



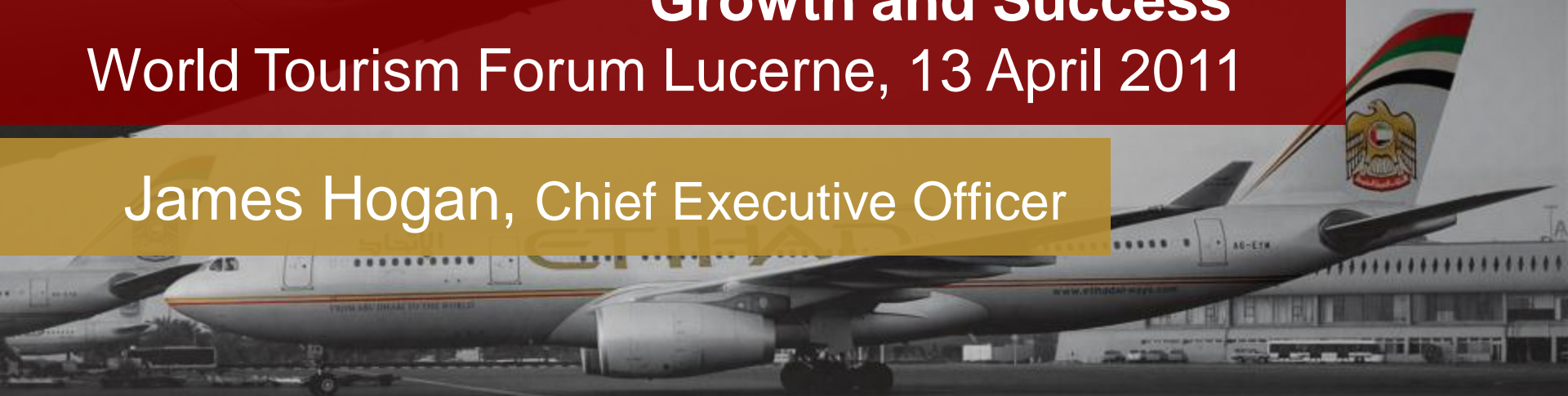
الإتجاه  
ETIHAD  
AIRWAYS



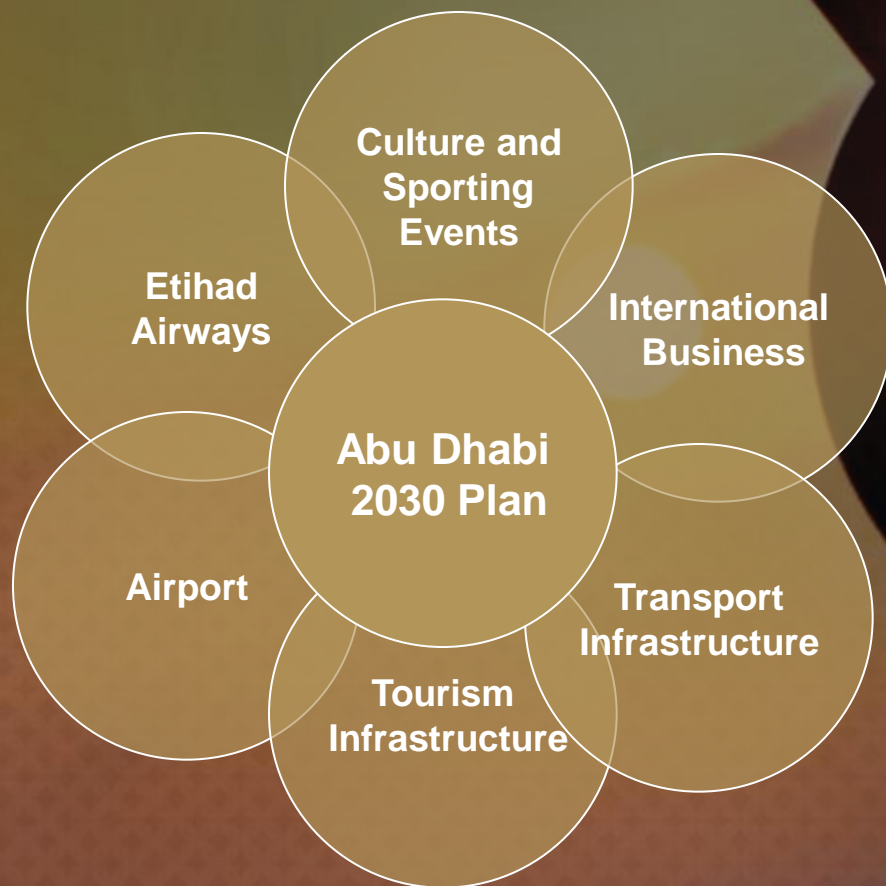
# Growth and Success

World Tourism Forum Lucerne, 13 April 2011

James Hogan, Chief Executive Officer



# Etihad Airways plays an integral part of Abu Dhabi's future



# KPIs of Abu Dhabi's 2030 plan\*

As part of this plan the Emirate expects the following to occur:

	2007	2013	2020	2030
Abu Dhabi Residents (mill)	0.9	1.3	2.0	3.1
Tourist Visits (mill p.a.)	1.8	3.3	4.9	7.9
Hotel Rooms (000s)	10	21	50	75
Golf Courses	3	10	18	25
Industry Space (mill sqm)	4.0	6.5	10.0	15.0
Retail Space (mill sqm)	0.9	1.5	2.5	4.0
Office Space (mill sqm)	1.4	2.5	3.5	7.5

\* Plan Abu Dhabi 2030 –Urban Structure Framework Plan



Abu Dhabi (1975)



Abu Dhabi now

## Tourism Infrastructure

- Emirates Palace (2005)
- Yas Island
- Ferrari Theme Park (2010)
- F1 Grand Prix Track (2009)
- Louvre Abu Dhabi (2012)
- Guggenheim (2012)
- Saadiyat Island
- Sir Baniyas Island (2008)
- Central Market Souk
- Qasr Al Sarab Liwa Desert Resort (6 star)

## Transport Infrastructure

- T3 Abu Dhabi Airport (2009)
- Midfield Terminal Abu Dhabi Airport
- Urban transport system
- National Rail Network
- Taweelah Port
- Road infrastructure, tunnel and bridges

## International, Business & Education

- International Renewable Energy Agency (IRENA)
- MASDAR City – carbon neutral/zero waste city, a world first
- General Electric
- Italian Ship yard
- New York Film Academy
- Sorbonne University (2006)
- Airbus & Mubadala Aerospace – Al Ain (2009)
- Mubadala & Rolls Royce maintenance JV in Abu Dhabi (2009)
- Largest IKEA store in the Middle East on Yas Island



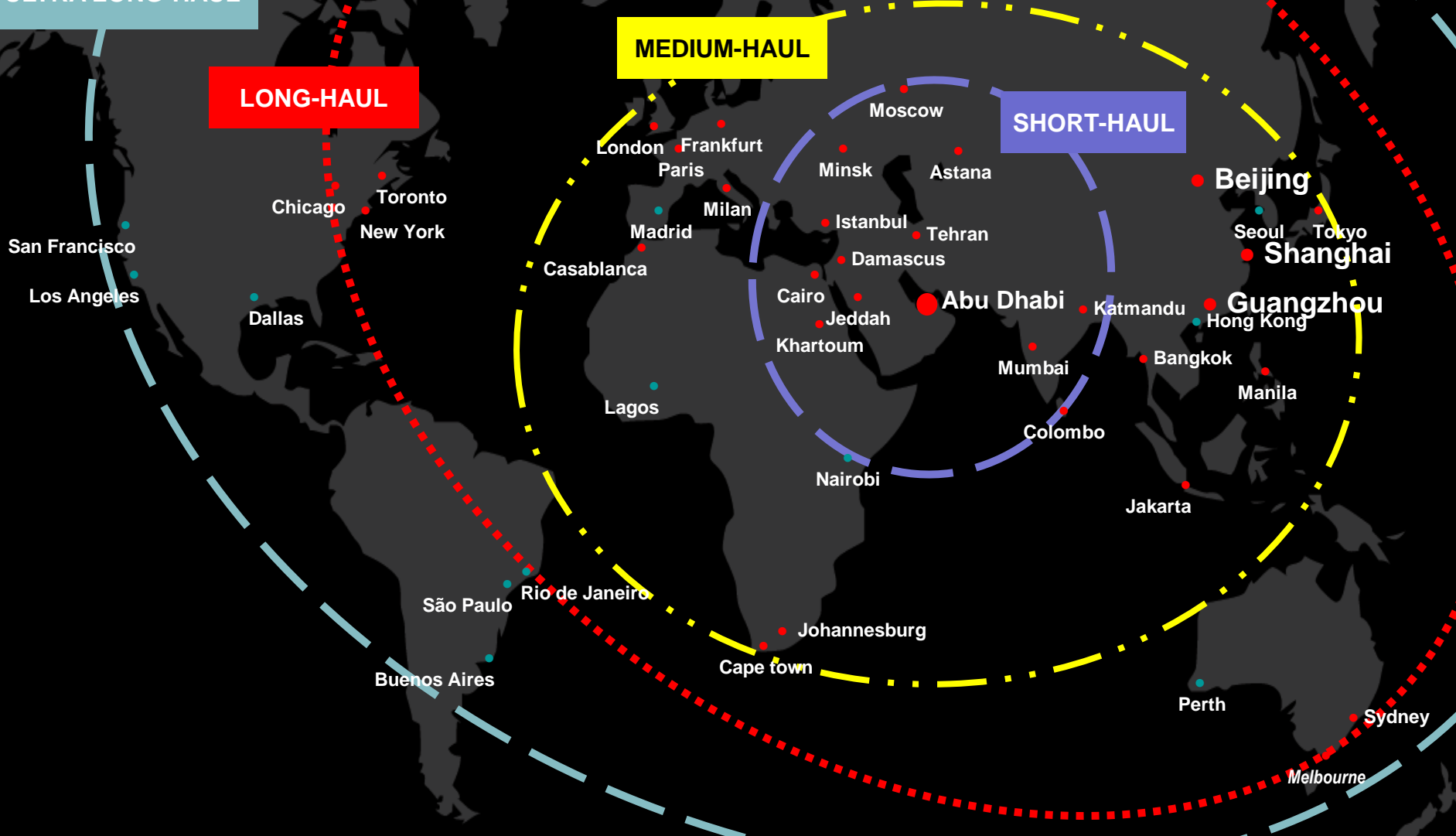
# Geography and technology

ULTRA LONG-HAUL

LONG-HAUL

MEDIUM-HAUL

SHORT-HAUL

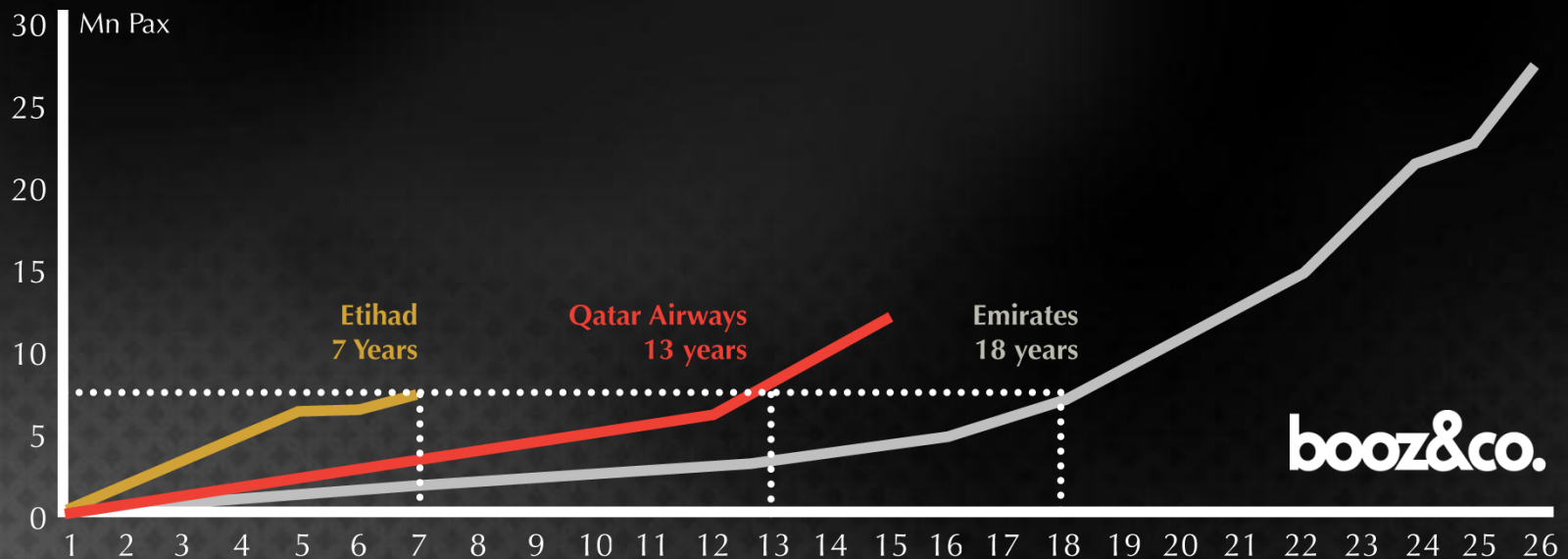


# What matters?

- Growth
  - Achieve critical mass
  - Leverage economies of scale
- Flexibility
- Diversification

“(Etihad) has achieved similar passenger volume in less than half the time of major competitors”

## Passenger Growth Etihad vs. Emirates vs. Qatar Airways



- 1) Etihad data
- 2) Literature for 2006, 2007 and 2008 data, interpolation from starting of operation
- 3) Emirates data from 1997 to 2010, interpolation from 1985 to 1997

Source: Airlines annual reports, Booz & Company analysis

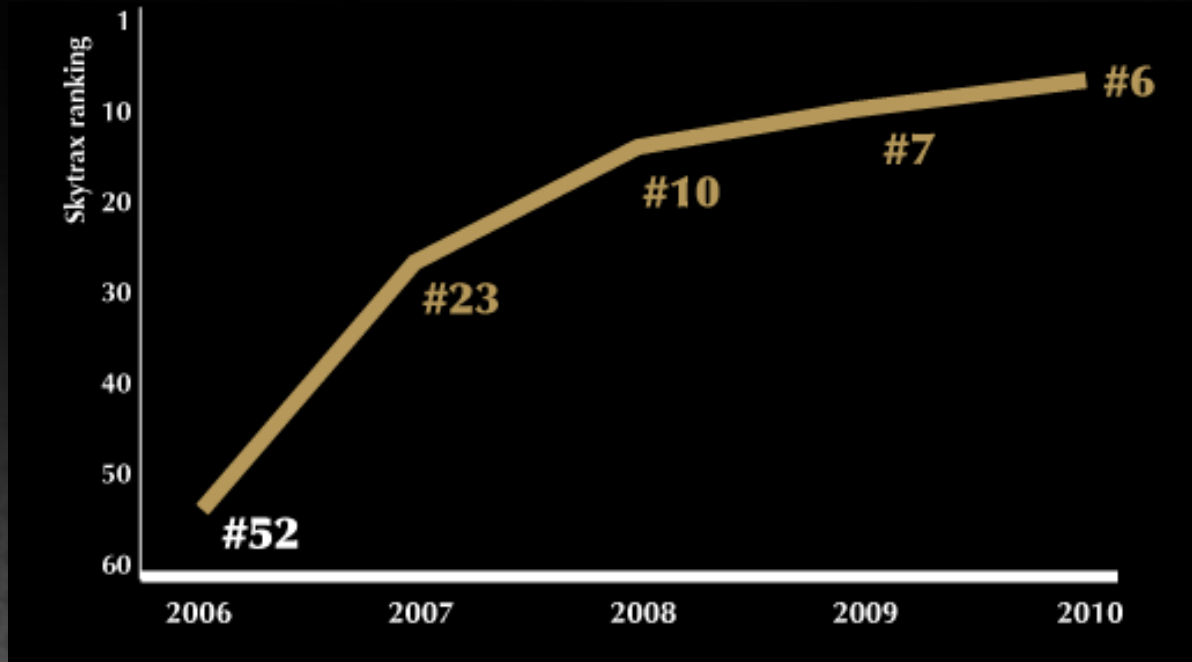
# Awards and recognition



**WORLD'S BEST  
FIRST CLASS**

**BEST FIRST CLASS  
AIRLINE SEAT**

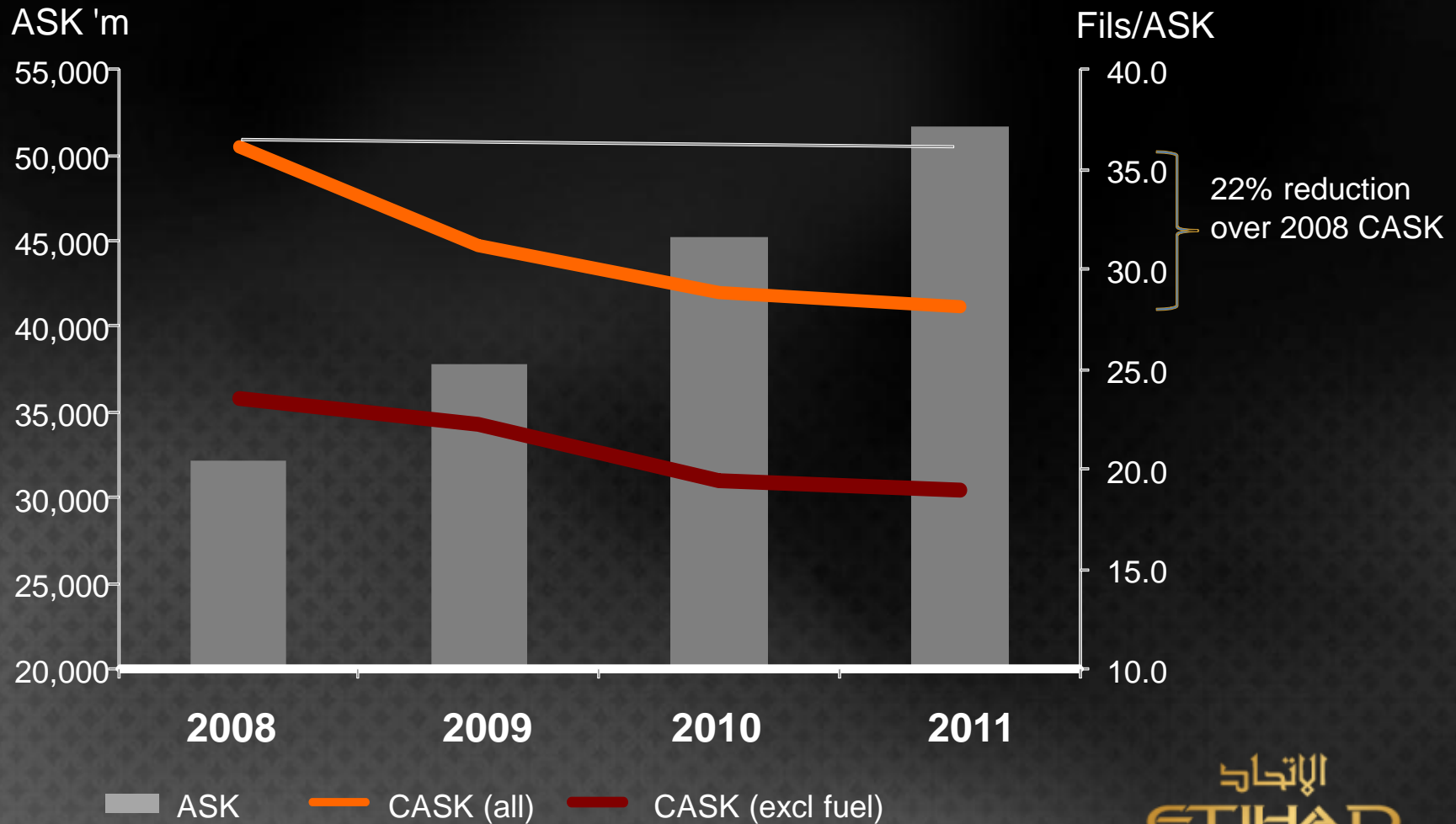
**BEST FIRST CLASS  
ONBOARD  
CATERING**



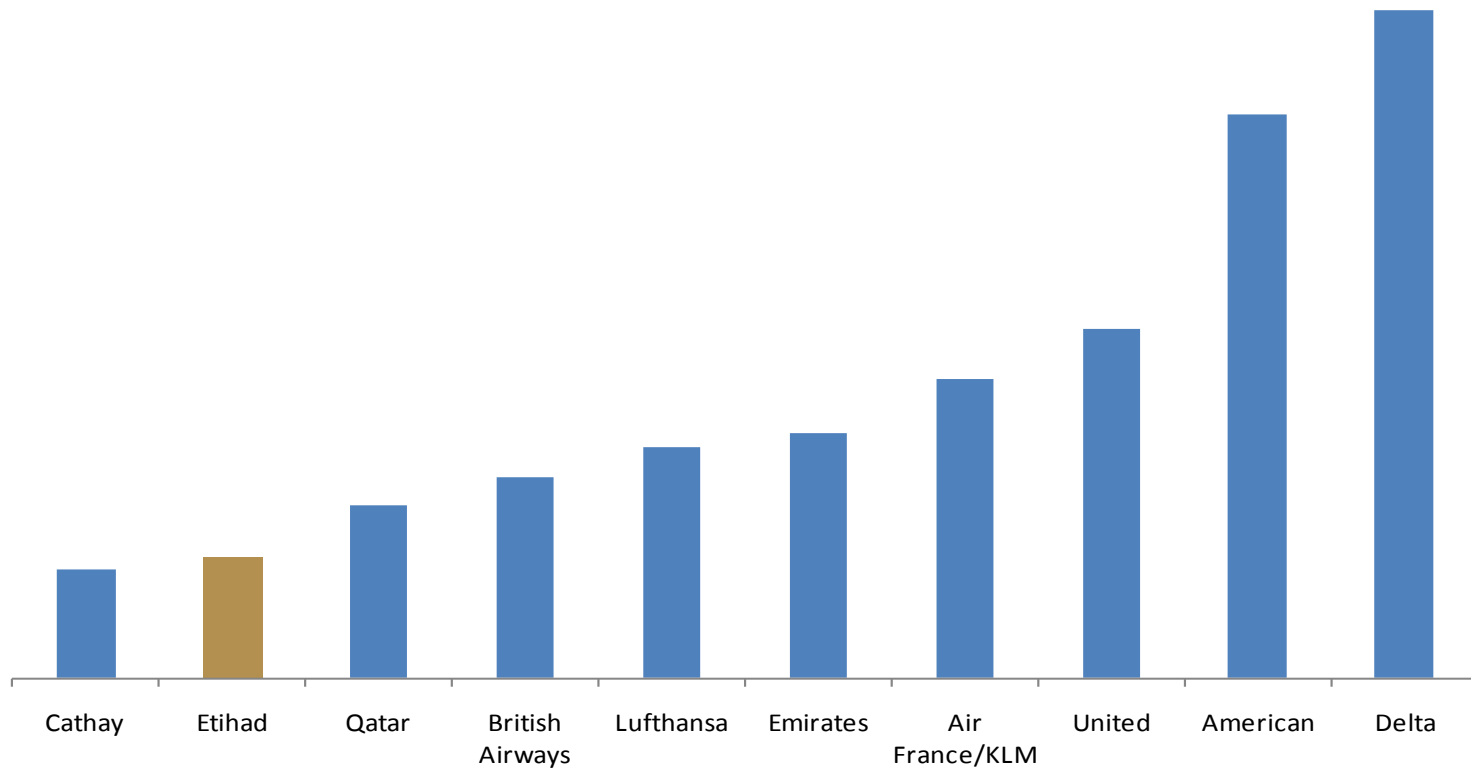
Cabin	2009 Ranking	2010 Ranking
First	7 <sup>th</sup>	2 <sup>nd</sup>
Business	4 <sup>th</sup>	3 <sup>rd</sup>
Economy	9 <sup>th</sup>	6 <sup>th</sup>



# 2008 to 2011 capacity and cask (fils/ask)

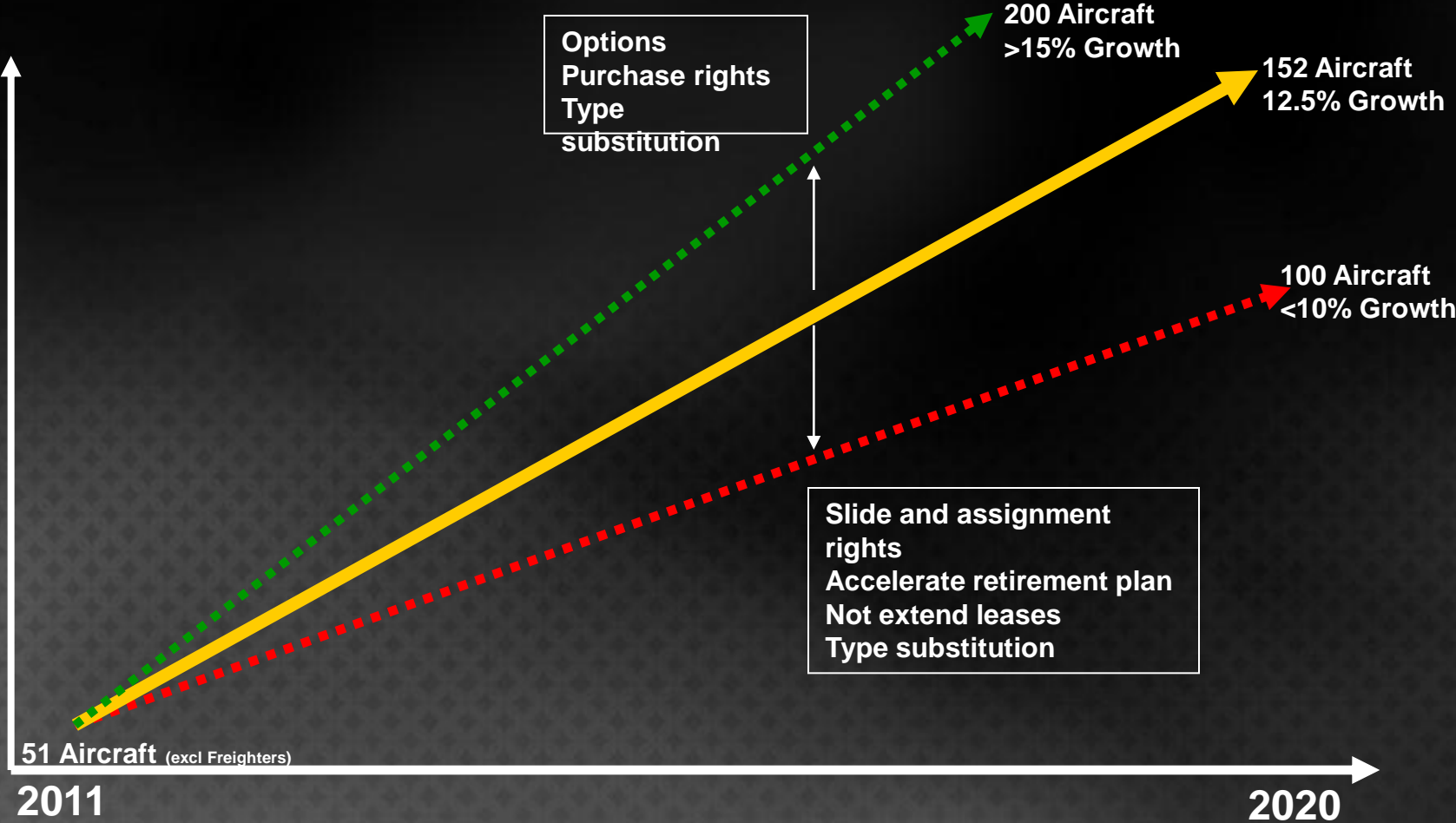


## Forecast Passenger Fleet at 2020

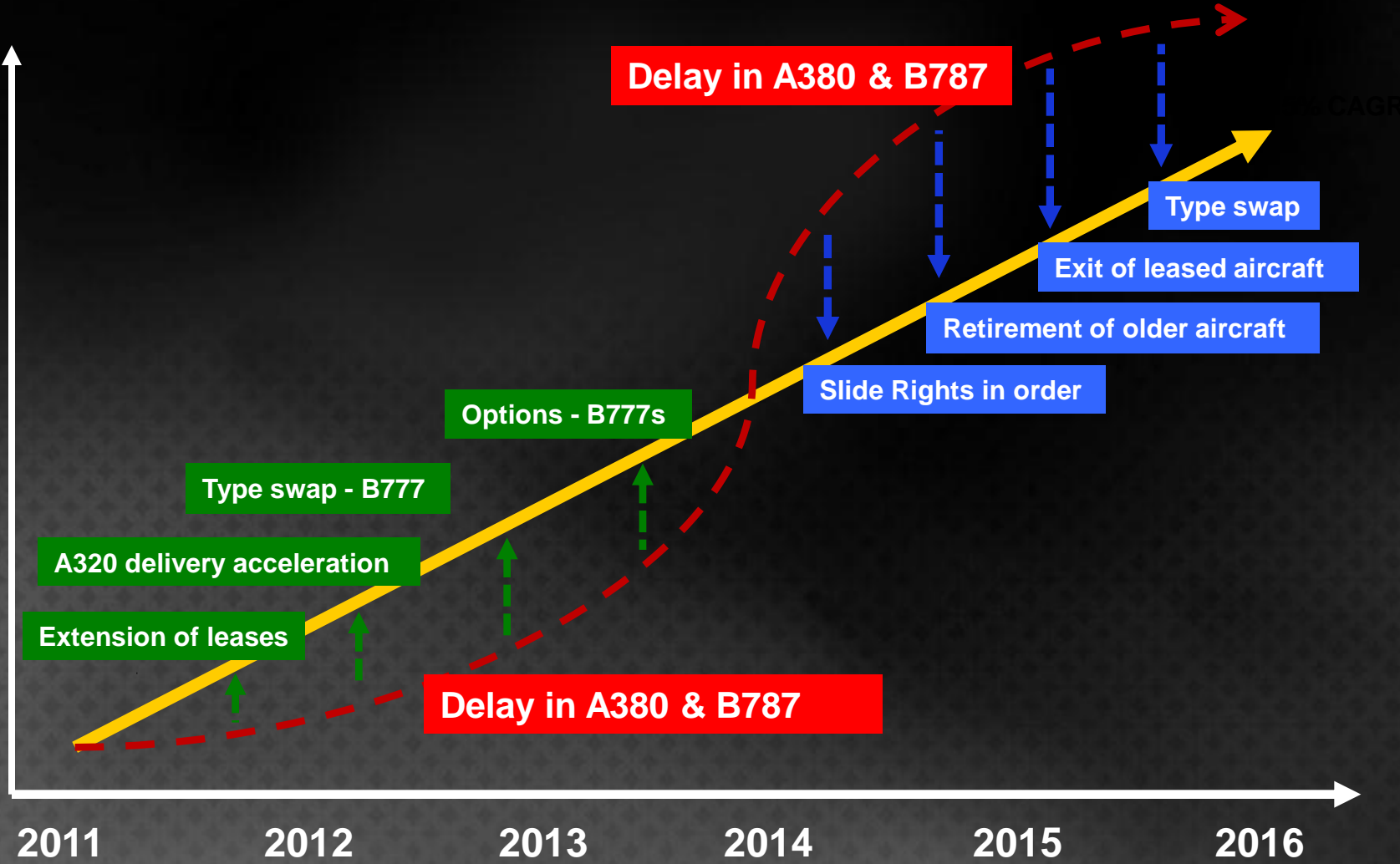


Forecast passenger fleet based on announced orders, assumed growth rates and retirement policies

# Fleet flexibility



# Fleet flexibility – A380 & B787 delay



# Enriched business model

## Mandates

- Contribute to Abu Dhabi 2030
  - Be World's Best Airline
  - Be Profitable

**Passenger  
Air Transport**

**Distribution  
(in partnership  
with AD  
entities)**

**Air Cargo  
Operations**

**Abu Dhabi  
Hub  
Operations**

**New Abu Dhabi Aviation, Travel and Aerospace Governance Model**

# Etihad 2020 projections

- Etihad Airways will be a major global business  
25 million passengers a year
- Up to 100 major business and leisure destinations
- 27,000 employees
- 155 aircraft (without exercising options  
or purchase rights)
- Profitable and sustainable

FROM  
ABU DHABI



TO THE  
WORLD