



MARKET

Emirates Airline is determined to maintain its well-established place at the forefront of global luxury air carriers. The airline has an almost mythical status amongst its peers thanks in no small part to the story of its meteoric rise from inception just 22 years ago funded by a cheque for US\$10 million from Dubai's ruler Sheikh Mohammed bin Rashid Al Maktoum and just two leased aircraft. The boldness of that dramatic rise continues to steer the airline's successful course as it spearheads Dubai's emergence as a world economic and tourism centre.

In a highly competitive market Emirates had another record year in 2007-08 recording net profits of Dhs 5.02 billion on a turn over increase of 32.5% on a production growth of 13.7%. Supported by a 9.5% improvement in yield this generated a net income increase of 62%. The airline also took steps over the year to broaden its network with new routes opening up to service Venice, Toronto, Sao Paulo and Houston among others.

In spite of increasingly hostile market conditions Emirates has managed to limit the impact of fuel prices whilst continuing expansion of its product range and offering. With oil prices averaging US\$122 a barrel the airline has shown solid fundamentals through the troubled period and posted half year profits of Dhs 284 million in November 2008. A determined approach to growth also saw operating revenues increasing by 31% to Dhs 22.1 billion, whilst passenger traffic was up 11%, cargo tones up 13% and passenger yield increasing by a total of 20%.

Emirates' commitment to the future is as bold as ever with the largest order in aviation history at the Dubai Air Show in 2007 bringing their order book to 182 aircraft worth approximately US\$58 billion. Furthermore the long awaited commencement of Emirates' Airbus A380s and the opening of its new state-of-the-art dedicated Terminal 3 in Dubai suggest a strong desire to expand further in 2009 for the prestigious Middle Eastern carrier.



ACHIEVEMENTS

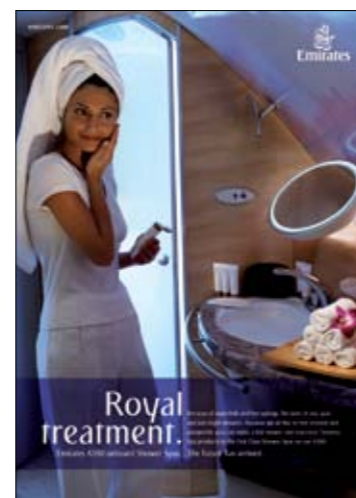
Emirates has amassed over 400 international awards in recognition of its services. In 2008 it was awarded Most Popular Airline by Arabian Business Travel Survey, Best Middle East/African Airline at the Business Traveller Asia-Pacific Awards and Best Middle East Airline by UltraTravel, the Daily Telegraph's luxury travel magazine. 2008 also saw Emirates' innovative website and frequent flyer programme awarded with Best Global Airline Website by VWebAwards and Best Frequent Flyer Programme at the Business Traveler Middle East Awards.

Emirates' First Class was praised at the Golden Wing Awards 2008 with the Best First Class. Similarly the airline's Business Class product was commended by The Most Creative Business Cabin Food & Beverage of the Year by M.I.C.E Travel, China 2008.

The airline's inflight entertainment was again recognised in 2008 with Skytrax's Best Airline Inflight Entertainment Award and also Best In-flight Entertainment in the World from the World Airline Entertainment Association's Avion Awards.

The airline's new routes have been delivering on target with the Sao Paulo route, in its first year of operation, bringing in both the Best International Carrier in Brazil award from Aero Magazine and Best International Airline by Brazil Travel News.

Emirates' Cargo award success continued with Best Airline 2008 at the Garbe World Cargo Centre Air Cargo Awards and Best Middle East Cargo Airline at the Cargo Airline of the Year Awards, London.



HISTORY

On 25th October 1985 Emirates flew its first routes out of Dubai as a national airline with just two aircraft - a leased Boeing 737 and Airbus 300 B4. After making its start-up investment the Government of Dubai treated Emirates as an independent business entity establishing an Open Skies policy from which approximately 120 airlines now operate in and out of Dubai. Emirates has thrived on the competition, showing growth above 20% per annum and flights that in 2008 carried roughly half of the 34 million passengers who travelled through Dubai.

Key milestones:

2001 – Emirates announced the largest order in aviation history, valued at US\$15 billion with 58 new aircraft, a mix of Airbus and Boeing, joining the rapidly expanding fleet.

2005 – Emirates announced the largest-ever order for the Boeing 777 - 42 in all – in a deal worth US\$ 9.7 billion.

2007 – Emirates announced an aircraft order at the Dubai Air Show for 120 Airbus A350s, 11 A380s, and 12 Boeing 777-300ERs, worth an estimated US\$34.9 billion.

PRODUCT

Emirates currently has 122 aircraft in its fleet – 112 passenger aircraft (Airbus A380, A340 and A330s and Boeing 777s) and 10 freighter aircraft, and with 100 more on order including Airbus A350s it will operate one of the youngest fleets in the world. Its network now covers over 100 cities across six continents with a dedicated lounge network now present in 18 airports around the world.

On the Airbus A380s and Boeing 777s, new First Class Suites offer massage-enabled leather seats



that convert to flat beds with privacy screens, personal mini-bar and inbuilt vanity consoles. The A380 offers onboard Shower Spas for First Class customers and an onboard Lounge

for the premium cabins. First Class seats on other aircraft provide spacious sleeper seats pitched at between 62-70" apart depending on the type of aircraft, seats reclining 18" and ample personal wardrobe and overhead locker space.

Business Class provides all the comfort long associated with Emirates. Seat rows are pitched 48" apart on the A380s, A330s and A340s, 47" on the Boeing 777s and 55" on A340-500s. Electronically-operated footrests and lumbar support, as well as adjustable headrests and new generation intelligent design offer controlled comfort throughout flights.

Both First and Business Class can take advantage of the Emirates Chauffeur-drive service at most destinations. The complimentary service can be arranged up to 48 hours ahead of travel.

Emirates was the first airline to provide economy travelers with individual television screens in 1992 and has ensured that its inflight entertainment system has remained second to none, while catering and service levels have consistently been voted the best in surveys and at international travel award ceremonies.

Emirates gourmet cuisine has won numerous awards. Multi-course meals in First Class and an extensive choice of dishes in Business Class are designed by master chefs and accompanied by fine wines and champagnes. Economy Class customers also see world-class standards with an ever changing menu to ensure variety.

The Emirates onboard entertainment system (ICE for Information, Communication Entertainment), has the widest choice and quality of entertainment in the skies. Entertainment includes latest movies, TV shows, audio channels and video games. In the new A380s, ICE delivers 1,000 channels of on-demand entertainment on 23" touch-screen digital widescreens. All seats offer Airshow flight information as well as providing an in-seat satellite telephone service.

Emirates crew have repeatedly won awards for their excellence over the years. Due to global recruitment drives the crew have a multi-cultural base – between them speaking an astonishing 120 languages.

Emirates frequent flyer programme, Skywards, offers three membership tiers – Blue, Silver and Gold – each offering a greater degree of benefits and privileges. Members can claim rewards for their travel in a flexible manner, both with traditional flights and through purchases through The Emirates High Street - a choice of over 200 products, ranging from luxury brands to everyday lifestyle objects.

In 2008 the airline launched Emirates Business Rewards which gave small to medium sized businesses the opportunity to earn rewards through employees travel.

RECENT DEVELOPMENTS

2008 saw the arrival of Emirates' first ordered A380s and began operating the superjumbos on routes across its network.

The aircrafts offer a sumptuous experience – luxurious First Class private suites, a new Business Class seat configuration providing aisle seats across the board, on demand meal services as well as an exclusive onboard lounge. Onboard Shower Spas offer a new experience in inflight refreshment.

With the ability to carry more passengers, and the best fuel and emission performance in the industry, adoption of the A380s, and in future A350s, define Emirates' approach to limiting impact on the environment. Working closely with both Airbus and Boeing Emirates intends to build the most fuel efficient and eco friendly fleet in the sky.

2008 saw the opening of Emirates Terminal 3 at Dubai International Airport. The dedicated terminal for Emirates customers is a state-of-the-art facility that rivals some of the very best airports in the world. Created to be a destination in itself, the terminal houses impressive First and Business Class lounges complete with fine dining options and dedicated spas, extensive duty-free shopping and a luxury hotel.

2008 also witnessed launches in L.A. and San Francisco opening up non-stop routes into the US West Coast. On the other side of the globe, new flights into Guangzhou extended Emirates China regional network to four destinations and an increase in flights to ten cities on the Indian subcontinent took the weekly count to 163 flights per week.

PROMOTION

From its founding days Emirates captured the imagination and inspired its customers. It was aligned with a new emerging world that craved experience more than physical products, an ideas-based economy over the process-driven manufacturing economy and as such naturally established a brand platform to challenge and inspire people to seek new experiences as part of their travel. Emirates established the need for fresh perspectives through its clarion call to consumers, 'Keep discovering'.

The Corporate Communications team in Dubai manages a diverse team of brand, PR, Events, digital and advertising agencies across the globe. 2008 saw the launch of a global TV campaign across all six continents, through-the-line campaigns promoting the arrival of the A380 and the opening of Emirates Terminal 3 as well as bespoke campaigns supporting each of the seven new network destinations. In total, over 1,600 campaigns - most involving multiple media channels - were developed in 2007 in over 100 countries.

Sponsorship continues to form an integral part of the Emirates communications mix through building brand awareness and affinity with new audiences. In terms of global television coverage, sponsorships generated over US\$500 million in media exposure for the brand in 2007/8 alone. Key sponsorships include the ICC Cricket World Cup, FIFA World Cup, Dubai World Cup, Rugby World Cup and the America's Cup.

An Internet Communications team extends the Emirates brand online; an average of three million unique visitors per month to the re-launched Emirates site and several award-winning banner and microsite campaigns in 2007/8 testify to their success. Emirates have a strong presence at hundreds of trade events around the globe, such as the Arabian Travel Market and the ITB in Berlin, thanks to a dedicated events and promotions team whilst a Media Relations department manage over 40 public relations agencies around the network to continuously build relationships with key media.

BRAND VALUES

The Emirates brand is an ambitious and visionary, yet empathetic, brand that strives to make travel more enjoyable and stimulating through its innovative and progressive approach to travel. Emirates brand ambassadors embrace change, seek to be treated as individuals and are fascinated by new experiences and places. Their motto is truly to 'Fly Emirates. Keep discovering'.

www.emirates.com



Things you didn't know about Emirates

Emirates' order book has a new plane arriving roughly every four weeks.

The A380 consumes 20% less fuel per seat than today's largest aircraft.

Flying non-stop from Dubai to L.A. takes just 16hrs 45mins.

Emirates Airline is part of the Emirates Group which, with more than 40 brands, employs 35,000 people worldwide.

Superbrands