


EMIRATES

Emirates Group Headquarters, PO Box 686

Dubai, UNITED ARAB EMIRATES

Code: EK Employ 9,163

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Ownership: 100% state

Executive Management
Chairman HH Sheikh Ahmed bin Saeed Al-Maktoum

Group Managing Director Maurice Flanagan

Chief Director Airline Tim Clark

Chief Director Support & Development Gary Chapman

Director Cargo Ram Menen

Commercial Operations Director Ghaith Al Ghaith

Financial Data (mil. US\$)	Fiscal Year Ending 3/31	
	2001†	2002
Passenger Revenue	1,260.0	1,433.0
Total Revenue (excluding incidental revenue)	1,885.0	2,128.0
Expenses (excluding incidental revenue)	1,682.2	1,926.9
Operating Profit	202.8	201.1
Net Income after Taxes	144.7	164.2
Percent Change in: Revenue	28.1	12.9
Expenses	29.3	14.5
Yield-c per RPM	10.44	9.97
Percent Change	(8.4)	(4.5)
Cost-c per ASM	10.38	9.85
Percent Change	5.4	(5.1)

† Values and reporting basis updated from 2002 Source Book.

OPERATING DATA-SCHEDULED

	Calendar Year	
	2000	2001

Revenue Passenger Miles (mil.)	12,063.3	14,370.2
Percent Change	26.7	19.1

Revenue Ton Miles (mil.)	2,182.0	2,548.8
Percent Change	24.3	16.8

Aircraft Fleet	Year End Fleet		Year End 2001 Fleet	Projected Year End		
	2000	2001	On Order/Options	2002	2003	2004
Stage III 777-200/300	12	13	4	16	17	19
A300	3	1				
A310	5	3		2		
A330	12	19	7	24	29	29
A340			16		4	8
A380			32			
Total Fleet	32	36	59	42	50	56
Percent Change	10.3	12.5		16.7	19.0	12.0