various stakeholders, including civil aviation authorities, air traffic controllers and ground services, to optimise the use of fuel on flights into and out of Abu Dhabi Airport.



### 39th ICAO Assembly

After years of debate, on 4 October 2013 the ICAO States adopted a resolution committing to the development of a global market-based measure (MBM) to manage the growth of international aviation emissions.

Etihad Airways has been working extensively with IATA to help develop a strong industry position. Since the last Assembly in 2010, it has become apparent that ICAO members are increasingly looking to the industry to identify appropriate mechanisms that will ultimately gain consensus at the Assembly.

Airlines have come together unlike any other industry to address collaboratively the issue of emissions management and find solutions that are fair and equitable. Thus far, the industry has committed to a carbon neutral pathway with the following collective industry targets:

- Improve its fuel efficiency by an annual average of 1.5% until 2020,
- Cap the growth of its net CO<sub>2</sub> emissions from 2020 (CNG2020),
- Halve its net CO<sub>2</sub> emissions by 2050, compared to 2005 levels.

Following the ICAO resolution, the industry will continue to help support and guide the development of the details for the global measure, which will be presented back to the Assembly in 2016.

### Sustainable alternative fuels

Etihad Airways is committed to driving the development of commercially viable sustainable alternative fuel and, as part of that aim, plays a role in the Sustainable Aviation Fuel Users Group (SAFUG) which is committed to enabling the commercialisation of sustainable alternatives.

In Abu Dhabi, Etihad Airways is a founding partner of the Sustainable Bioenergy Research Consortium (SBRC), led by the Masdar Institute. In conjunction with Boeing, Honeywell's UOP, SAFRAN, and the Abu Dhabi Government, the SBRC is tasked with identifying commercially viable pathways for the production of sustainable aviation fuel and other forms of energy.

