

It's all about **Winning**

CONFERENCE NEWS

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ETIHAD
AIRWAYS
ABU DHABI



WORLDWIDE STAFF CONFERENCE

13 -14 FEBRUARY, 2014



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CHALLENGE IS SET TO MAKE 2014 A YEAR OF WINNING

President and Chief Executive Officer James Hogan has set the scene for 2014 to be 'All About Winning' for Etihad Airways and its partners.

James outlined the approach – the key theme of the 2014 Worldwide Staff Conference – in his keynote address to delegates.

He spoke of the need to deliver winning performance for guests, colleagues, and the airline's many partners, especially those in the airline's Equity Alliance.

James said: "Winning matters and it means having a can-do attitude in everything we hope to accomplish."

"It requires determination, energy, discipline, commitment, and above all, desire. Winners do not allow silos to develop. Winners cooperate and winners go the extra mile."

James said that the airline needs committed winners to pursue its

goal of being the best, not the biggest, in order to continue meeting the mandate of being a commercially viable and safe business and key enabler of the Abu Dhabi 2030 vision.

Looking at what 2014 has in store, James referred to recent comments made by IATA Chief Executive Officer Tony Tyler, who said that some airlines will out-perform estimates while others will under-perform this year.

James said: "The clear challenge for Etihad Airways and partners is to out-perform and we have a clear and proven strategy to do so."

This strategy will continue to centre on organic growth, code-shares and partnerships, and the

Etihad Airways Equity Alliance.

Organic growth will see the airline launch eight new destinations in 2014 – Los Angeles and Dallas-Fort Worth in the US, the European gateways of Rome and Zurich, Jaipur in India, Perth in Western Australia, Medina in Saudi Arabia, and Yerevan in Armenia.

// Winning matters and it means having a can-do attitude in everything we hope to accomplish //

In addition, codeshare partnerships with 47 airlines now create a virtual network of almost 400 destinations.

James spoke at length about the

members of the Equity Alliance, a central and firmly established part of the Etihad Airways business.

In 2013, stakes in airberlin (29 per cent), Air Seychelles (40 per cent), Virgin Australia (19.9 per cent), and Aer Lingus (three per cent) were bolstered with a 24 per cent stake in India's Jet Airways and the announcements of a 49 per cent stake in Air Serbia and a 33.3 per cent shareholding in Darwin Airline. Darwin Airline is the first carrier to adopt the new sub-brand of Etihad Regional.

James said: "Our codeshare and equity partners continue to deliver tremendous value, contributing substantial revenues for Etihad Airways."

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President and Chief Executive Officer James Hogan



More than 500 staff from around the world attended the conference

WIN FOR GUESTS AND WIN FOR EACH OTHER

His Excellency Mubarak Hamad Al Muhairi reinforced the Staff Conference theme of ‘Winning’ as he took to the stage to welcome delegates.

The Etihad Airways Board Member opened the 2014 conference by thanking delegates for delivering what he called winning growth, innovation, and service excellence.

He said: “Winning is the theme of this year’s conference – and I like to think this room is full of winners.”

“According to the ice-hockey ace Bill Walton, all the world loves a winner. And, as Etihad Airways has been a consistent winner over the past decade, we should feel much loved.

“Winning is a great feeling, isn’t it? Yet it is an even greater feeling when we keep on winning.

“Winning, though, is never guaranteed – and when winners become complacent, others step up to take their crown.

“This airline is now in its second decade and over the following two days, I ask that we focus our attention on retaining, and even sharpening, our winning edge.

“The key to this will be a solid focus on safety, quality products, and the very best customer service.

“Of course, this will require hard work – and it will also need huge personal commitment from all of the winners in this room.”

His Excellency said that while economies are seeing green shoots of recovery, people remain cautious and many view travel as a luxury that can be put off until things look much better.

He said: “We have, therefore, to provide value for money – yet we also have to make more profit in this difficult scenario and that’s our challenge.

“We have to retain our guests with further innovation – much like the investment we made in the world’s best First class, inflight chefs, award-winning lounges and our wonderful flying nannies.

“And we must demonstrate that we want to win at every guest touch-

point – from booking, to checking in, to the service onboard our aircraft.

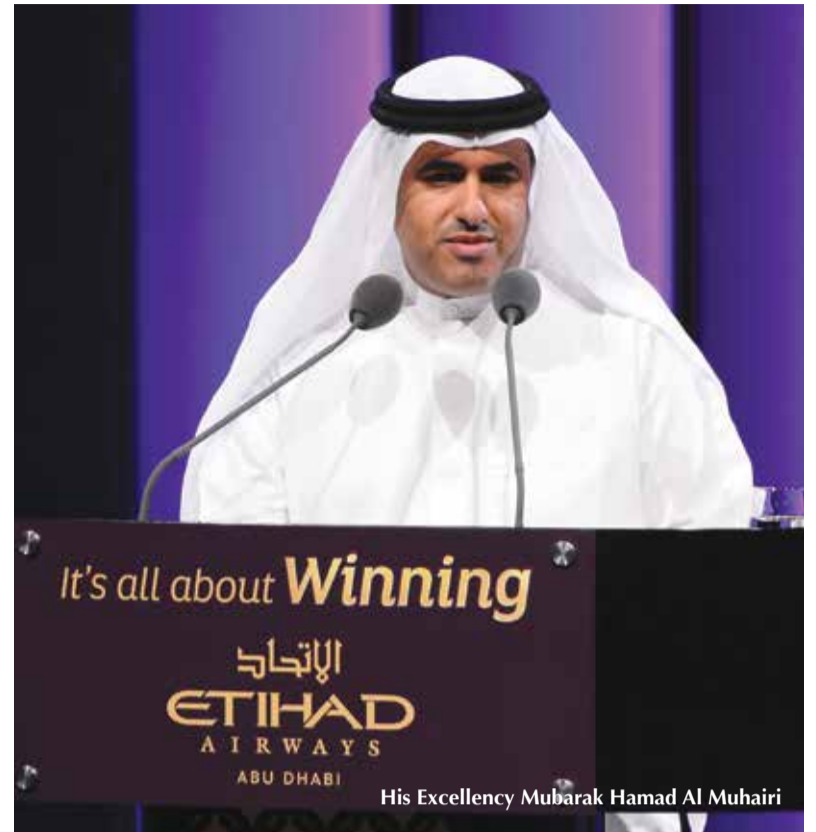
“We want our guests to spread the news – to tell their friends and family about the unbeatable Etihad experience.

“So let’s prioritise guest satisfaction and customer service – and by doing so we’ll live up to the values of respect and hospitality for which Abu Dhabi and the UAE are known.”

His Excellency spoke of how the people of Etihad Airways must also be determined to win for each other and for colleagues in the wider airline group, working in close harmony and cooperation towards common goals and strategies.

He said that the people of Etihad Airways are also tasked with another challenge: to win for Abu Dhabi.

“When we’re winning, we’re winning for Abu Dhabi. This emirate is evolving into an international business and tourism destination and you are playing your part.



“Yas Island is now the vibrant home to major events and mega attractions. Saadiyat Island’s Cultural District is taking shape and by the end of next year we’ll have opened the Louvre Abu Dhabi, the first of three major museums, while on Al Maryah Island, a superb business district is taking shape.

“We’re certainly winning more hotel guests than ever. Last year 18 per cent more checked into our ho-

tels than in 2012 – that’s 2.8 million people in all.

“We actually beat our 2013 target – which has prompted us to lift our goal for this year to 3.1 million guests.”

In closing, his Excellency said: “Now while it’s true that everyone loves a winner – here at Etihad we also love triers. So over the next two days let’s try to find ways to rise above the challenges.”

INNOVATION KEY TO NEXT PHASE OF ETIHAD AIRWAYS’ GROWTH

Innovation played a key role in the first decade of Etihad Airways’ growth, helping to establish the UAE national carrier as a global market leader.

However, with even more ambitious plans for the next 10 years, the need for continued innovative thinking and change management has never been greater, according to Chief Commercial Officer Peter Baumgartner.

Peter said: “From the launch of our operations in 2003 to the current day, we have never stopped evolving.

“In fact, change has been our only constant and it must always remain this way.

“For the next phase of our growth, we are broadening our horizons across the travel sector and have an amended vision to become ‘the best airline and travel company in the world’, with a commitment to ‘delivering the world’s most remarkable travel experiences for our guests.’”

Peter summarised this year’s commercial objectives and stated that through a spirit of transformation, innovation and empowerment, the commercial organisation would reach new levels of performance.

“This is the year we move from great to remarkable, and all leading indicators are pointing to a strong 2014 for the global economy, so there are no excuses,” he stated.

He added that confidence in the airline industry is also at record levels, with the NYSE Arca Global Airline

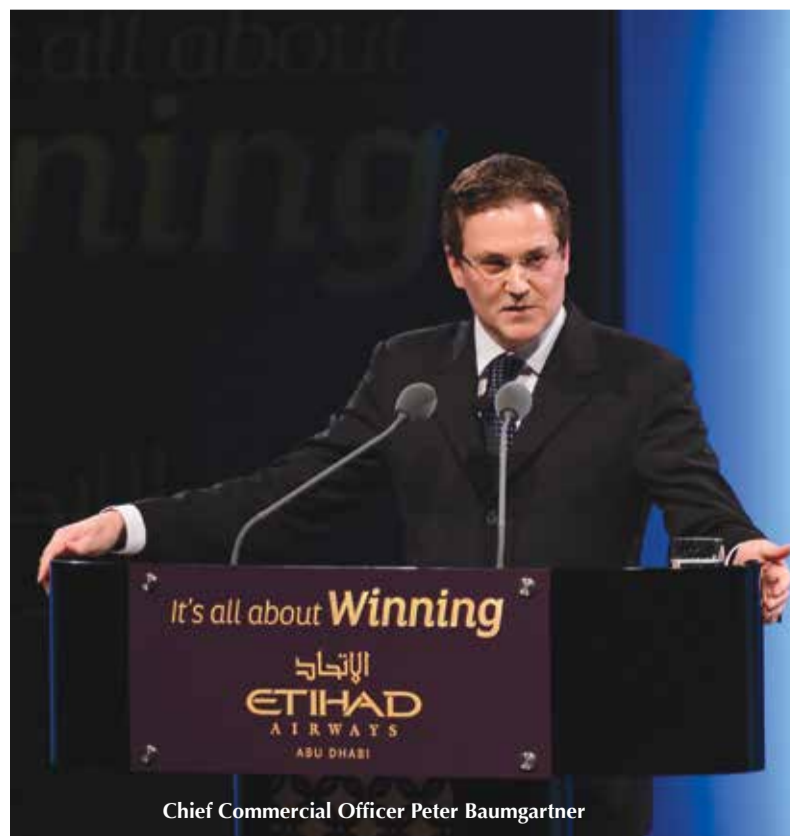
Index, designed to track airline stock listings, up almost 75 per cent at the end of 2013 compared to the start of the year.

Etihad Airways is already on the right path, reflected by the fact that it has been voted the World’s Leading Airline for five consecutive years at the World Travel Awards, which are

considered the Oscars of the travel industry.

As a result, Peter explained that the expectation had now been set for the airline to deliver ‘outstanding as standard’, while introducing more ‘signature moments’ that are unique within the airline market.

“Innovation and transformation are



key for us to deliver a remarkable experience at every stage of the guest experience, from the moment they book tickets, travel to the airport and check in to their flight, all the way through to the time spent at the airport and lounge, boarding the aircraft and in-flight, plus of course the post-flight stages too.”

The continuous evolution of the airline’s guest experience will be supported by the Etihad Innovation Centre, which has now opened as a creative space to brainstorm and develop ideas, work on their implementation, and showcase them to the world.

“The innovation centre is a unique concept and will become the birthplace of our future innovations,” Peter said.

“However, as Etihad Airways enters its next life cycle stage, it’s important to remember that innovation and transformation are not limited to the guest experience. They must exist in all commercial functions for us to deliver this year’s budget.”

The digital revolution was highlighted as a prime example of the opportunities that exist in commercial functions, especially as content on the internet tripled between 2010 and 2013, while social media sharing doubled between 2011 and 2013.

“Customers are turning their backs on the one-way communication of traditional media and we must, therefore, shift our focus to two-way dialogue.

“This can be achieved by adopting the mentality of being a strong publisher, which produces content that is customer-centric, visual, consum-

able, ‘snackable’, and shareable.”

Peter added that loyalty programs will also drive increasing returns for Etihad Airways and members of its Equity Alliance.

Last year, for example, US \$184 million was generated from Etihad Airways’ loyalty business, a figure that is expected to reach US \$1.14 billion by 2020. Based on these growth prospects, Etihad Airways is investing in the development of a Global Loyalty Company (GLC).

“Our distribution businesses – which include Etihad Holidays, Hala Abu Dhabi and Hala Travel Management, as well as Etihad Guest as part of the future Global Loyalty Company alongside airberlin’s topbonus and JetPrivilege – are generating revenue, profit and cash flow for Etihad Airways and alliance partners.

“However, we’re only scratching the surface at the moment and have ambitious development plans to build this area further. It will be a key focus for us in the coming years.”

Peter concluded his presentation by urging attendees to not only express an interest in innovation and transformation, but a commitment.

“There is a saying by Kenneth Blanchard about the difference between interest and commitment, which summarises the attitude we must all continue to adapt.

“He said when you are interested in doing something, you will only do it when it’s convenient. On the other hand, when you are committed to something, you accept no excuses – only results.”

AIRLINE EXECUTIVES SPEAK IN PRAISE OF PARTNERSHIP

Etihad Airways President and Chief Executive Officer James Hogan was joined by senior executives from a number of the airline's codeshare and Equity Alliance partners for an informative and insightful panel discussion.

The session was an interactive affair, with members of the audience submitting questions via SMS message.

James said: "We are competing with very large airlines, not only in this region, but across the world, and our equity and codeshare partnerships have allowed us to achieve significant scale and cost efficiencies, alongside our own organic growth."

"Together, we have shown that these partnerships work. All of the executives understand the benefits of this strategy and they are passionate about building upon our successful track record by developing the partnerships even further."

Virgin Australia Chief Executive Officer John Borghetti was asked to discuss the benefits of partnering with Etihad Airways, alongside its other two stakeholders Air New Zealand and Singapore Airlines.

He said: "The aviation landscape in Australia is changing and it has been a real advantage to partner with three of the world's best airlines, each with very strong leaders at the helm."

"We have been able to successfully co-exist because all of the stakeholders are lined-up and none of them are dictatorial."

When questioned about market analyst predictions that Virgin Australia would report a loss before tax much less than Qantas, John added: "Assuming the analysts are correct, this is the first time in history that another Australian airline has outperformed

Qantas. That indicates the partnerships we share with our stakeholders are working."

Cramer Ball, the out-going Air Seychelles Chief Executive Officer, stated that the national carrier's improved financial and operational performance was testament to its partnership with Etihad Airways.

"We underwent a major business transformation as a result of the partnership, which has been successful and delivered results," he said.

"In many areas of the business, our costs halved due to economies of scale, which would not have been possible without cooperating with Etihad Airways. Standards have also been raised and we have become the only successful airline in the Indian Ocean."

Cramer was joined by his successor Manoj Papa, who summarised his own plans for the future, placing importance on the airline's continued transformation and "taking it to the next level" through deeper cooperation with Etihad Airways and its other stakeholder, the Seychelles government.

airberlin Chief Executive Officer Wolfgang Prock-Schauer highlighted the proven track record of the Euro-

pean carrier's partnership with Etihad Airways.

"Our cooperation with Etihad Airways is very important and it has been a win-win situation. Both of our networks are textbook examples of being complementary and we are still developing our partnership."

"For example, we have just announced that our flights between Berlin and Abu Dhabi will become double-daily, which will improve connectivity for passengers."

"We are also putting the different pieces of the jigsaw together in terms of working with other partners, such as Jet Airways in India."

One of Etihad Airways' newer partners, Darwin Airline,

was represented by Chief Executive Officer Maurizio Merlo, who highlighted the regional carrier's own important role in the equity alliance and the fact that it operates the very first Etihad Regional brand.

"What we're bringing is reach," he told the audience. "We have access to European towns and cities where you will never see Etihad Airways aircraft, and then linking them to the hubs of Etihad Airways and its partners Air Serbia and airberlin. This

// Our cooperation with Etihad Airways is very important and it has been a win-win situation //

**Wolfgang Prock-Schauer
Chief Executive Officer airberlin**



Wolfgang Prock-Schauer, Chief Executive Officer of airberlin, and James Hogan, President and Chief Executive Officer of Etihad Airways

added another dimension to our offering and resulted in more choice for guests."

KLM Chief Operating Officer Pieter Elbers was full of praise for Etihad Airways as a partner and explained that the two airlines would continue to develop their co-operation.

"There has already been a steep increase in our cooperation over the past year, which has resulted in more passengers between the two networks, and more revenue for both airlines."

"These numbers will increase going forward as there is a wide range of opportunities ahead. Together, we have adopted a step-by-step approach and we could not have picked a better partner in the Gulf."

Air Serbia Chief Executive Officer Dane Kondić drew parallels between the national carrier's current status and that of Etihad Airways during its early days.

"We share the same DNA as Etihad

Airways," he said. "We have also started with a clean sheet of paper and we are focused on replicating the high product and service standards of Etihad to drive our success, after which we will further develop our network connections too."

Alitalia Chief Executive Officer Gabriele Del Torchio was the final panel member to speak, concluding the session by explaining why the airline was seeking to expand its partnership with Etihad Airways.

"Alitalia is quite large in size, our revenues are high, but despite this we need to improve profitability."

"We are working in this direction and partnerships are very important. We already have a relationship with Air France-KLM, so the opportunity to have another great partner, like Etihad Airways, is exciting."

"There would be very interesting opportunities if we expand our partnership."



Pictured left to right are Gabriele Del Torchio, Chief Executive Officer of Alitalia; Pieter Elbers, Chief Operating Officer of KLM; Maurizio Merlo, Chief Executive Officer of Etihad Regional; Wolfgang Prock-Schauer, Chief Executive Officer of airberlin; James Hogan, President and Chief Executive Officer of Etihad Airways; John Borghetti, Chief Executive Officer of Virgin Australia; Manoj Papa, Chief Executive Officer of Air Seychelles; Cramer Ball, out-going Chief Executive Officer of Air Seychelles, and Dane Kondić, Chief Executive Officer of Air Serbia.

Challenge is set to make 2014 a year of winning

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"The equity alliance also offers significant cost and synergy benefits to all partners and this was further demonstrated when we outlined our long-term growth intentions with orders, options and purchase rights for up to 199 aircraft and 294 engines.

"We have firm orders for 87 Airbus and 56 Boeing aircraft with 56 options and purchase rights to support additional growth opportunities for

Etihad Airways and potentially for members of the equity alliance."

James spoke of the continued development of Etihad Airways in 2014 to ensure it maintains a solid base to deliver winning performance.

The experience for guests will be boosted with the delivery of the airline's first Boeing 787 Dreamliner and Airbus A380, both of which will feature revolutionary new products.

New premium lounges will be unveiled in Abu Dhabi, Los Angeles,

New York, Melbourne, and Sydney while guests will also be treated to a range of new concepts dedicated to ensuring a great night's sleep. A new selection of amenity kits will also add luxurious touches.

In addition, James covered improvements to the fabric of Etihad Airways, with infrastructure developments which include the new Etihad Airways Centre for 1,200 staff from Head Office and Etihad Plaza, a new career centre, Crew Briefing Centre,

and new state-of-the-art company accommodation.

James also emphasised how Etihad Airways remains a company of great opportunity for winners, with 30 per cent of all vacancies filled by internal candidates.

He said: "Today we employ more than 17,500 employees from more than 140 nationalities with 1,500 Emirati colleagues.

"We not only provide excellent and competitive packages but recognise

and reward winners with the chance to build a fulfilling and satisfying career of promise.

"If 2014 is to be about winning, we need winners who will deliver even greater levels of quality performance.

"It is this approach that will once again create a winning year for Etihad Airways and its partners."

'Work together to continue to win'

The leaders of Etihad Airways must work together like never before to ensure that the company continues to win.

So said President and Chief Executive Officer James Hogan during a frank and informative panel discussion with the airline's Chief Officers.

James said: "We are fortunate to be a non-legacy airline, not 30 or 50 years old and unionised and where it is tough to achieve change.

"The opportunity we have with the clean sheet of paper we have been given is our attitude. People have demonstrated the ability to handle complexity but leaders must work together to evolve the right style of company as we move forward so that we can continue to win."

Joining James for the panel discussion was Chief Financial Officer James Rigney; Chief Commercial Officer Peter Baumgartner; Chief People and Performance Officer Ray Gammell, Chief Operations Officer Richard Hill; and Chief Strategy and Planning Officer Kevin Knight.

The discussion began by looking at the importance of achieving consistency with Equity Alliance partners.

Peter said: "This is a continuous effort. We are more or less fully aligned but there is always more to be done."

On the people side, Ray said that a two-way learning process is being quickly established, heavily focused on creating a performance culture across the alliance.

He also spoke of the great levels of engagement in Etihad Airways, as demonstrated through the MyEY Employee Opinion Survey.

He said: "We have employee engagement levels of 76 per cent. The top performing companies have levels of 80 per cent. That's an incredible result but we have got to build on that.

"We are only a 10 year old company so we still have a lot of pro-



cesses to build and can get even better."

James Hogan added: "When you have more than 140 different nationalities as we do, it is about clarity. Our responsibility going forward, through iAchieve, is excellence, not tokenism.

"We must treat everyone the same. Through responsibility, leadership, coaching, and challenging people we will develop the next generation of leaders."

Asked what change management strategies can be expected as Etihad Airways evolves, Ray said the airline's great strength and part of its DNA is that it remains small and close knit.

He said: "People remark how tight we are as an organisation. That's our

culture. With change management, it is about leadership and bringing people along. The role leaders will play in bringing people along the journey is absolutely key."

On the subject of safety and security, Richard Hill reaffirmed that the protection of guests, staff, and assets is the number one priority.

"We have regular briefings and reviews and a risk matrix of destinations that could become issues," he said. "We react very quickly and move rapidly when we see increased risks to the operation."

The wide-ranging variety of topics covered everything from baggage performance at Abu Dhabi airport, affordable accommodation in Abu Dhabi, and capacity to India.

The panel closed by giving

thoughts on the future development of Emiratis and women in the airline's senior roles.

Ray said: "We have 780 UAE nationals in training alone. In some cases these courses are six years long. We have a measured, meaningful and systematic approach"

James Hogan spoke of an existing strength and depth in senior roles across the global network and how careers are developing for all staff, not just females and Emiratis.

"We have a culture of meritocracy. But it takes time to develop people and I have no doubt in the years to come we will see male, female and Emirati chief officers at the top of Etihad Airways."

Have passion and you will win!

The charismatic and entertaining sportsman Shane Warne was well-placed to address the conference theme of 'Winning' after a legendary cricket career.

Warney, as he is affectionately known throughout the cricketering world, is arguably one of the game's greatest bowlers and an Etihad Guest Ambassador.

He remains Australia's highest ever wicket taker with 708 test wickets. His achievements led to numerous awards, including BBC Sports Personality of the Year in 2005.

Shane said that even before he became a brand ambassador for Etihad Airways, he chose to fly with the airline at every opportunity.

He told delegates that winning is important but takes time, patience, and perspective.

Shane said: "To be number one in the world takes a lot of sacrifice, hard work, and passion.

"If you truly believe in what you're doing, that passion will come through. With passion, you can achieve anything and working as a team is fundamental."

Shane also emphasised how communication between leaders and players is hugely important.

"A good leader is always open to listening. Even if he or she doesn't agree with you, a good leader will accept what you're saying, and make you feel important for bringing it up."

On winning - and all of a sudden

losing - Shane said: "Look at what happened to England in Australia recently.

"England dominated Australia for the last two or three years, but they didn't help themselves and starting getting complacent. Australia saw it and went in for the kill. England suddenly fell apart."

Shane emphasised that success

doesn't just happen: "To have longevity in winning, you need to have learned from your mistakes and believe and have passion in what you're doing."

Working in a multicultural team is also a great opportunity for winning, he said, citing playing in the Indian Premier League in 2008.

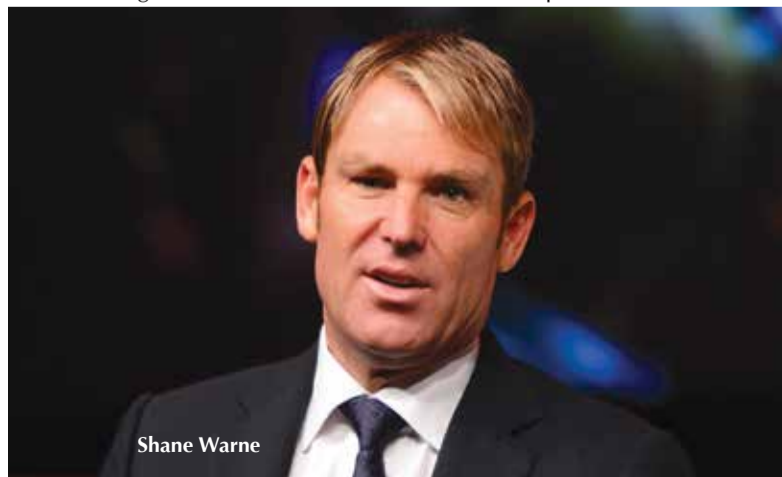
He said: "The tough thing was that most of the team members didn't speak English, but we managed to work out our style of play, what we stood for as a team, what the non-negotiables were.

"Once we knew that, language didn't matter. We managed to motivate each other, became friends, and though we lost the first game and everyone was writing us off, we came back to win. And we went on to win the whole competition."

Shane was asked about individualism versus working as a team and how to keep a winning attitude.



Shane in action



Shane Warne

STAY IN THE GAME AND DON'T SURRENDER

"The aviation world is a difficult environment. We must never give up when it's tough, and as winners, we must stay in the game."

Those were some of the main messages Chief Financial Officer James Rigney delivered to the Worldwide Staff Conference as he outlined the airline's challenges over the past 12 months and the opportunities ahead in 2014.

James talked delegates through the airline's 2013 key milestones, saying: "We went to battle every day, raised over US \$1 billion in finance, placed a large fleet order, inducted 19 new aircraft, added six new destinations, upped frequencies on 18 routes, and welcomed new equity airlines... our business model is working."

He pointed out that in 2013 load factor was strong in economy, but the airline needed to perform better on premium numbers and yield targets.

Nearly 12 million people flew with Etihad Airways in 2013, marking a significant increase of nearly 16 per cent in comparison to 2012's figure of 10.3 million.

Impressive cargo growth was also mentioned, with 486,753 tonnes of freight and mail flown by the airline in 2013, up a staggering 32 per cent compared to 2012 volumes.

"We must remain fully focused on our strategy of hitting our numbers in the years ahead and our partners will continue to play a key role in the commercial success of Etihad Airways," he said.

Over the last two years, equity partner airlines contributed hundreds of millions of dollars in revenue, and the airline expects this to rise to multi-billion levels during the next five years.

James said: "While the revenue

benefits may be well understood, what we've been able to achieve – unlike the global alliances – is value through cost synergies, eliminating duplication and adopting best practice."

He paraphrased the late and legendary American Major League Baseball outfielder and manager Casey Stengel, saying: "Getting good players is easy. Getting them to play together is the hard part. We all need to work together as a team."

2013 was a year of big deals and big contracts, James said, highlighting Etihad Airways' largest ever fleet order at the Dubai Air Show for up to 199 Boeing and Airbus aircraft and 294 engines, split between GE Aviation, Rolls-Royce and CFM.

"This multi-billion dollar investment provides the next step in our long-term growth strategy. The aircraft are about meeting the needs of the next 10 years, and beyond, as we grow further and faster than ever before. They also provide an opportunity to standardise fleets, align product and move aircraft across our equity airlines."

James went into detail on how Etihad Airways is no longer just an airline, saying the company has expanded and changed significantly since it was incorporated in 2003.

He said: "We are working through business approvals to implement an Etihad Aviation Group. This is a new corporate legal structure to reflect our evolution 10 years after our first flight."

He went on to say the development is in line with international best practice across the large



Chief Financial Officer James Rigney

aviation groups of the world.

In particular, James highlighted how "the group implementation gives an opportunity to transform Etihad's Enterprise Resource Planning, or ERP".

He said: "Our ERP project will transform the way Finance, Procurement and Supply Management, and People and Performance, carry out key back-office functions."

"Similar to the major PSS project, this is about ensuring we have the right software, business processes and flows of information in place to provide our people with world-class support."

Notwithstanding the very positive

key milestones of 2013, James said: "We cannot predict the future, but what happens out there impacts our bottom line."

"As a team we need to seize the opportunities, stay in the game, and when unknown shocks occur, be ready to compensate and excel in other areas of the business in order to meet our budget. Everyone makes a difference and delivering the 2014 budget is the minimum acceptable performance."

James also emphasised the ongoing importance of controlling costs.

He said: "Achieving revenue targets is one matter. But we have far greater control over costs and this

aspect of our financial performance has an equally important role to play in ensuring that we hit our numbers. Cost control is also something that every single colleague can contribute to."

Aircraft, seats, lounges, IT systems, catering and infrastructure were all highlighted as tools to deliver even better results against the objectives set in the 2014 financial plan.

James illustrated the macro budget KPIs for the year ahead which plan for capacity increasing by 20 per cent, seat factor improving by a minimum of one percentage point, yields climbing seven per cent and total revenues staying in double digit percentage increases.

"By the end of 2014, our objective is to have achieved turnover of US \$7 billion, having safely carried 14 million passengers and to be profitable. To achieve this, the challenge for everyone is to deliver more," he said.

He explained how small increases in passenger yield, cargo yield, and load factor had the potential to deliver hundreds of millions of dollars in extra revenue to the airline, before summing up by saying: "We will achieve our 2014 targets if we are able to generate a profit of US \$5 dollars per passenger."

"It doesn't matter where people work in the business, their actions make a difference. The aviation world is a tough environment in which to win, but we must never give up."

"We are winners at Etihad. We will continue to raise the bar, because winners do not surrender. They always stay in the game!"



Delegates were greeted by crew from Virgin Australia, Etihad Regional, Jet Airways, Air Seychelles, Etihad Airways, Air Serbia and airberlin, emphasising the conference's inclusive partnership approach

TIME TO RELAX AND UNWIND WITH



Mark Wilkins, Abdulmohsen Al Sayegh, and Marzouq Al Butaih



Fathi Atti and Ali Al Shamsi



Koichiro Kawahara, Tatsuhiko Kato, Norio Inaba, and Natsui Ishibashi



Jean Paul Drabbe, Joost Den Hartog, and Clive Wratten



Joe Chamoun, Robert Chad, and Akram Jawhar



Surf's up! The Beach Boys tribute band created the perfect party atmosphere to end day one of the conference



Sonu Kripalani, Ragani Chopra, and Manoj Bhambhani



Panaya Wibulyanon and Kang-Hyun Lee

A TASTE OF ARABIAN HOSPITALITY

Colleagues from around the world met and mingled on the shores of the Arabian Gulf to end day one of the conference.

The picturesque Emirates Palace terrace was the setting for a chance to catch up with old friends and make new ones while enjoying traditional Arabic food and entertainment. The now traditional evening once again brought smiles to many faces as our photos show...



Fatima Al Barashdi and Wedad Al Marzouqi



Catherine Mutua, Yeshimebet Tilahun, Roshani Masakoro, Percival Uwechue, and David Kinchin



Dani Abioulfi, Khalid Almaras, Majid Alowaidi, and Arif Mohamed



John Paterson, Waqar Hussein, and Amer Khan



Dragan Nikitovic, Stevan Sipka, Maja Gedosev, Aleksandra Dutina, Axel Hofman, and Djordje Vukotic



Greg Jannelle and Chris Chance

WORKSHOPS EXAMINE

The second day of the Staff Conference saw delegates review progress and plan for the future with a series of divisional workshops.

Delegates looked at the challenges facing their areas, as well as the key priorities and actions for 2014, in a useful and collaborative way of working that brought together staff from all over the world.



WAYS TO WIN IN 2014



Chief People and Performance Officer Ray Gammell explains the Shukran recognition program to four managers. Each manager was encouraged to make a 'thank you' video for a colleague, sent via email from the conference.

The video booth was part of the 'MyEY' Expo, created by People and Performance to engage people managers in playing their part to act on the key areas of improvement from the 'MyEY' Employee Opinion Survey - more recognition, leadership, and face-to-face communication.

Managers talked to HR representatives about support available including management effectiveness, Shukran, and forums like the 'MyEY Majlis'.

Pictured with Ray (centre) are Othman Aleghfeh from the Seoul office, Wang Xin Yuan and Wang Hui from the Shanghai office, and Marwan Alshehi, Medina station.



COUNTDOWN IS FIRMLY ON TO THE NEXT EXCITING CHAPTER FOR ABU DHABI INTERNATIONAL AIRPORT

Close and harmonious ties with Abu Dhabi Airports Company (ADAC) were reinforced with an informative presentation to staff conference delegates by ADAC's Chief Executive Officer Tony Douglas.

The company operates Abu Dhabi International Airport, Al Ain International Airport, Al Bateen Executive Airport and facilities on Delma Island and Sir Baniyas Island.

Tony explained how Abu Dhabi International Airport is now one of the fastest growing airports in the world, with 2013 passenger numbers topping 16.5 million. The figure represents annual growth of more than 12 per cent.

The airport is also recognised as delivering world-class service. In 2010, the annual Skytrax survey awarded Abu Dhabi the title of Most Improved Airport.

This was followed in 2012

and 2013 with the title of Best Airport in the Middle East.

Tony's presentation focused heavily on the airport's new Midfield Terminal building, which will become the new gateway to Abu Dhabi from 2017 and the future home of Etihad Airways.

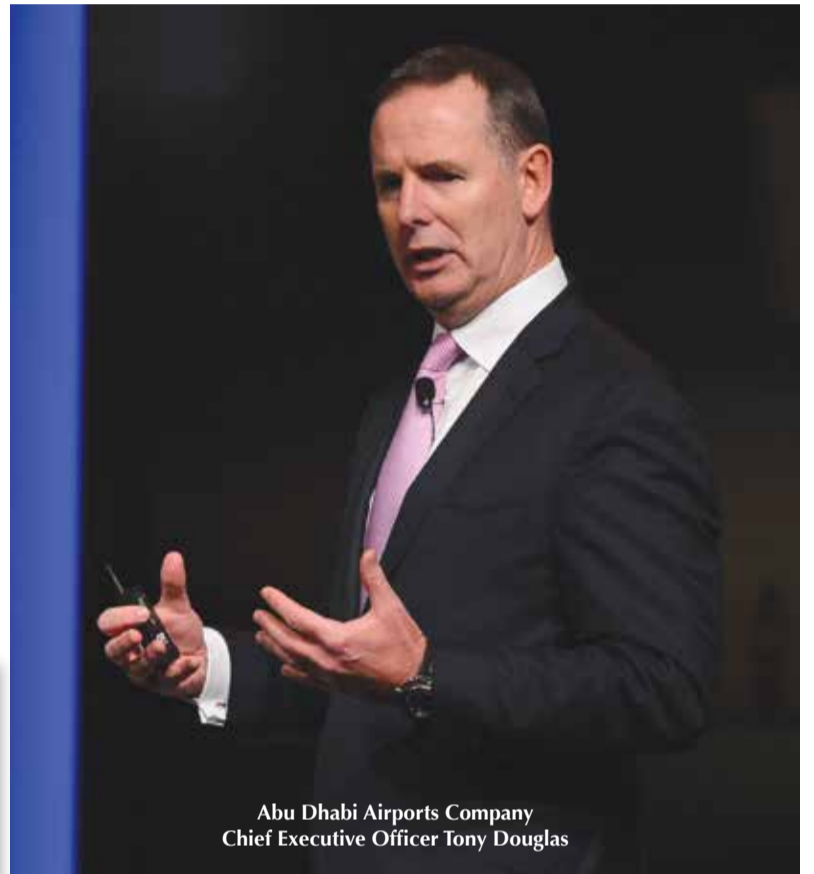
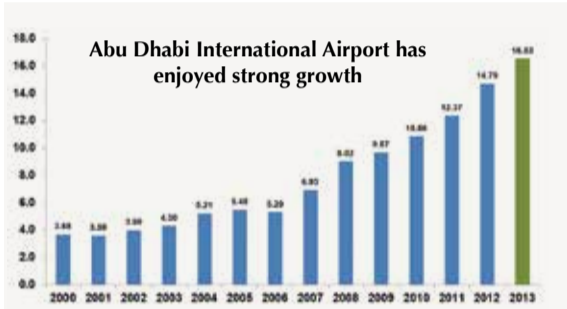
The 700,000 square metre build-

ing, with an annual capacity of more than 27 million passengers, will have a peak hour capacity of more than 8,000 guests.

There will be more than 150 check-in desks and more than 40 self-service check-in machines.

The airport will be able to process more than 19,000 bags per hour and will feature 18,000 square metres of lounges as well as 27,500 square metres of retail space.

The Midfield Terminal building is scheduled to open in July 2017, marking the next phase in Abu Dhabi airport's impressive growth story.



Abu Dhabi Airports Company
Chief Executive Officer Tony Douglas

Etihad Airways thanks the sponsors of the 2014 Worldwide Staff Conference



An artist's impression of the Midfield Terminal building



TOP PERFORMING STARS OF 2014 RECOGNISED AT AWARDS CEREMONY

Etihad Airways' top performing members of staff for 2014 were recognised at a gala dinner and awards ceremony hosted by the

airline's brand ambassador Dannii Minogue and Chief People and Performance Officer Ray Gammell.

The event, which also featured en-

tertainment from Kadim Al Sahir and a band, drew the Staff Conference to a close in fitting style. Congratulations to the following staff...



PRESIDENT AND CHIEF EXECUTIVE OFFICER (PCEO) DIVISION

PCEO Division Employee of the Year

Anne Tullis

Emirati of the Year
**Abdul Qader Husain
Ahmed Mohammed**

Division of the Year

Finance

Executive of the Year

Ross Brown

Emirati Development
Department of the Year
Airport Operations

OPERATIONS DIVISION

Airport Manager of the Year

Othman Al Ghafli

Operations Employee of the Year

Christopher Chance

Pilot of the Year

Hicham Touijar

Guest Service Agent of the Year
Abu Dhabi

Luningning Salunga Tuazon

Guest Service Agent of the Year
Outstation

Reginaldo R. Silva

Technical Employee of the Year

Kevin Conceptio Pereira

Cabin Manager of the Year

Emad Youssef Raslan Khalifa

Flight Attendant of the Year

Alexandra Zama

First and Business Class
Flight Attendant of the Year

Malgorzata Masalska

Cabin Senior of the Year

Michal Robert Zielinski

Food and Beverage Manager of the Year

Tobias Schreiner

Inflight Chef of the Year

Wei Sern Tan

Guest Services Employee of the Year

Gaye Ann Coelho

EAS Ground Service
Employee of the Year

Kallathnichkal Useph Abdul Hakim

COMMERCIAL DIVISION

Country Manager
of the Year

Dimitrios Karagkioulos

Sales Employee of the Year

Jin-Moon Ahn

Commercial Head Office
Employee of the Year

Veronica

Nieves Posteraro

Commercial Customer
Excellence Award

Claire Louise Hunt

Contact Centre
Employee of the Year

Mahra Salem

Al Ahbabi

EAS Catering
Employee of the Year

Robert James Fellows

STRATEGY AND PLANNING DIVISION

Strategy and Planning
Employee of the Year

Matthew James MacMillan

Cargo Employee of the Year

Edwin Gordo Camacho

PRESIDENT AND CHIEF EXECUTIVE OFFICER DIVISION



Anne Tullis



Abdul Qader Husain
Ahmed Mohammed



Ross Brown



Emirati Development
Department of the Year
Airport Operations
collected by Chris Youlten

HR DIVISION

HR Employee of the Year

**Fatma AbdulRahim
Al Ali**

FINANCE DIVISION

Head Office
Employee of the Year

**Karuppuchamy
Marimuthu**

Outstation
Employee of the Year

Grigorios Vomvas

IT
Employee of the Year

Muna Al Harbi

OPERATIONS



عثمان الغفلي
Othman Al Ghafli



كريستوفر تشانس
Christopher Chance



ريجينالدو
Reginaldo R. Silva



لوننغنينغ سالونغا تاوزون
Luningning Salunga Tuazon



جورجيو إيفانجليست
يتسلم الجائزة عن
هشام تويجار
Giorgio Evangelisti
accepted the award for
Hicham Touijar



كيفن كونسبتشو بيريرا
Kevin Conceptio Pereira



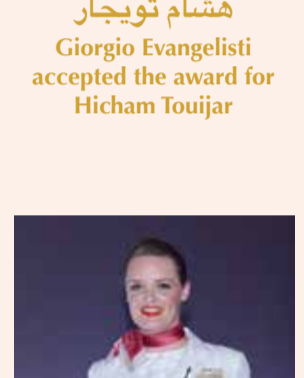
عماد يوسف رسلان خليفة
Emad Youssef Raslan Khalifa



ألكسندرا زاما
Alexandra Zama



مالغورزاتا ماسالسكا
Malgorzata Masalska



أليسون جراهام تتسلم
الجائزة عن توبياس
شراينر
Alison Graham accepted
the award for Tobias
Schreiner



مايكل روبرت زيلينسكي
Michal Robert Zielinski



وي سيرن تان
Wei Sern Tan



غايي آن كويلهو
Gaye Ann Coelho



كالاثنيشكال يوسف
عبد الحكيم
Kallathnichkal Useph
Abdul Hakim



أليسون جراهام تتسلم
الجائزة عن توبياس
شراينر
Alison Graham accepted
the award for Tobias
Schreiner



الاستراتيجية والتخطيط STRATEGY AND PLANNING



ماثيو جيمس ماك ميلان
Matthew James MacMillan



إدوين جوردو كاماتشو
Edwin Gordo Camacho



The Division of the Year, Finance

أفضل قسم للعام، الشؤون المالية

FINANCE

الشؤون المالية



كاروبوتشامي ماريموثو
Karuppuchamy
Marimuthu



جريجوريوس فومفاس
Grigorios Vomvas



منى الحربي
Muna Al Harbi

HR

الموارد البشرية



فاطمة عبدالرحيم العلي
Fatma Abdulrahim
Al Ali

COMMERCIAL

الشؤون التجارية



ديميتريوس كاراغيولس
Dimitrios Karagkioules



جين مون آهن
Jin-Moon Ahn



فيرونিকা نيفيس بوستيرارو
Veronica
Nieves Posteraro



كريس لويس هانت
Claire Louise Hunt



روبرت جيمس فيلوس
Robert James Fellows



Kadim Al Sahir

كاظم الساهر