

Announcing Ethiopian Airlines As A Future Member Of Star Alliance

Jaan Albrecht
CEO Star Alliance
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How An Idea Was Born

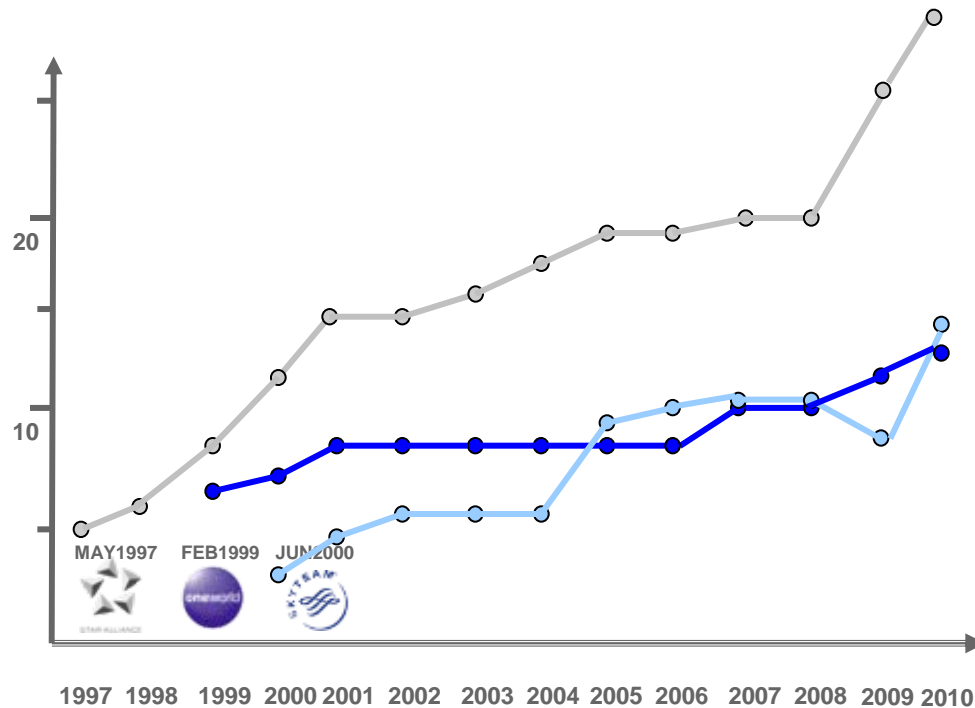


1997: Creating the world's first global airline alliance was a visionary concept for the future of our industry

Today: Alliances are an accepted and successful model to safeguard a global, attractive and competitive offer

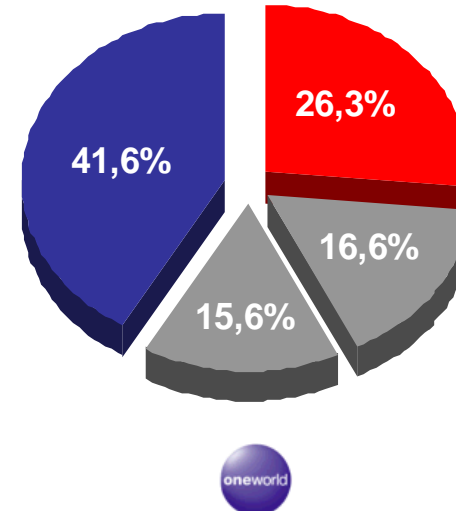
Alliance Growth And Market Share

Number of Members since 1997



Revenue Passenger Kilometers

Others



Sources: Innovata, IATA WATS 53 (published 2009) & Air Transport Intelligence.
RPK shares based on 91.3% of the world ASK capacity with 8.7% estimated.

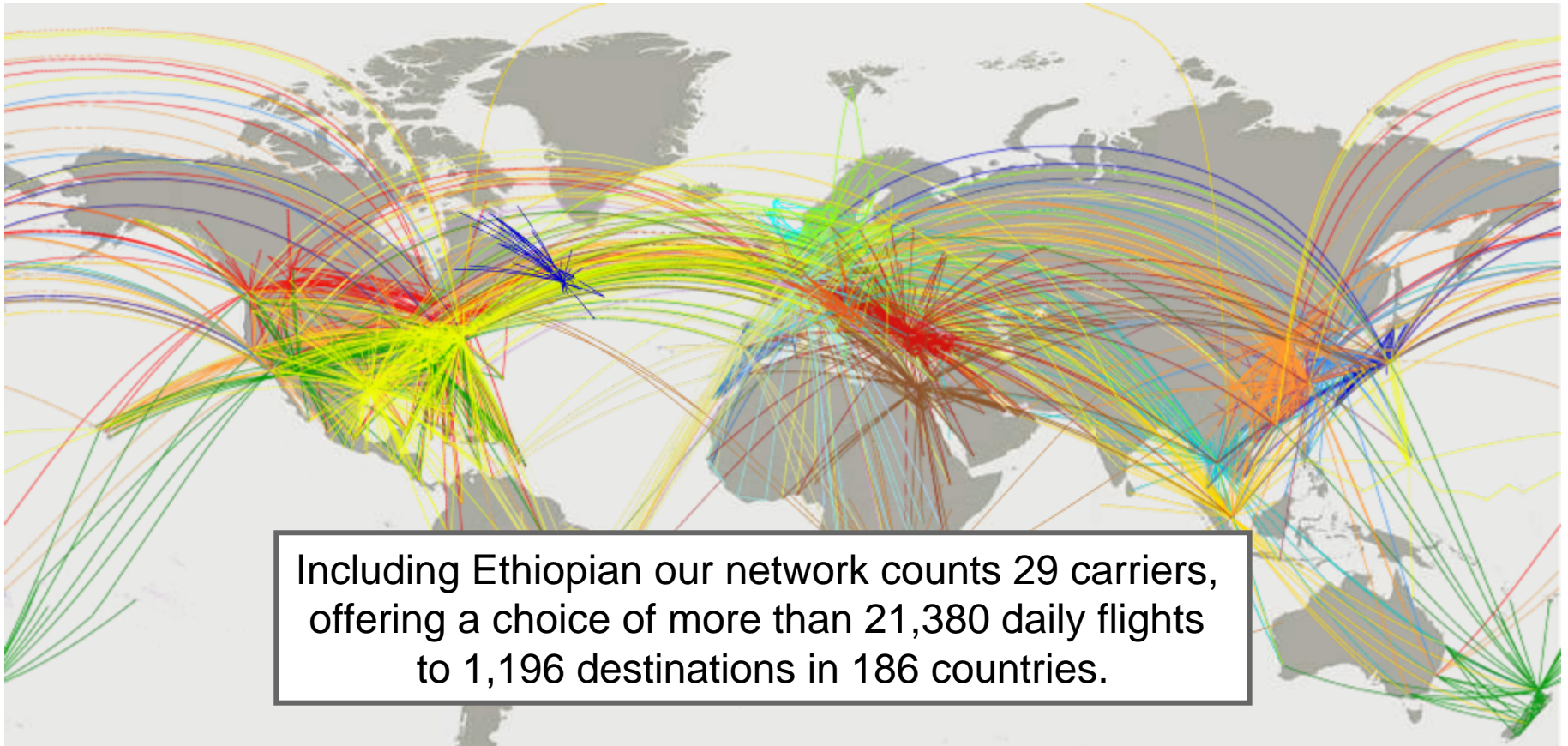
The Alliance Composition Today

The customer determines the shape of our alliance

		
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<p>Future members:</p> <div>   </div>	<p>Future members:</p> <div>  </div>	<p>Future members:</p> <div>    </div>

1) Shanghai Airlines leaving on 31OCT10

Unsurpassed Global Reach, But Few White Spots Remain



A Common Vision

Star Alliance was founded with a clear vision in mind:

Vision ***"to be the leading global airline alliance for the high value international traveler"***

Mission ***"to contribute to the long-term profitability of its members beyond their individual capabilities"***



Alliance Benefits

The alliance delivers benefits for our airlines' **customers** ...

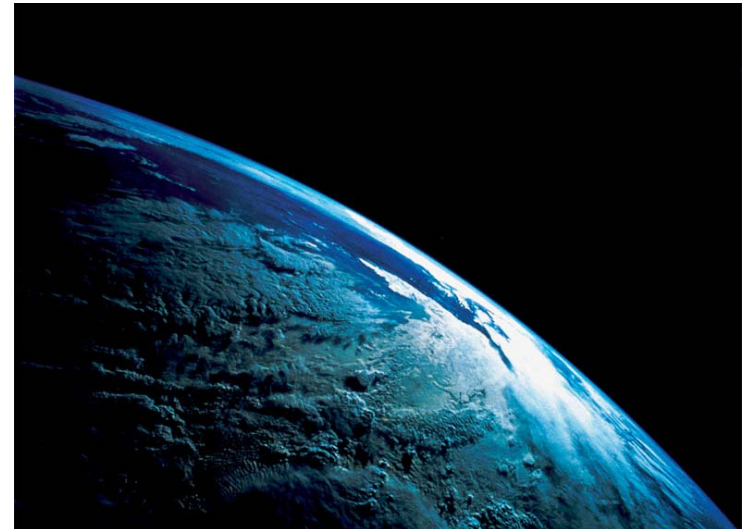
... as well as for the bottom line of our member airlines



Three Basic Principles In The Best Interest Of Our Passengers

Global Reach

- A world spanning network
- Superior connections
- Competitive sales products



Three Basic Principles In The Best Interest Of Our Passengers

Worldwide Recognition

- Accumulating and redeeming miles on any member airline
- Priority travel benefits across the network



Three Basic Principles In The Best Interest Of Our Passengers

Seamless Service

- Moving under one roof
- Joint facilities
- Superior transfer products



Alliance Benefits

The alliance delivers benefits for our airlines' customers ...

... as well as for the bottom line of **member airlines**

Synergies At Work

Joint Sourcing

- Fuel
- Aircraft seats
- Telecommunications
- Spare parts
- In-flight service material

Modern Infrastructure

- StarNet
- Common IT platform

Best Practice Exchange



Our Strategy For A Continent

Star Alliance in Africa

Ethiopian Airlines - Our Future Member

- The airline is an industry leader in the continent
- The airline is known for its dedication for safety and passenger service
- The airline operates an important hub as a gateway to Africa
- The airline has built tight bilateral links to several alliance members
- The airline has a reputation for solid and successful management
- The airline represents a solid pillar of our strategy for Africa

In other words:

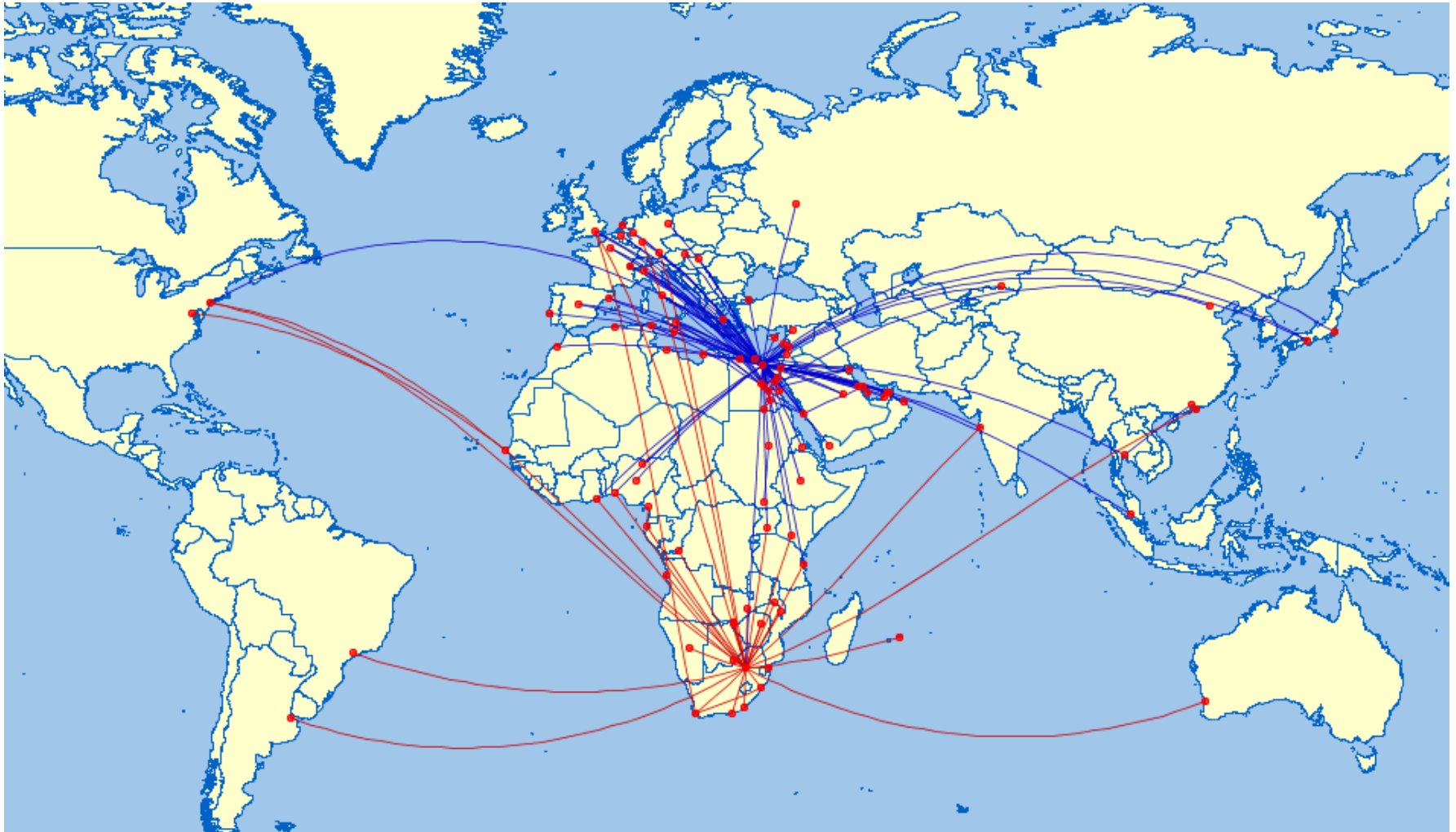
Ethiopian is a perfect fit



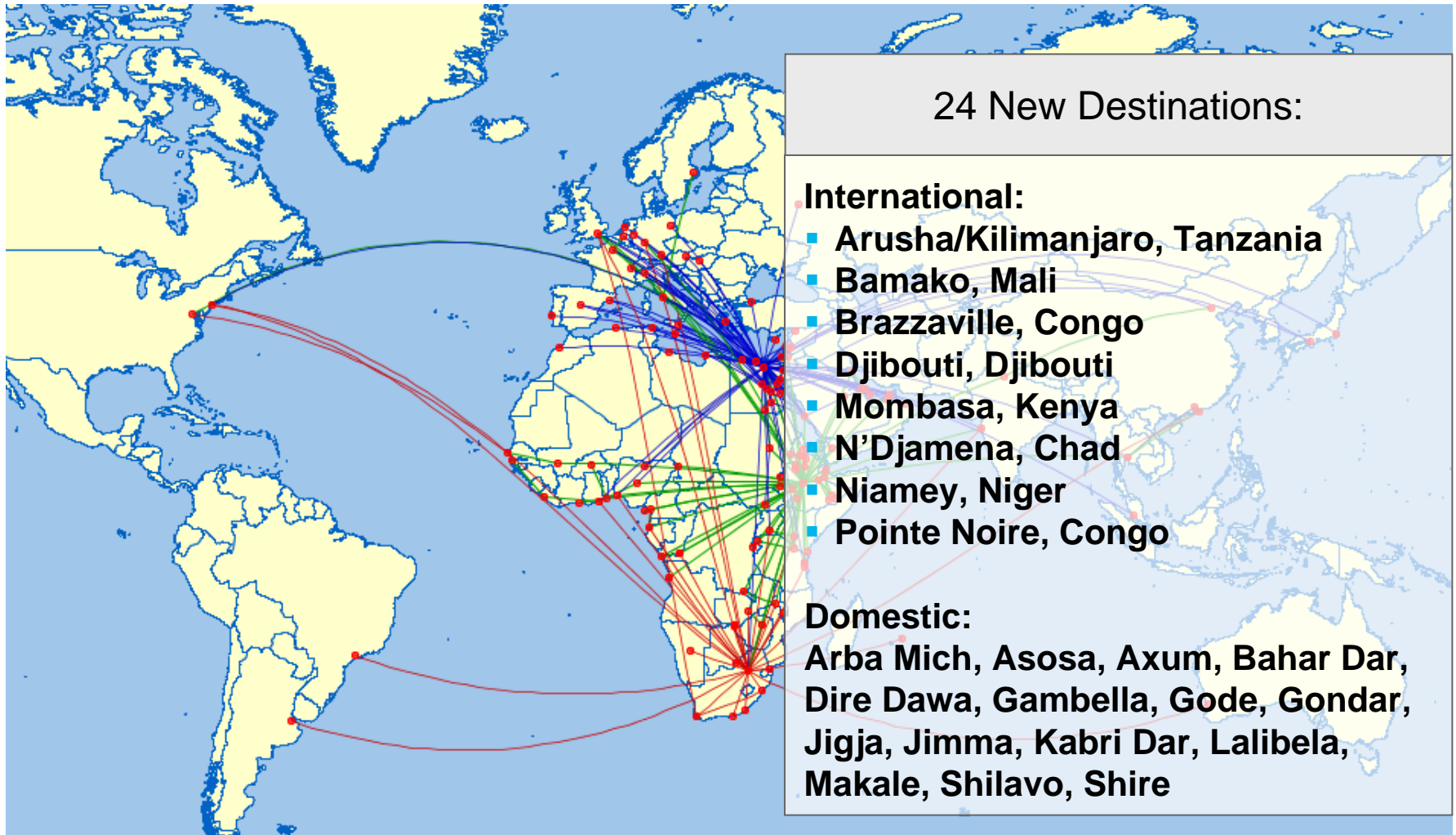
Africa 2006: South African Airways Adds Its Network To The Alliance



Africa 2008: EGYPTAIR Joins The Team



Africa 2011: Ethiopian Strengthens The Network

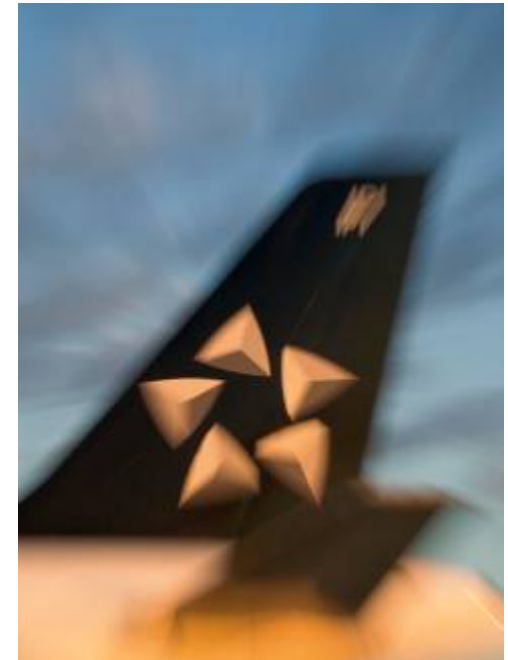


In Total - The Best Alliance Network Serving Africa



Joining Star Alliance: A Good Investment In A Strong Partnership

- Most comprehensive network
- Strong home market positions
- Strong presence at major hubs
- High consumer awareness
- Best Frequent Flyer Programme cooperation
- A diversity of cultures working together
and last but not least...
... a partnership based on trust and friendship





Thank You