THE EMIRATES GROUP

ANNUAL REPORT 2023-24

CONTENTS

Emirates is a global airline, serving 149 airports in 78 countries from its hub in Dubai, United Arab Emirates.

dnata is one of the world's largest combined air services providers in the world, serving 178 cities and airports in 36 countries. Its main activities are the provision of cargo, ground handling, catering, retail and travel services.

Emirates and dnata are independent entities and do not form a group as defined by International Financial Reporting Standards. However, these entities are under common management. Therefore, in the Management Review section of this document, they are together referred to as the Emirates Group.

HIS HIGHNESS SHEIKH MOHAMMED BIN RASHID AL MAKTOUM

VICE PRESIDENT AND PRIME MINISTER OF THE UAE AND RULER OF DUBAI

The UAE's remarkable journey of development over the last five decades is a testament not only to the futuristic vision of our founding fathers but also their human-centric approach to growth. The foresight of our nation's leaders created the resilient foundations needed to build world-leading companies and become a magnet for investment, talent, and innovation.

The Emirates Group is a brilliant example of our nation's ability to create value not just for itself but also the world. From its modest beginnings in the global aviation industry, Emirates grew into an air transport and travel services powerhouse in a short period of time. The Group's global footprint today extends to 277 cities across continents, making Dubai one of the world's most connected cities.

Both Emirates and dnata have capitalised on Dubai's strategic advantages to create successful business models capable of withstanding the most severe crises and challenges. Their steadfast commitment to excellence continues to generate immense value for our country and the communities they serve across the world.

The success of the Group, which saw record profitability this year, cannot be measured just by its financial performance. Its success also mirrors its innovative spirit, dedication to excellence, and its focus on people, customers and the environment. Together, these qualities have enabled Emirates and dnata to build a strong global reputation, earn stakeholders' trust, and lay the groundwork for sustainable growth.

As Dubai continues to build on its remarkable success, the Dubai Economic Agenda D33 launched last year has opened new avenues for the city's growth as a major player on the global stage. With several strategic initiatives, we are on track to transforming Dubai into one of the world's top three urban economies. Supported by progressive policies, laws, and practices, and productive public-private partnerships, we aim to double the emirate's GDP over the next decade.

The Emirates Group is playing a key role in realising the D33 agenda's ambitious objectives. Its vast air transport capabilities are vital to expanding Dubai's economic corridors, especially to new fast-growing economies in the global south, and doubling the emirate's foreign trade by 2033.

I look forward to the Emirates Group's continued contributions to the nation's goals, as we seek to create opportunity and prosperity, enhance lives, and build a brighter future for generations to come.

FINANCIAL HIGHLIGHTS

Emirates Group

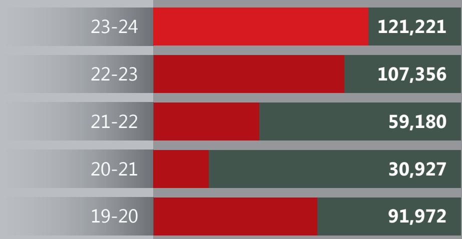
Financial highlights		2023-24	2022-23	Higher
Revenue and results				
Revenue and other operating income*	AED m	137,339	119,817	14.6
Operating profit	AED m	21,380	14,192	50.6
Operating margin	%	15.6	11.8	3.8 pts
EBITDA	AED m	39,907	34,489	15.7
EBITDA margin	%	29.1	28.8	0.3 pt
Profit attributable to the Owner	AED m	18,655	10,912	71.0
Profit margin	%	13.6	9.1	4.5 pts
Financial position				
Total assets**	AED m	178,689	172,140	3.8
Cash assets	AED m	47,106	42,480	10.9
Employee				
Employee strength	number	112,406	102,379	9.8

* After eliminating inter-company income/expense of AED 3,123m in 2023-24 (2022-23: AED 2,438m).

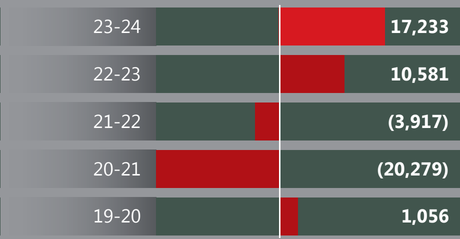
** After eliminating inter-company receivables/payables of AED 401m in 2023-24 (2022-23: AED 438m) as at the reporting date.

Percentages and ratios are derived based on figures rounded off in millions.

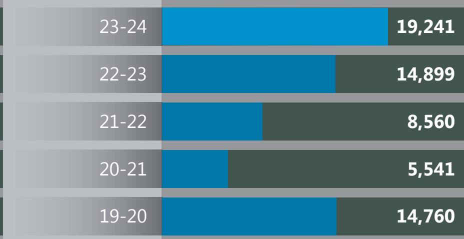
The financial year of the Emirates Group is from 1 April to 31 March. Throughout this report all figures are in UAE Dirhams (AED) unless otherwise stated. The exchange rate of the Dirham to the US Dollar is fixed at 3.67.



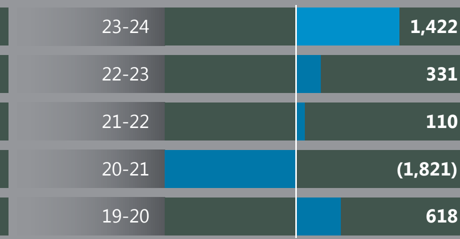
Revenue and operating income in AED m



Profit/(loss) attributable to Owner in AED m



Revenue and operating income in AED m



Profit/(loss) attributable to Owner in AED m

Emirates

Financial highlights		**2023-24**	**2022-23**	**Higher/ (lower) %**
Revenue and results				
Revenue and other operating income	AED m	121,221	107,356	12.9
Operating profit	AED m	19,964	13,877	43.9
Operating margin	%	16.5	12.9	3.6 pts
EBITDA	AED m	37,563	33,266	12.9
EBITDA margin	%	31.0	31.0	0.0
Profit attributable to the Owner	AED m	17,233	10,581	62.9
Profit margin	%	14.2	9.9	4.3 pts
Return on Owner's funds	%	47.2	45.0	2.2 pts
Financial position				
Total assets	AED m	163,932	157,688	4.0
Cash assets	AED m	42,936	37,352	14.9
Net debt to equity ratio	%	54.3	158.3	(104.0) pts
Key operating statistics				
Passengers carried	number '000	51,924	43,626	19.0
Cargo carried	tonnes '000	2,176	1,849	17.7
Passenger seat factor	%	79.9	79.5	0.4 pt
Overall capacity	ATKM million	57,735	48,181	19.8
Available seat kilometres	ASKM million	344,720	284,044	21.4
Aircraft	number	260	260	-
Employee				
Employee strength	number	63,466	56,379	12.6

dnata

Financial highlights		**2023-24**	**2022-23**	**Higher/ (lower) %**
Revenue and results				
Revenue and other operating income	AED m	19,241	14,899	29.1
Operating profit	AED m	1,416	315	349.5
Operating margin	%	7.4	2.1	5.3 pts
EBITDA	AED m	2,344	1,223	91.7
EBITDA margin	%	12.2	8.2	4.0 pts
Profit attributable to the Owner	AED m	1,422	331	329.6
Profit margin	%	7.4	2.2	5.2 pts
Return on Owner's funds	%	26.2	5.4	20.8 pts
Financial position				
Total assets	AED m	15,158	14,890	1.8
Cash assets	AED m	4,170	5,128	(18.7)
Key operating statistics				
Aircraft turns handled	number	778,026	712,383	9.2
Cargo handled	tonnes '000	2,853	2,730	4.5
Meals uplifted	number '000	122,956	111,350	10.4
Travel services: Total Transaction Value (TTV)	AED m	8,910	7,020	26.9
Employee				
Employee strength	number	48,940	46,000	6.4

HIS HIGHNESS SHEIKH AHMED BIN SAEED AL MAKTOUM

CHAIRMAN AND CHIEF EXECUTIVE

EMIRATES AIRLINE AND GROUP

2023-24 has been another outstanding year for the Emirates Group.

We are reporting our best financial results ever, surpassing last year with a new record profit of AED 18.7 billion, and revenue increasing 15% to AED 137.3 billion.

This result was driven by strong customer demand across markets and Group divisions, once again validating the strength of our business model and brands, the quality of our products and services, and the capability of our people.

It is also a credit to the UAE's visionary leaders for all the progressive policies and initiatives that continue to make our hub, Dubai, an irresistible magnet for investments, commerce, talent, and visitors.

AED
18.7bn
RECORD PROFIT
FOR THE GROUP

The Emirates Group's financial performance and exceptional cash balance of AED 47.1 billion places us in a strong position for growth, enabling us to invest to deliver even better products, services, and more value to our customers and stakeholders.

In 2023-24, we committed AED 111 billion in our future, with many projects already underway including: a multibillion-dollar aircraft fleet and cabin renewal programme; new catering, cargo, and ground handling capabilities; advanced technologies to support our operations; expanded training and development programmes for our people; and initiatives to progress our sustainability agenda.

Emirates and dnata have declared combined dividends of AED 4.0 billion to our owner, the Investment Corporation of Dubai.

Emirates: year in review

Emirates hits a new record profit of AED 17.2 billion with revenue up 13% to AED 121.2 billion.

Airline capacity rose 20% to 57.7 billion ATKMs, recovering to near pre-pandemic levels, with a high seat load factor at 79.9%. This reflects the voracious appetite for travel across all customer segments and the power of Emirates' global network, amplified by our bench of strategic airline partners including Air Canada, flydubai, Qantas, and United Airlines.

At Dubai Airshow 2023, Emirates ordered 110 additional widebody aircraft from Airbus and Boeing, an investment worth US$ 58 billion at list prices. Our total order book now stands at 310 aircraft, supporting fleet growth and the replacement of older jets with new-generation units that are efficient to operate and comfortable for our customers to fly in.

We began constructing a new US$ 950 million engineering complex at Dubai World Central to support our fleet into the 2040s, and signed contracts worth US$ 2.7 billion for new aircraft seats, galleys, landing systems, inflight connectivity solutions, and MRO services. These investments underpin Emirates' commitment to quality and ensure customers can enjoy our signature experience for years to come. It also generates significant value across the aviation supply chain, supporting thousands of skilled jobs.

In 2023-24, 16 more fully refurbished A380s rolled out of our ongoing US$ 2 billion retrofit programme, sporting our latest cabin interiors, and making the popular Emirates Premium Economy product available to even more customers around the world. We invested over AED 30 million this year in our dedicated Emirates Lounges, reopening eight refreshed facilities in Brisbane, Dusseldorf, Frankfurt, Hamburg, Hong Kong, Johannesburg, Manchester and Munich; and committing to add more lounges in our network including in Mauritius and Casablanca. We restored our signature Chauffeur Drive Service across our network and introduced it to premium customers in Jakarta.

Onboard, Emirates implemented a slew of inflight enhancements from menus and amenities to entertainment content. Highlights include: the introduction of complimentary loungewear in Business Class, and the ability for customers to pre-order meals.

Providing customers with more connection options, we restarted services to Tokyo Haneda, added capacity to 29 destinations, and launched new daily flights to Montreal, Canada. Emirates also inked codeshare and interline agreements with eight new partners, further extending our network's reach.

Enhancing rewards and benefits for our loyal customers, we relaunched our Skywards Everyday product, which enables Emirates Skywards members to earn Miles on everyday shopping, and announced an exclusive strategic partnership with Visa on our co-branded card portfolio in the GCC markets.

Cementing our position in global air logistics and trade, Emirates SkyCargo carried 2.2 million tonnes of goods around the world in 2023-24, up 18% as more belly-hold capacity became available with expanded passenger operations, and thanks to a capacity boost from the leasing of Boeing 747 freighters to meet demand.

During the year, we unveiled Emirates Vital and Emirates Medical Devices, two purpose-built cargo solutions to serve the unique requirements of the life sciences and healthcare sector. We also launched Emirates Delivers in Kuwait to connect shoppers there with e-commerce brands in the UK, the US, and the UAE. Emirates Delivers is poised to scale up significantly in the coming years, focussing on markets underserved by business-to-consumer delivery solutions.

Despite continued challenges in global logistics, our cargo division consistently outpaced the market, reporting a revenue of AED 13.6 billion. This reflects the high customer demand for our specialist logistics solutions and the reach of our global network, Dubai's world-class sea-air hub capabilities, and the fruits of our ongoing investments in digital technology, infrastructure, and products.

Emirates' strong brand remains a strategic asset, helping us stand apart from the competition, gain consumer interest and affinity, attract talent, and create business opportunities. In 2023-24, we ramped up brand investments with new global campaigns featuring Hollywood actress Penelope Cruz and refreshed advertising for Emirates SkyCargo. We also entered significant marketing partnerships to become Official Global Airline Partner of the National Basketball Association (NBA), and Official Airline of The Championships, Wimbledon.

AED
137.3bn
RECORD REVENUE
FOR THE GROUP

We saw strong results from our subsidiaries, notably at Emirates Flight Catering and MMI/Emirates Leisure Retail (ELR).

Emirates Flight Catering hit record revenues of AED 970 million from external customers, driven by traffic growth at Dubai's airports. During the year, it supplied 16.2 million meals to external customers, up 27%, out of a total of 76.9 million meals produced. It also saw rising demand for its other ancillary businesses including at Linencraft, its laundry facility which primarily serves airline and hospitality clients.

MMI/ELR revenue surged 18% to AED 2.9 billion, as it expanded UAE operations to meet growing wholesale and retail demand driven by the booming tourism sector. ELR recorded sales growth of 21% globally, with strong contributions from its key markets – the UAE, the US and Australia.

dnata: year in review

dnata performed strongly across its business divisions – airport operations, catering & retail, and travel, with overall annual profit rising 330% to AED 1.4 billion, while revenue increased 29% to reach a new record of AED 19.2 billion. Revenue share from our international businesses rose a further 3% points to account for 75% of dnata's total annual revenue.

This solid result reflects the increased flight operations from customer airlines, and sustained demand for travel across our UAE and worldwide business divisions. It also demonstrates the value of our ongoing investments in people, equipment, technology, and facilities, which enables dnata to win over new and existing customers with high quality products and services.

Airport operations, the biggest contributor to dnata's total revenue, reported a 20% growth in revenue to AED 8.8 billion. Our commitment to innovation, safety and service excellence helped us win over 100 new ground and cargo handling contracts across our global operations during the year.

Ramping up operations to meet airline customer demand particularly in Australia, Singapore, the UK, and the UAE, dnata handled 2.9 million tonnes of cargo in 2023-24, up 5%, and 778,026 aircraft turns, an increase of 9%.

We brought autonomous drones into our UAE cargo operations, implemented AI-powered solutions in Singapore, and rolled-out One Cargo, an advanced cargo management system globally. We won a seven-year ground handling license to operate at Rome's Fiumicino Airport, and to support this new business we will invest over €20 million to purchase new ground support equipment, including advanced electric vehicles.

marhaba, our airport hospitality brand, expanded operations into Clark, Philippines and Milan, Italy; and launched marhaba Concierge in Dubai International airport, offering a one-stop shop for travellers' last-minute requirements.

dnata's catering & retail division generated AED 6.5 billion in revenue for 2023-24, an increase of 35%. We uplifted 123 million meals, 10% more than last year, as airline customers increased operations. We expanded our customer base in key markets, including Australia, the UK, and the US; and extended our airport retail network with new F&B outlets at Romania's Bucharest Henri Coandă International Airport, and Sharjah Airport in the UAE.

Our catering & retail division continued to build capability to provide airlines with a market-leading suite of inflight retail services, including commercial

strategy, product development and selection, procurement, cabin crew engagement and financial management.

dnata's travel division recorded AED 3.5 billion in revenue, a tremendous 48% growth from last year, with strong contributions from Destination Asia, its destination management business in Asia, and Imagine Cruising, a cruise holidays business in which dnata has acquired a majority stake.

Overall total transaction value (TTV) of travel services sold grew 27% to reach AED 8.9 billion, reflecting our ability to deliver relevant products to meet the surging travel demand across our B2B and B2C travel brands globally.

Our travel division forged agreements with new tourism entities, hospitality brands, and other partners to expand our portfolio of travel products, services, and solutions. This includes our strategic partnership with AMEX GBT which doubled the size of our corporate travel business in the Middle East.

Sustainability

We made significant progress in our sustainability journey during 2023-24, putting into action numerous initiatives focussed on the environment, our people, customers, and communities.

With the UAE hosting COP28, the biggest global conference for climate action, environmental topics were high on our agenda.

Emirates continued to work closely with stakeholders across the sustainable aviation fuel (SAF) ecosystem. During the year, we signed new supply agreements that enabled Emirates to uplift SAF at our Dubai hub for the very first time, and also in Amsterdam and Singapore. We operated the first A380 demonstration flight using 100% SAF in one engine, collecting data to support industry efforts to enable a future of flying with sustainable fuels.

Airlines today have limited viable solutions to meaningfully reduce carbon emissions. That is why in May, Emirates established a US$ 200 million fund to support research and development (R&D) projects focussed on reducing the impact of fossil fuels in commercial aviation. We have since disbursed funding to the Aviation Impact Accelerator, based at the University of Cambridge. This is an international group of multi-disciplinary experts working to develop evidence-based systems, modelling capability, and specialised tools to support policy makers, the aviation industry and the wider public better understand and accelerate pathways towards sustainable aviation.

Later in the year, we became a founding entity of Air-CRAFT, a UAE-based research consortium for renewable and advanced aviation fuels; and we joined The Solent Cluster, a UK initiative focused on producing low-carbon fuels for a variety of sectors, including aviation.

At dnata, investments to induct more electric and hybrid vehicles to our global fleet of ground support equipment (GSE) continued apace, with a number of new baggage tractors, cargo loaders, and pushback tractors added to our US operations. We also converted and refurbished diesel-powered GSE in our Italy operations to run on hydrotreated vegetable oil and electric power.

Our UAE businesses including dnata logistics, Arabian Adventures, Alpha Flight Services and City Sightseeing Worldwide, transitioned to biofuel for our landside fleet of vehicles. dnata became the first combined air services provider to receive the International Air Transport Association's (IATA) environmental management certification, in recognition of our commitment to sustainability across our UAE businesses.

Across our Group's facilities, we have introduced initiatives to implement solar-based energy and reduce energy consumption with more efficient lighting and air-cooling solutions. We have also made the commitment that all our new civil projects will achieve GOLD standards certified by USGBC's LEED rating system.

More details on our many other environment, social and governance (ESG) initiatives can be found in the following pages of this report. For 2023-24, we have once again expanded our ESG reporting, and are adopting aspects of the GRI standards. Our plan is to progress our reporting to meet ISSB and CSRD[1] requirements in the coming years.

[1]Global Reporting Initiative (GRI), International Sustainability Standards Board (ISSB), and Corporate Sustainability Reporting Directive (CSRD) are internationally recognised standards for corporate reporting on Environmental, Social and Governance (ESG) data and initiatives.

Looking forward

I would like to thank our people at the Emirates Group for all their contributions, which enable us to enter our 2024-25 financial year on strong foundations for continued growth. The business outlook is positive with projections of strong, sustained demand for international air transport and travel.

As always, we will keep a close watch on costs and external factors such as oil prices, currency fluctuations, and volatile environments caused by socio-political changes. Our business model has been tested before, and I am confident in our resilience and ability to respond quickly to opportunities and challenges.

In April 2024, the Dubai government announced plans to start the next phase of expansion at Al Maktoum International Airport, which will eventually be the new hub for Emirates and dnata's operations. This AED 128 billion investment will significantly expand and enhance Dubai's aviation and logistics infrastructure, supporting the city's growth, and Emirates' and dnata's growth.

Emirates will receive 10 new A350 aircraft during 2024-25, with the first unit joining the fleet in August. This new aircraft type in our fleet mix supports the next phase of our network growth, offering new route possibilities with its flying range and capacity. The addition of five new 777 freighters from mid-2024 onward will also boost our cargo operations. We will continue to invest to bring industry-leading products and services to market, and work with partners to open even more travel connections and benefits to our customers.

dnata will also forge ahead on plans to expand its footprint and capabilities, leveraging synergies and scale across its business divisions. We are progressing on the construction of our advanced cargo facilities in the Netherlands and Iraq, both major investments for growth. We will also pursue partnerships that expand our commercial opportunities and invest in new generation technology and equipment to add value to customers, and ensure our operations run safely and efficiently.

In tandem with business growth, we will continue to invest resources to minimise our impact on the planet, develop our people and look after our customers. Having signed up to the United Nations Global Compact in 2023, we are committed to responsible business practices and will continue to work with our partners to advance the UN Sustainable Development Goals and make a positive impact on the communities we serve.

HH Sheikh Ahmed bin Saeed Al Maktoum
Chairman and Chief Executive
Emirates Airline & Group

10

NEW A350s TO JOIN THE FLEET IN 2024-25

LEADERSHIP

HH Sheikh Ahmed bin Saeed Al Maktoum
Chairman and Chief Executive
Emirates Airline & Group

Sir Tim Clark
President
Emirates Airline

Adel Ahmad Al Redha
Deputy President and
Chief Operations Officer
Emirates Airline

Adnan Kazim
Deputy President and
Chief Commercial Officer
Emirates Airline

Michael Doersam
Chief Financial and
Group Services Officer

Ali Mubarak Al Soori
Executive Vice President
Chairman's Office,
Facilities & Project
Management
and Non-Aircraft P&L

Steve Allen
Chief Executive Officer
dnata

EMIRATES HIGHLIGHTS

CUSTOMER CENTRICITY TAKES CENTRE-STAGE

27 April
Launches a new City Check-in and Travel Store at the Dubai International Financial Centre

Emirates' record passenger revenue, which crossed the AED 100 billion mark for the first time, and profit of AED 17.2 billion are a powerful reminder of its massive investments in customer experience; continuous innovation in its fleet, network, product and service offering; laser-sharp focus on excellence; commitment to forging the best partnerships; and the calibre of its employees.

Emirates invested AED 8.4 billion across its service touchpoints and beyond, introducing a raft of ingenious initiatives that thrilled customers and significantly enhanced their travel experience.

The airline set the tone early in the year by unveiling the City Check-in and Travel Store at the prestigious Dubai International Financial Centre. Here, customers could book flights, drop their bags, and shop while completing flight formalities with Sara, the world's first check-in robot assistant that captured the world's imagination.

Emirates reviewed and refreshed its onboard experience, offering seamless and stressless travels. A new meal pre-ordering capability in advance of travel, a range of exceptional wines, and delicious new menus including a new vegan range, were the perfect recipe for an elevated gourmet experience.

This was complemented with the introduction of a range of sustainable amenity kits, spotlighting the planet's most endangered species, in Economy and Premium Economy; stylish Bulgari amenity kits in First and Business, and trendy loungewear in Business. Free wi-fi, in varying forms, for all Skywards members across all classes of travel allowed 30,000 more Economy Class customers to connect seamlessly every week.

Emirates invested heavily in a 'One Device' strategy, ensuring all 21,500 plus cabin crew received an iPhone or iPad Air configured with custom apps that enriched onboard customer experience.

Not just onboard, customers were ensconced in luxury throughout their journey as the airline refurbished and relaunched its signature lounges in eight cities, now totalling 39 globally. The airline launched new and reinstated Chauffeur Drive Services in several cities, which add up to 82 destinations worldwide. Emirates becomes the only airline to offer a complimentary bus services from Tokyo airport to major train stations within the city.

The Emirates Premium Economy product, featured in 28 aircraft across the fleet by year-end, more than lived up to its name. More than 375,000 customers in 15 cities traded up to enjoy the cabin's plush interiors and service. The product remained hugely popular, winning awards and firmly establishing its place as best-in-class.

The popular My Emirates Pass made a comeback in summer, giving customers access to exclusive offers at hundreds of retail stores and locations in the UAE, and the relaunch of Skywards Everyday helped members earn Miles on everyday shopping. Emirates Skywards forged a multiyear strategic partnership with Visa to strengthen its co-branded card offering, and offered members exclusive, immensely popular, money-can't-buy experiences through the year.

Since its early days, Emirates has invested billions in sports and arts to connect with customers, support communities, and be an integral part of people's passions and their most cherished moments. The airline added several top-notch sponsorships to its portfolio last year, including two highly coveted properties – the National Basketball Association (NBA) and The Championships, Wimbledon. Emirates will also be the inaugural title partner of the NBA Cup and is the association's first-ever referee jersey patch partner.

The airline renewed its longstanding partnership with the current champions Emirates Team New Zealand for the 37th America's Cup, and signed up to sponsor the 150-year-old sailing race and the oldest trophy in international sport as Global Partner and Official Airline.

A new global brand advertising campaign, featuring Hollywood actress Penelope Cruz, garnered millions of views, high engagement, and more brand love. Emirates became the first UAE brand to reach one million TikTok followers.

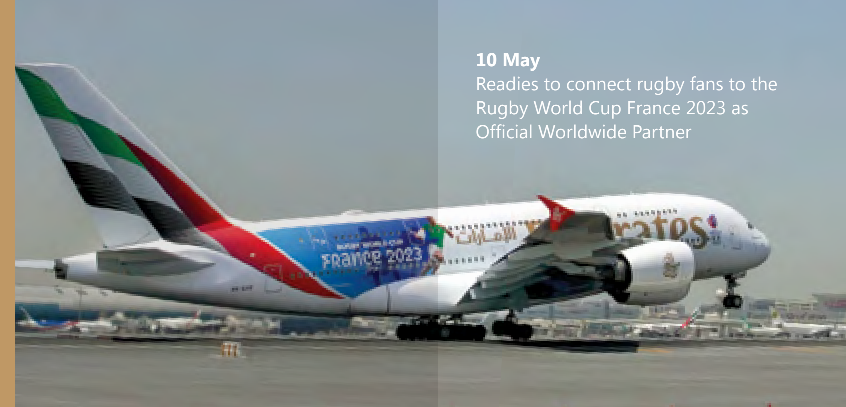
14 April
Partners with Dilmah Tea to offer Skywards members the chance to win a Tea Maker's Private Retreat experience in Sri Lanka

1 May – 30 September
Resumes the popular My Emirates Pass, offering customers exclusive offers at hundreds of retail stores and locations in the UAE

1-5 May
At the 30th Arabian Travel Market, showcases its latest products and fan-favourites. Welcomes

16,000

visitors, hosts 300 meetings and forges business partnerships with tourism bodies globally



10 May
Readies to connect rugby fans to the Rugby World Cup France 2023 as Official Worldwide Partner

15 May
Launches mobile boarding pass for customer convenience and to reduce paper waste

19 May
Offers free wi-fi connectivity onboard to all Emirates Skywards members in every class of travel

KEY FACTS : FINE DINING IN THE SKY

Exceptional wine cellar:
Wine and champagne investments have reached close to AED 200 million. Emirates' French cellars house around 6 million bottles of fine wine, some of which will not be served until 2037

Meal pre-ordering:
95,000 customers used the pre-ordering app for a seamless onboard experience

ice
6,500 channels of on-demand movies, TV shows, music, podcasts, and live TV. Library of 3,000 albums, 500+ curated playlists, 40,000+ tracks and 4,000+ hours of music and podcasts

Gourmet experience globally:

1,400 chefs

149 meals served per minute

77 million+ meals served every year

Served by **21,500** Emirates cabin crew

2,200 menus per month

34,000 recipes

21 May
Celebrates International Tea Day and highlights the sustainable origins and artful service of its artisan teas onboard

22 May – 11 June
Offers complimentary hotel stays in Dubai to customers with return tickets

23 May
Introduces Chandon Vintage Brut 2016, an exceptional sparkling wine exclusive to Emirates, in Premium Economy

25 May
Relaunches Skywards Everyday to enable members to earn Skywards Miles on everyday shopping

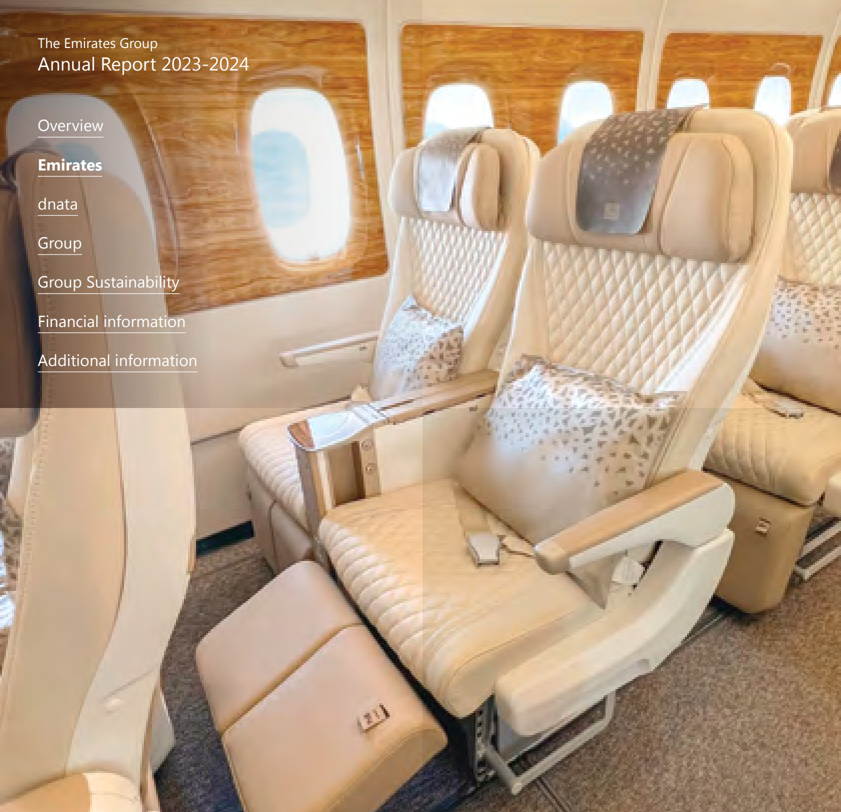
25 May
Announces the launch of an ad campaign and brand collaboration with Hollywood actress Penelope Cruz

28 May – 11 June
Returns as the Official Airline and Premium Partner of Roland-Garros 2023 for the 11th consecutive year

31 May
Flies the Webb Ellis Cup to Paris prior to Rugby World Cup 2023

26 July
Air Canada moves its operations to Emirates Terminal 3 at DXB as partnership kicks off, offering customers seamless connectivity

25 July
Launches meal preordering for Business Class customers to preselect mains in advance of their flight and minimise food waste



1 August
Celebrates the first anniversary of the Emirates Premium Economy

7 August
Unveils its new collection of stylish Bulgari amenity kits for the autumn/winter season in First and Business Class

29 August
Features interview from space with UAE astronaut Dr Sultan Al Neyadi, showcasing the country's progress and space programme

1 September
Introduces a new complimentary bus service for its Economy Class passengers arriving in Tokyo-Haneda Airport

1 September
Launches a special collection onboard of 100 beloved films to celebrate the 100th anniversary of Warner Bros. Studios

4 September
Renews its longstanding partnership with Emirates Team New Zealand for the 37th America's Cup and all preliminary regattas

14 September
Announces sponsorship of the 37th America's Cup as Global Partner and Official Airline

1 October
Celebrates International Coffee Day highlighting its array of artisan coffees in its lounges and onboard

5 October to 19 November
Returns as the Official Airline Partner of the ICC Men's Cricket World Cup in 2023, taking place across India

11 October
Launches new amenity kits, designed in partnership with United for Wildlife, for Premium Economy and Economy Class customers

1 November to 31 March
Announces the return of the popular My Emirates Winter Pass, enabling customers to use their boarding pass to enjoy exclusive discounts across the UAE

20 November
Introduces Chauffeur Drive Service for premium customers in Jakarta, Indonesia

7 December
Introduces a new range of world-class wines onboard

15 December
Reintroduces Chauffeur Drive Service at Tokyo Haneda International Airport, Japan

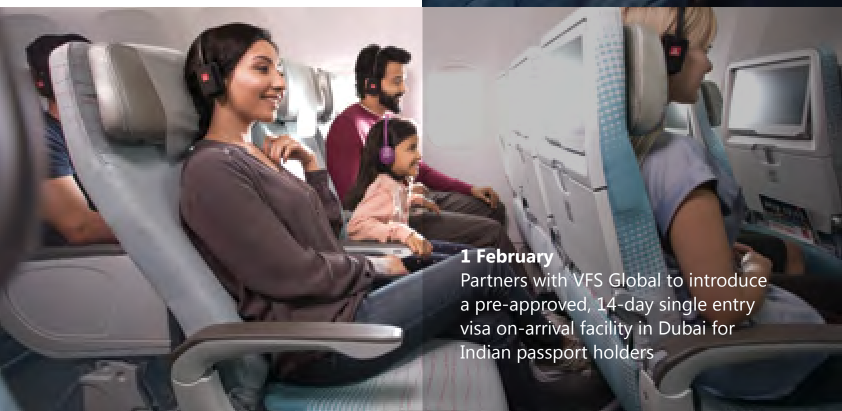
19 December
Reopens Emirates' Lounge at Dusseldorf Airport after refurbishment

5 January
Announces an array of new vegan dishes, adding to its 'vegan vault' of 300 plus dishes

15 January
Launches reciprocal loyalty programme with Azul Linhas Aereas Brasileiras S.A (Azul), to earn and redeem Miles across a joint network of 280 destinations

1 February
Unveils an innovatively designed, complimentary inflight loungewear set for Business Class customers

1 February
Expands Chauffeur Drive Service in Hong Kong to include Business Class passengers

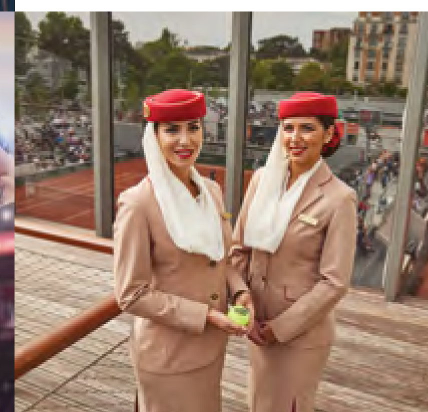


1 February
Partners with VFS Global to introduce a pre-approved, 14-day single entry visa on-arrival facility in Dubai for Indian passport holders

3 February
Reopens its refreshed Emirates Lounge at Brisbane Airport

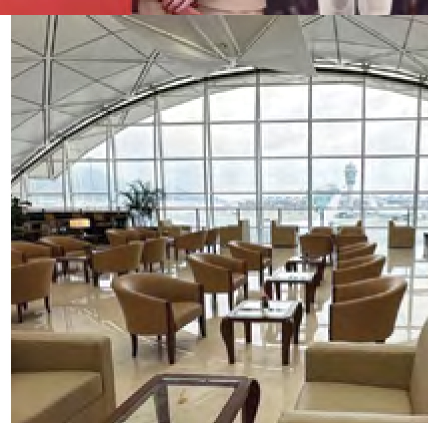
7 February
Emirates Skywards launches an exclusive experience with Moët Hennessy. Elite members can win a trip to France to discover the idyllic vineyards of Champagne

8 February
Announces a significant multiyear marketing partnership as Official Global Airline Partner of the National Basketball Association (NBA)



22 February
Becomes the Official Airline of The Championships, Wimbledon, scoring its fourth 'grand slam' in tennis

26 February
Emirates Skywards announces an exclusive, multiyear strategic partnership with Visa to enhance its co-branded card portfolio across the GCC



6 March
Reopens the newly refurbished Emirates Lounge at Hong Kong International Airport

7 March
Successfully wraps participation at ITB Berlin 2024, welcoming close to 6,000 visitors and hosting 260 plus business meetings

5 April
Celebrates Easter, offering traditional fare of lamb, hot cross buns, and sweet treats, plus themed movies on **ice**

20 - 24 April
Marks Eid Al Fitr with traditional Eid dishes, new Arabic movies and content on **ice**

6 May
Recreates the Official Coronation Quiche onboard and in lounges ahead of King Charles III's coronation

FESTIVE FUN FOR EVERYONE

Onboard and in its lounges, Emirates marked seasons and festivals that are close to the hearts of its millions of customers. Eid, Diwali, Christmas, Easter, Oktoberfest, Sakura season, Lunar New Year, Brazilian Carnival and every other major festivity, including Valentine's Day, were all celebrated with equal fervour, special spreads and sweets, and curated entertainment on **ice**

20 – 31 August
Celebrates Onam, Kerala's harvest festival, with a *sadhya* onboard

16 September – 3 October
Toasts the renowned German festival Oktoberfest with traditional Bavarian cuisine and special entertainment onboard flights to Germany and select airport lounges

9 - 15 November
Marks the Indian festival Diwali onboard flights to and from India with ethnic delicacies served in all classes and select lounges, plus movies on **ice**

23 – 30 November
Celebrates Thanksgiving with special menus on flights to and from USA

27 November
Honours UAE National Day with regional and Emirati specialities onboard and in Dubai lounges, and curated Emirati content on **ice**

1 - 31 December
Offers Christmas cheer with traditional treats and festive fare in the lounges and onboard, and content on **ice**

9 - 17 February
Raises a toast to the Rio Carnival with classic Brazilian dishes onboard

10 February
Celebrates the Lunar Year of the Dragon across Asia with curated menus and blockbuster movies in Mandarin and Cantonese onboard

14 February
Treats customers to Valentine's Day-themed cakes, chocolates, mood-setting movies and music onboard, and a range of pink desserts in Emirates Lounges

11 March
Supports thousands of customers observing the Holy Month of Ramadan with meal boxes onboard and traditional dishes in the lounges

21 March
Invites customers to savour the flavours of Sakura on flights to Japan, with special desserts, Kaiseki cuisine and dedicated Japanese content on **ice**

24 - 25 March
Celebrates Holi onboard flights to India with traditional *Thandai* and sweet treats

29 - 31 March
Serves traditional Easter fare – lamb, chocolate desserts, hot cross buns, Easter bread and sweet surprises, and special movies on **ice**

BRIDGING BEYOND BOUNDARIES

2 April
Resumes daily services to Tokyo-Haneda and restores its full Japanese network

Emirates fast-tracked its network recovery and expansion, firmly dusting off any lingering vestiges of the pandemic. By year-end, the airline was flying to 151 destinations in 79 countries and territories.

Solid network recovery, a bevy of delightful experiences along the customer journey, and the soaring popularity of its fleet and services helped the airline mark one of its busiest summers ever. Over 14 million passengers enjoyed its hospitality between June and August, leading to an average seat load factor exceeding 80%.

During the year, Emirates both expanded and intensified its network.

The airline launched services to Montreal, its second destination in Canada after Toronto. This extended the Emirates-Air Canada partnership to include 11 codeshare destinations and over 60 interline routes beyond Montreal. The airline also fully reinstated services to Tokyo-Haneda.

Emirates increased frequency and capacity to 15 destinations globally – from Toronto to Sydney – attesting to the sky-high demand for its services. Cairo received a 4th daily flight, Bangkok its 5th, and London-Heathrow its 7th daily frequency.

Emirates' A380 superjumbos replaced its Boeing 777 services to 14 destinations, including to three airports in the UK – Glasgow, London Gatwick, and Birmingham – boosting capacity to meet customer demand. Emirates became the first airline to offer scheduled A380 services to Bali, Indonesia and returned to Vienna after a break of nearly four years as the only one to operate the double-decker to the city.

A firm favourite among customers and always fully subscribed, Emirates' Premium Economy flew on nine new routes, including four cities in the US – New York JFK, San Francisco, Houston, and Los Angeles, two cities in India – Mumbai and Bengaluru, Singapore, Sao Paulo, and Tokyo Narita.

Emirates broke the shackles of capacity and stretched its network significantly beyond its own by signing new airline codeshares and interline agreements. These partnerships expanded customer connectivity and offered seamless, stress-free travel options across the globe.

Ending the year with 30 codeshares, 119 interline and 12 intermodal rail partners (4 codeshares and 8 interline) in over 100 countries, the airline extended its network to 7,650 plus sectors and 1,643 cities beyond its own route map.

The airline expanded its codeshare partnership with United Airlines to 10 cities in Mexico, the first country outside of the US to be added to the growing codeshare offering, and later four cities in Canada, giving Emirates' customers access to 233 unique destinations in the Americas from three gateways – San Francisco, Chicago, and Houston. Nearly 110,000 customers took advantage of the joint Emirates-United network flying to a combined 462 sectors.

In Dubai, Air Canada co-located to Emirates' exclusive home – Emirates Terminal 3 – and began services from Toronto and Vancouver. Emirates added its marketing code on three Air Canada routes from Boston to Toronto, Montreal, and Halifax. Nearly 159,000 customers have flown on the Emirates-Canada joint network seamlessly across a combined 421 sectors.

The Emirates-Qantas codeshare partnership, which has seen over 15 million travellers benefitting from joint flight itineraries since 2013, received approvals for a further five-year extension until 2027.

During the year, Emirates signed eight new codeshare and interline partnership agreements.

Emirates also harnesses the strength of its network to support the initiatives of tourism partners around the world, and during the year, signed agreements with various tourism bodies.

20 April
Steps up frequency from five to daily flights to Toronto, post the expanded air transport agreement between the UAE and Canada

15 April
A380 lands in Casablanca, increasing capacity and customer demand to and from Morocco

2 – 4 May
Signs eight MoUs at Arabian Travel Market with tourism bodies of Bahrain, Indonesia, Mauritius, Morocco, Seychelles, Sri Lanka, Zambia, and Zimbabwe

4 May
Signs MoU with Etihad Airways to expand existing interline agreement

1 June
Becomes the first-ever airline to offer scheduled A380 service to Indonesia

1 June
Launches A380 Premium Economy service to Singapore

12 June
Signs interline partnership with Kenya Airways

21 June
Announces 44 additional flights for the Hajj season and Eid Al Adha

5 July
Launches new daily service to Montréal, its second gateway in Canada after Toronto

15 June to 23 August
Marks one of its busiest summers ever, carrying over 14 million passengers with average seat load factors exceeding 80%

17 August
Extends codeshare partnership with Air Canada to and from Montréal, providing customers access to 11 domestic points

17 August
Expands the interline agreement with Philippine Airlines enabling Emirates' passengers to access domestic points

5 September
Expands codeshare partnership with United Airlines to include 10 destinations in Mexico

5 September
Extends codeshare agreement with AEGEAN Airlines on the Athens-New York (Newark) route; serves 16,800 customers in the first year

14 September
Announces interline partnership with Maldivian, providing access to 16 destinations beyond Malé

18 September
Deploys three more flights to Riyadh, Saudi Arabia to support the country's National Day weekend

19 September
Signs a reciprocal interline agreement with Sri Lankan Airlines to boost connectivity and access for customers

18 October
Emirates' President meets Mayor of Berlin at the airline's headquarters in Dubai to discuss the city's potential for more international long-haul connectivity

23 October
Announces codeshare agreement with Batik Air, Malaysia providing Emirates' customers access to domestic and regional cities

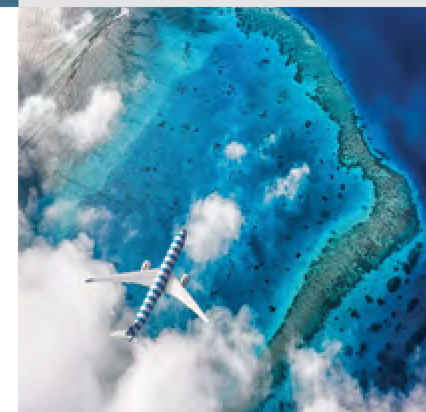
29 October
Celebrates the launch of its A380 Premium Economy service to Mumbai and Bengaluru

31 October
Starts an additional five-a-week service to London Heathrow

1 November
Launches third daily non-stop services to Hong Kong

4 November
Upgrades Sydney services to an all-A380 operation, increasing weekly seats by nearly 2,000 on its third daily flight

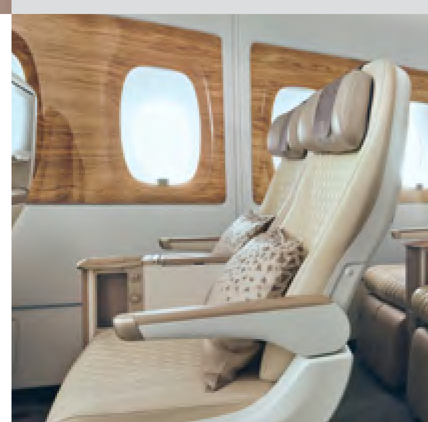
14 November
Activates the reciprocal interline arrangement with Condor, and also signs a frequent flyer programme agreement



19 November
Launches Premium Economy to São Paulo

16 December
Celebrates the 10th anniversary of its daily A380 service to Mauritius, which in 2013 was the aircraft's first-ever destination in Africa

20 December
Introduces A380 Premium Economy service to Tokyo Narita



23 January
Announces a fifth frequency to Rio de Janeiro route, starting 7 December 2024

26 January – 6 February
Announces significant service expansion to Australia: upgrades second daily Brisbane service to an A380 starting from 1 October 2024, returns to Adelaide with a daily service on 28 October 2024, and starts a second daily service to Perth from 1 December 2024

1 February
Introduces a second A380 Premium Economy daily service to Melbourne

19 February
Ramps up operations to Seoul, South Korea with three more weekly flights

21 February
Announces the launch of a new daily service to Colombian capital, Bogotá, from 3 June 2024

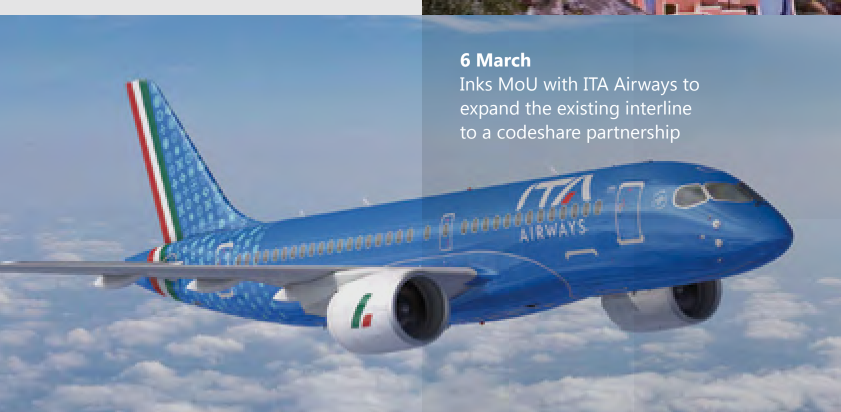
21 February
Relaunches service to Vienna after four years and becomes the only airline to operate the A380 to the city

29 February
Announces the restart of its daily Phnom Penh service from 1 May 2024 via Singapore

5 March
Renews partnership with AIDA Cruises for a further two seasons, solidifying Dubai's reputation as a major maritime tourism hub

6 March
Signs MoUs with the Greek National Tourism Organisation and Austrian National Tourist Office at ITB Berlin to boost inbound tourism

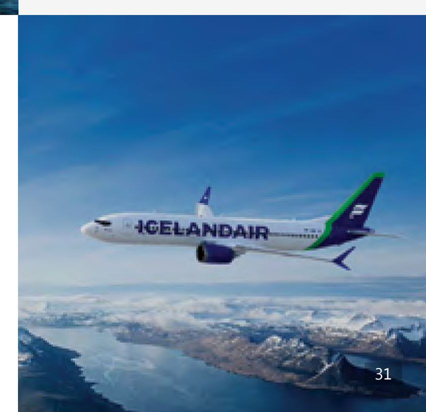
6 March
Renews partnership with TUI Cruises for the upcoming two cruise seasons at ITB Berlin to offer seamless travel experiences



6 March
Inks MoU with ITA Airways to expand the existing interline to a codeshare partnership

7 March
Signs MoUs with Icelandair and G07, travel technology and ticketing specialist, to develop a deeper commercial collaboration, leverage each other's networks, and use modern tools for more efficient combined air and rail ticket connections

7 March
Signs an MoU with Tourism Ireland to boost inbound tourism



30 YEARS ANNIVERSARY CELEBRATION

Muscat, Oman

Month – **July**
Customers – **4.8 million**
Cargo – **155,000 tonnes**
Flights – **37,200**

20 YEARS ANNIVERSARY CELEBRATION

New Zealand

Month – **August**
Customers – **16 million**
Flights – **49,000**

10 YEARS ANNIVERSARY CELEBRATION

Milan, Italy to New York, USA

Month – **October**
Customers – **1.8 million**
Cargo – **37,000 tonnes**
Flights – **6,000**

10 YEARS ANNIVERSARY CELEBRATION

Sialkot, Pakistan

Month – **November**
Customers – **1.5 million**
Cargo – **42,000 tonnes**
Flights – **5,500**

15 YEARS ANNIVERSARY CELEBRATION

San Francisco, USA

Month – **December**
Customers – **3.4 million**
Cargo – **44,000 tonnes**
Flights – **9,900**

20 YEARS ANNIVERSARY CELEBRATION

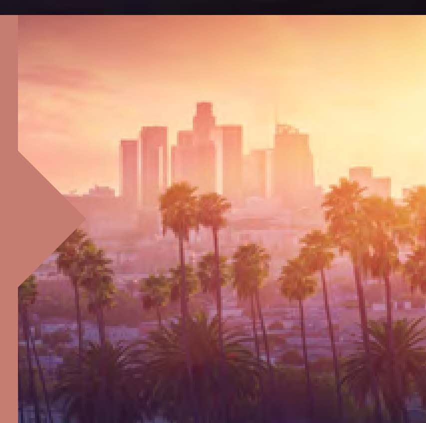
Accra, Ghana

Month – **January**
Customers – **2 million**
Cargo – **51,000 tonnes**
Flights – **13,000**

15 YEARS ANNIVERSARY CELEBRATION

Los Angeles, USA

Month – **November**
Customers – **3.5 million**
Cargo – **252,000 tonnes**
Flights – **12,000**



OUR CODESHARE PARTNERS

AEGEAN AIRLINES
AIR BALTIC
AIR CANADA
AIRLINK
AIR MALTA
AIR MAURITIUS
AZUL BRAZILIAN AIRLINES
BANGKOK AIRWAYS
BATIK AIR INDONESIA
BATIK AIR MALAYSIA
CHINA SOUTHERN AIRLINES
COPA AIRLINES
FLYDUBAI
GARUDA INDONESIA
GOL AIRLINES
GULF AIR
JAPAN AIRLINES
JETSTAR AIRWAYS
JETSTAR ASIA
KOREAN AIR
QANTAS
ROYAL AIR MOROC
S7 AIRLINES*
SOUTH AFRICAN AIRWAYS
SPICEJET**
TAP AIR PORTUGAL
TUNISAIR
THAI AIRWAYS
UNITED AIRLINES
WESTJET
AUSTRIAN RAIL
SPANISH RAIL
SWEDISH RAIL
TRENITALIA

* Temporarily suspended
** Not active

13 November
Places a massive order for 95 additional wide-body aircraft – Boeing 777-9s, 777-8s, and 787s, worth US$ 52 billion

FUTURE-PROOFING THE FLEET

Emirates readied for its next phase of massive growth and set the wheels in motion to transform the vision for its future fleet into reality.

At the Dubai Airshow 2023, Emirates ordered a staggering 110 wide-body aircraft – a mix of 95 additional Boeing 777-9s, 777-8s, and 787s, worth US$ 52 billion, and 15 additional Airbus A350-900s worth US$ 6 billion at list prices. Total orders now stand at 310 aircraft.

This US$ 58 billion investment, along with the multibillion dollar retrofit programme for 120 existing aircraft, will boost Emirates' fleet and network capabilities, enabling it to connect customers to new and underserved regional routes as well as medium- and long-haul destinations more efficiently and in greater comfort.

The well-crafted fleet plan will also ensure Emirates continues to surprise and delight its customers well into the future with signature inflight products and experiences.

More importantly, it will help Emirates keep its promise of flying one of the youngest and most fuel-efficient fleets in the skies in its ceaseless drive to reduce its carbon footprint.

The year was not just about new aircraft orders. Emirates announced it will invest US$ 950 million to build the world's largest and most advanced engineering complex at Dubai World Central, which will be spread over an area of 1 million square metres. Purpose-built to support Emirates' fleet well into the 2040s, the facility will also be a centre of excellence and potentially offer spare capacity to other airline operators.

Emirates signed on Safran, in a deal worth more than US$ 1.2 billion, to provide seats for its current and future fleet. The airline also partnered with providers for MRO (maintenance, repair and overhaul) services, worth over US$ 1.5 billion.

During the year, 16 A380 aircraft returned to the Emirates fleet, fully retrofitted and including the much-admired Premium Economy cabin. The Emirates A380 continued to be a source of adulation and aspiration across demographics and destinations. The airline's fleet attracted crowds at aviation events with static displays, aerial formations, and flypasts. In 2024, the airline's first of many Boeing 777-ERs will enter the retrofit programme for a full cabin make-over.

Three twin-engine Diamond DA42-VI aircraft entered the Emirates Flight Training Academy fleet, significantly expanding its training programme. Cadets now acquire experience flying three types of aircraft before graduating – a rarity among flight academies.

By year-end, Emirates was prepared for and eagerly awaiting the delivery of its first A350 aircraft, which is expected to join the fleet in summer 2024. The airline is all set to unveil iconic new interiors, services, and routes.

13 - 16 November
Receives the royal families and rulers of Dubai and Abu Dhabi at Dubai Airshow 2023 – both at the stand and the aircraft static displays

8 June
Emirates Flight Training Academy's three new Diamond aircraft enter the cadet training fleet

14 November
Announces build of an ultra-modern and the largest engineering complex with a US$ 950 million investment at DWC spread over 1 million square metres

14 - 16 November
Signs contracts worth over US$ 2.7 billion for cabin products and MRO services at Dubai Airshow 2023

15 November
Signs agreements worth over US$ 1.5 billion at Dubai Airshow 2023 with a network of providers to deliver Maintenance, Repair and Overhaul (MRO) services for its A380 fleet

16 November
Signs an MoU with Boeing to leverage advanced MRO digital technologies at Dubai Airshow 2023

16 November
Orders 15 additional Airbus A350-900s at the Dubai Airshow 2023 worth US$ 6 billion

2 December
Performs a spectacular UAE National Day flypast during the Emirates Dubai 7s, flying at an altitude of just 500 feet

SEATS ACROSS EMIRATES' FLEET

First
2,244

Business
14,092

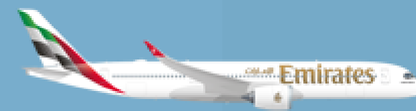
Premium Economy
1,568

Economy
90,079

EMIRATES FLEET

AS OF 31 MARCH 2024

A380-800
In fleet: 116

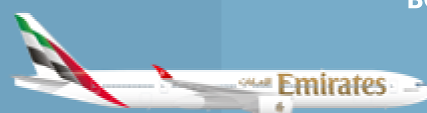


A350-900
On order: 65

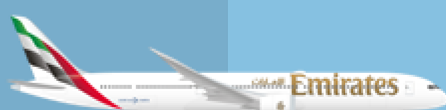
BOEING 777-300ER
In fleet: 123

BOEING 777-200LR
In fleet: 10

BOEING 777-9X
On order: 170

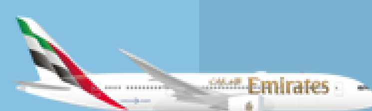


BOEING 777-8X
On order: 35



BOEING 787-10
On order: 15

BOEING 777-200LRF
In fleet: 11
On order: 5



BOEING 787-8
On order: 20

CHARTING A NEW COURSE FOR GLOBAL TRADE

2.2m
TONNES OF CARGO CARRIED

5 May
Demonstrates innovation at every touchpoint and disrupts the traditional, function-focussed advertising with The World Works Better campaign

Emirates SkyCargo reaffirmed its position as one of the leading partners for the world's rapidly evolving supply chains, delivering solid performance of revenues totalling AED 13.6 billion. Despite the ongoing fluctuation of global trade, the cargo division consistently outpaced the market, transporting 2.2 million tonnes worldwide, representing an 18% increase compared to 2022-23.

Taking significant strides towards its 10-year growth strategy, Emirates SkyCargo unlocked immediate capacity with three Boeing 747-F leases, as the division awaits delivery of five Boeing 777Fs in the upcoming financial year. The airline deployed additional capacity into key markets such as Hong Kong, China, and Europe on the back of increasing customer demand.

Emirates SkyCargo continued to solve its customer's transportation challenges, leveraging its diverse and highly specialised product portfolio, integrated infrastructure, and pioneering equipment. In May, the airline unveiled two fit-for-purpose products to facilitate the transportation of next-gen healthcare, under its refreshed and rebranded Life Sciences and Healthcare portfolio: Emirates Vital and Emirates Medical Devices.

Building on Dubai's geographical advantages and world-class multimodal infrastructure, Emirates SkyCargo and its strategic partners reinforced the Sea-Air product, harnessing the seas and skies to move over 11,000 tonnes.

Recognising that the wider Middle East is still underserved when it comes to business-to-consumer delivery solutions, the airline expanded Emirates Delivers, launched services in Kuwait and connected shoppers with e-commerce brands in the UK, the US, and the UAE. Emirates Delivers is poised to scale significantly in 2024, offering fast, reliable, and cost-effective solutions.

Emirates SkyCargo advanced the digital landscape for air freight, providing direct access to its products and services for a key international customer, Kuehne+Nagel. By partnering with CargoAi and cargo.one, the airline cemented its presence on the largest digital marketplaces. Emirates SkyCargo and Air Canada Cargo enhanced the interline partnership, enabling customers to seamlessly book via digital platforms into prime Canadian destinations.

Reflecting Emirates SkyCargo's wider contribution to trade, the airline launched 'The World Works Better' campaign, shining the spotlight on the tangible impact the airline has on people and businesses around the world.

Providing a macro-view of the challenges, opportunities, and untapped potential of logistics, Emirates SkyCargo hosted a cross-industry discussion on the sidelines of the 13th World Trade Organisation Ministerial Conference, hosted by the UAE Ministry of Economy and Abu Dhabi Department of Economic Development. Through its participation in such forums, Emirates SkyCargo furthers its ongoing commitment to collaborate with worldwide governments, partners, and stakeholders to create stronger and more efficient supply chains.

8 May
Unveils 10-year strategy to double capacity and add 20 destinations to its vast global network

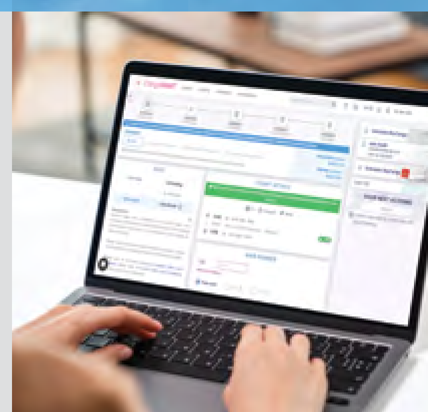
8 May
Signalling continued confidence in the global market, announces two new Boeing 747-F leases in addition to the 15 freighters expected over the next decade

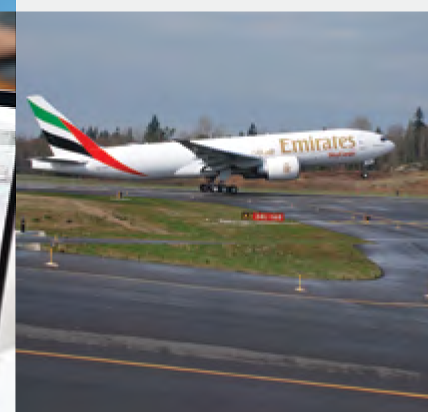
16 May
Enhances cargo interline cooperation with Air Canada, offering a seamless booking experience via multiple digital platforms

9 May
Launches two fit-for-purpose solutions under its refreshed and rebranded Life Sciences and Healthcare portfolio: Emirates Vital and Emirates Medical Devices

7 August
Launches e-commerce delivery solution, Emirates Delivers, in Kuwait with fast and cost-effective international delivery from the UK and the US

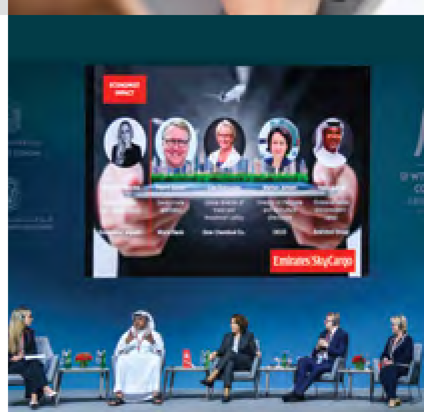
29 August
Goes live on CargoAi, bolstering its digital customer experience





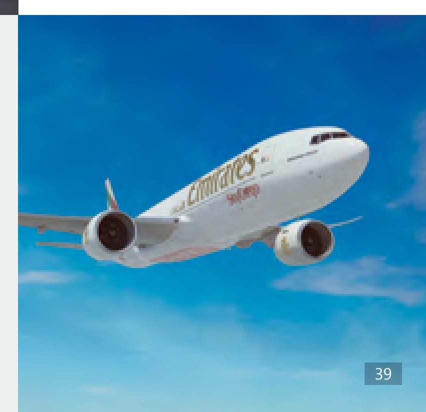
20 October
Onboards its product and services to Kuehne+Nagel's internal booking engine

15 February
Emirates Delivers launches a new Kuwait-UAE route, connecting Kuwaiti shoppers with their favourite UAE-based brands



1 March
Brings together industry leaders to provide a macro-view of the challenges, opportunities, and potential of global logistics on the sidelines of WTO MC13

13 March
Goes live on cargo.one, cementing its presence on the three biggest digital marketplaces for air freight logistics



DNATA HIGHLIGHTS

AIRPORT OPERATIONS

13 April
Gerry's dnata welcomes Air Arabia's inaugural flights from Abu Dhabi at two airports in Pakistan – Multan and Faisalabad – supporting smooth operations of the airline's twice-weekly services

dnata continued to ramp up operations across its global ground handling and cargo businesses to meet robust demand as airline customers expanded capacity, particularly in Australia, Singapore, the UK, and the UAE. Across its airport operations, the number of aircraft turns handled by dnata increased by 9% to 778,026, and it moved 2.9 million tonnes of cargo, up by 5%.

dnata's Airport Operations division continued to invest in infrastructure and the latest technologies to respond to customer needs. It successfully integrated autonomous drones into its operations in the UAE, implemented AI-powered solutions in Singapore, and continued to roll out One Cargo, its advanced cargo management system globally to further enhance its cargo handling operations and capabilities. Meanwhile, construction of dnata Cargo City Amsterdam, one of the world's largest and most advanced facilities of its kind, continued in the Netherlands.

dnata announced that it would further expand its global network into Rome through Airport Handling, its majority-owned subsidiary in Italy. Having won a seven-year ground handling license at Rome Fiumicino Airport, the company committed an investment of over €20 million to purchase new ground support equipment, including advanced electric vehicles.

dnata continued to play an instrumental role in the success and growth of the UAE aviation industry. It significantly expanded its team and facilities to contribute to the rapid growth of Dubai's airports and support the successful execution of major global events, including COP28 and Dubai Airshow 2023.

marhaba, dnata's airport hospitality brand, saw a significant surge in demand for its Meet & Greet and lounge services globally, with travellers increasingly looking for ways to boost their airport experience. It continued its global expansion to bring renowned Arabian hospitality to the world, adding Clark, Philippines and Milan, Italy to its network. It also enhanced its product offering in Dubai, launching marhaba Concierge, a one-stop shop for passengers' last-minute requirements.

dnata's relentless commitment to innovation, safety and service excellence helped it win over 100 new contracts across its global operations. It was also recognised for consistently delivering industry-leading performance with coveted accolades, including the prestigious 'Ground Handler of The Year' award, which it won for the 9th consecutive time.

19 April
Air Dispatch, dnata's subsidiary and a leading global supplier of centralised load control (CLC) services, celebrates the production of its seven millionth loadsheet, achieved in the Prague facility for a Titan Airways flight

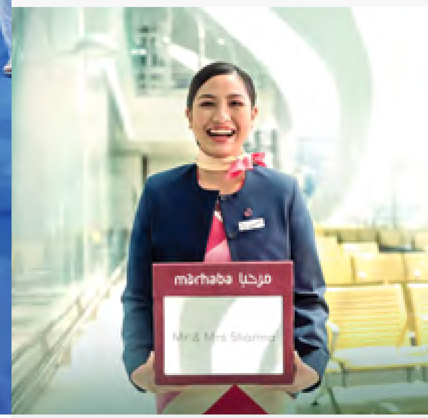
28 April
On World Safety Day, dnata's Safety Stand Downs across its global operations invites colleagues to have open conversations around the importance of safety

778,026

AIRCRAFT TURNS HANDLED BY DNATA

10 May
Showcases its latest investments in innovation and sustainability, offering visitors the opportunity to explore its latest products and solutions at the Dubai Airport Show

16 May
marhaba expands its presence in the Philippines by launching its globally renowned Meet & Greet services at Clark International Airport, in addition to Manila Ninoy Aquino International Airport



12 June
Welcomes its newest customer, Air India, in Amsterdam with seamless operations for the airline's four-weekly service from Delhi

29 August
Partners with logistics technology solutions provider Speedcargo to deliver cutting-edge cargo services, including AI-based solutions, to Etihad Cargo at Singapore Changi Airport

6 September
Exhibits its operational capabilities during the Zurich Airport Festival including its range of services – aircraft, cargo, baggage, passenger, and lounge

25 September
Awarded a multi-year contract by Hainan Airlines to manage its ground handling operations at Milan Malpensa Airport

28 September
Celebrates the first anniversary of its ground handling operations in Zanzibar. During the period, handles over 5,000 flights and 590,000 passengers, and inaugurates the first cargo warehouse at Zanzibar Abeid Amani Karume International Airport

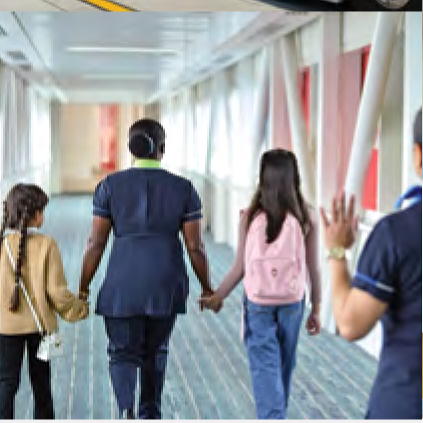
10 October
Showcases its latest initiatives at the AccessAbilities Expo in Dubai as the operator of dedicated facilities with state-of-the-art equipment to deliver the best for passengers with special needs

25 October
Announces the successful implementation of an innovative technology, Cooling as a Service (CaaS), across its cargo, catering and support facilities in Singapore, saving at least 650 metric tonnes of carbon and 1.5 million kwH of electricity per year

1 November
Welcomes Virgin Atlantic's return to Dubai International airport (DXB) for the first time since March 2019, providing a range of ramp and passenger services

2 November
Starts serving Chinese airline Juneyao Air at Milan Malpensa Airport with a range of ground handling services

13 November
Throughout Dubai Airshow 2023, collaborates closely with authorities and organisers, allocates an impressive fleet of 100 pieces of ground support equipment and over 30 dedicated employees to ensure safe and efficient airside operations



21 November
Announces a 30% surge in demand for its unaccompanied minors' services, which is managed by an expert team and has a specially designed lounge in Dubai

23 November
marhaba expands its offering in Dubai by launching marhaba Concierge, a one-stop shop with a range of swift and efficient services for passengers' last-minute requirements

30 November
Awarded a multi-year contract with Maersk Air Freight and is set to handle up to 6,000 tonnes of cargo per year at Cologne Bonn Airport

1 December
Appointed Air New Zealand's ground services provider in Sydney to support safe and timely operations of the airline's multiple daily flights

6 December
Receives the IATA's Corporate Certification for competency-based training and assessment (CBTA) for Dangerous Goods due to consistent investments in people, training and process improvement

9 January
Awarded a seven-year ground handling license to establish operations at Rome Fiumicino Airport

24 January
Welcomes the European Union Aviation Safety Agency's (EASA) proposal to regulate ground handling across European Union airports, proactively aligning its practices with the forthcoming regulatory framework

8 February
marhaba partners with SEA Milan Airports to launch its Meet & Greet services at Milan Malpensa

1 March
Announces the successful integration of autonomous drones into its cargo operations, reducing processing times by 20% on rack inventories and achieving over 99% accuracy in shipment tracking at DXB and DWC airports

5 March
Welcomes its newest partner, South Korea's Air Incheon, at Singapore Changi Airport, offering the airline ramp and cargo handling services

7 March
Expands its longstanding partnership with Cathay Pacific in the UK, providing passenger services in addition to ground handling and cargo services at London Heathrow airport

12 March
Receives IATA's Centre of Excellence for Independent Validators (CEIV) accreditation for the safe and compliant handling of lithium batteries

7 June
Showcases a cutting-edge cooking robot alongside its world-class culinary and retail offering at the World Travel Catering & Onboard Services Expo (WTCE) in Hamburg, underscoring its commitment to innovation

21 June
Extends its long-standing partnership with Lufthansa German Airlines and Swiss International Air Lines in Singapore

CATERING & RETAIL

23 June
Launches the Academy of Culinary Excellence in collaboration with Emirates Flight Catering

14 September
Awarded a multi-year contract by China Airlines in the Czech Republic to produce and uplift more than 30,000 meals annually

dnata's Catering & Retail division significantly increased production to support its expanding airline customer base in key markets, including Australia, the UK and the US. In 2023-24, its teams uplifted 123 million meals, which represents a 10% growth year over year.

dnata Catering & Retail now provides airlines with a market-leading suite of inflight retail services including commercial strategy, product development and selection, procurement, cabin crew engagement and financial management across three continents.

The division continued to invest in its inflight retail offering to help airline partners improve passenger experience and maximise ancillary revenue globally. Its tailor-made programmes delivered significant commercial benefits for airline customers, including leading low-cost carriers, globally.

dnata Catering & Retail also announced enhancements to its airport retail network. In Romania, it signed a 10-year contract with the operator of Bucharest Henri Coandă International Airport to provide 13 new F&B concepts and outlets at the terminal. In the UAE, Alpha Flight Services, its local subsidiary, further expanded its retail footprint with the opening of a new café at Sharjah Airport.

Throughout the year, the division won 20 contracts globally, demonstrating its ability to consistently deliver high-quality products and services, despite challenging market conditions in both the catering and retail sectors.

dnata Catering & Retail joined forces with Emirates Flight Catering to launch the Academy of Culinary Excellence. The initiative brings the two companies' global team of chefs together to share skills and best practices across their diverse organisations.

23 September
Alpha Flight Services opens a Filli café outlet at Sharjah Airport, expanding its retail offering

1 December
Wins a three-year contract with Sri Lankan Airlines in Australia for inflight catering services in Sydney and Melbourne

19 December
Expands its long-standing partnership with Garuda Indonesia in Australia to provide inflight catering on the airline's Melbourne and Sydney flights

20 December
The management teams of dnata and Sunshine Coast Airport get together to discuss advancements in the local aviation industry and support businesses and communities in the region

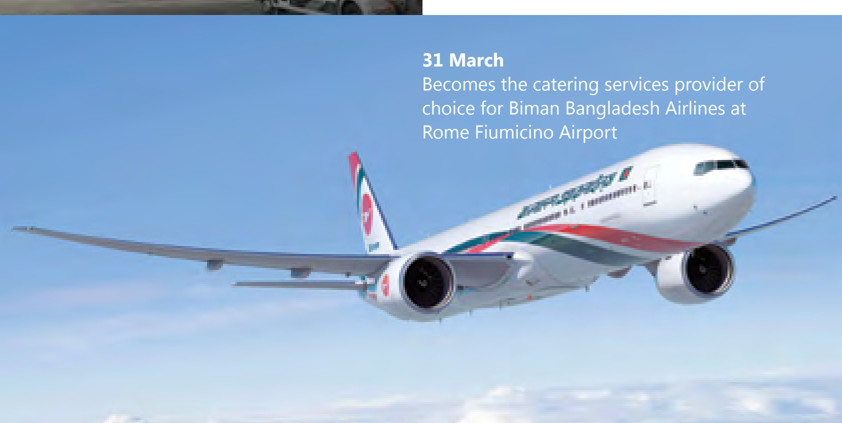
4 January
Signs a new, 10-year contract with Bucharest Henri Coandă International Airport, Romania to provide 13 new F&B concepts and outlets at the airport

3 March
Expands partnership with Royal Jordanian from Amman, Jordan, to London Stansted, UK, providing catering services at both ends

5 March
Wins a three-year contract in Australia with Turkish Airlines to deliver innovative and delicious menus

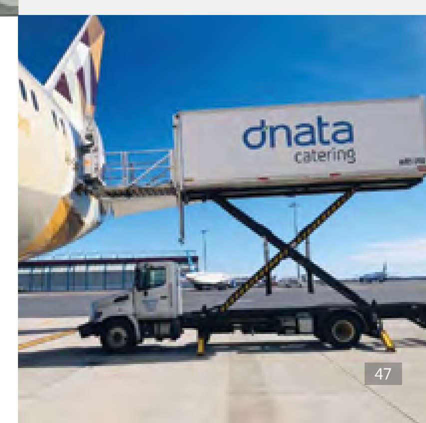
20 March
Expands its partnership with JetBlue to provide catering and retail services in Dublin on its twice-daily Boston and New York services

31 March
Becomes the catering services provider of choice for Biman Bangladesh Airlines at Rome Fiumicino Airport



123m
MEALS UPLIFTED

31 March
Expands its partnership with Etihad Airways in the US to deliver world-class dining experiences on its new Boston-Abu Dhabi route



AED
8.9bn
TOTAL TRANSACTION VALUE

TRAVEL

dnata's Travel division saw strong growth in 2023-24 amidst continued solid demand for travel across both its B2B and B2C businesses globally. It made strategic technology investments to streamline processes, enhance customer experience and enable more personalised services throughout the traveller journey. Concurrently, its brands further improved their product offering to align with evolving preferences. The division recorded an underlying total transaction value (TTV) sales of AED 8.9 billion (USD 2.4 billion), which represents 27% growth compared to the previous year.

The Travel division significantly expanded its partnership network with new tourism entities, hospitality brands, and other global partners. This includes the seamless integration of more than 130 new clients into dnata Travel Management's customer portfolio as part of its partnership with AMEX GBT, which doubled the size of its corporate travel business in the Middle East.

Supporting the continued development of destination Dubai, Arabian Adventures enhanced its local product offering and range of desert and city experiences. It also included a new destination, the Maldives, in its portfolio to provide a one-stop solution for trade partners as demand for travel between the two destinations proved stronger than ever.

The division saw strong revenue contributions from Destination Asia, and from Imagine Cruising, in which dnata acquired controlling interest.

28 April
Arabian Adventures expands its destination portfolio to include the Maldives, allowing trade partners to book travel for customers either directly to the country or inclusive of a stopover in Dubai

1 May
EmQuest partners with City.Travel, an online travel agency based in the UAE, to provide its team with innovative solutions, products, and services to differentiate with the latest technologies

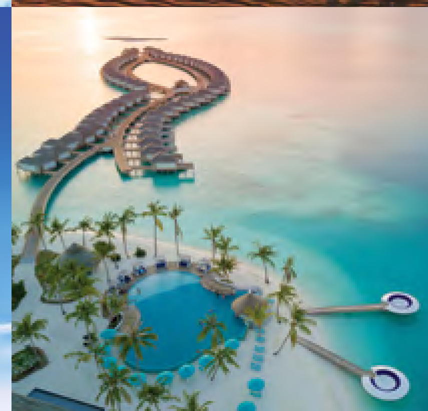
3 May
Partners with the Tourism Authority of Thailand (TAT), to bring an exclusive range of holiday packages for the UAE market

23 May
Travelbag partners with Travelport+ to set a Guinness World Records title for the fastest time to visit the 'New Seven Wonders of the World', an itinerary which was completed in seven days

31 May
EmQuest signs a major agreement with Agentivity to become the exclusive reseller of its multichannel travel data platform in the Middle East, offering customers enhanced booking data, insights, and automation

6 June
Arabian Adventures launches 'The Adventure Pass' to add value and ease while booking Dubai's world-class adventures and attractions with up to 40% savings

28 June
Destination Asia launches 'Multi Country Signature Collection', ranging from city tours to private island stays, to showcase the best of Southeast Asia



13 July
Partners with the Maldives' Pulse Hotels & Resorts to showcase its latest news, exclusive rates, and more to travellers

31 July
Partners with TURESPAÑA, the official tourism authority of Spain, providing GCC-based customers access to an extensive portfolio of products and services

10 August
Expands across the UAE with the opening of a second retail store in Sharjah to provide its growing community with an expert team and easy access to its services

16 August
Acquires an additional 28% stake in Imagine Cruising, UK's leading cruise and stay holiday distributors, bringing its shareholding to 81.4%

16 August
Announces its partnership with SAP Concur, the world's leading brand for integrated travel, expense, and invoice management

1 September
Collaborates with the Saudi Tourism Authority on a second annual campaign to boost leisure travel to the country

13 September
Yalago showcases its ever-growing hotel portfolio for leisure travellers to the travel industry in Shanghai at ITB China 2023

1 October
dnata's Global Contact Centres onboards more than 130 global customers as part of its corporate travel partnership with American Express Global Business Travel

27 October
Partners with Virgin Atlantic to support the airline's seasonal return to Dubai as its general sales agent in the UAE

1 November
dnata's Global Contact Centres in Belgrade introduce Italian and German languages for Emirates' sales and services teams

9 November
dnata's travel brands in the UK announce a partnership with the Department of Culture and Tourism Abu Dhabi

14 November
Partners with the German National Tourist Board to champion sustainable travel and hosts event in Dubai to engage corporate partners in promoting responsible travel practices

1 December
dnata's Global Contact Centres renews its partnership with Etihad Airways for a further five years

7 December
Appointed general sales agent for Batik Air to bolster the airline's newly launched route between Dubai and Kuala Lumpur

2 January
B2B brand Gold Medal reports breaking its record for the most calls received in a single day

31 January
Enters the destination representation arena, announcing its partnership with Visit Barbados as its exclusive sales, marketing, and PR representative in the GCC

31 January
Travel Republic sees record growth in bookings to the Maldives and Dubai in January 2024

19 February
dnata Government Travel opens a new one-stop shop at the dnata Travel Centre in Dubai's Business Bay

29 February
Travelbag expands its UK retail offering with a new store in Marlow, England

29 February
Partners with the Community Development Authority Dubai to offer a new range of bespoke honeymoon travel packages for UAE citizens, in line with 'Dubai Wedding Programme', part of the Dubai D33 strategy

4 March
Yalago announces a record high in hotel bookings by global travellers in January and February 2024, since its inception in 2017

11 March
Destination Asia welcomes the first Ambassador Cruise Line ship to Asia with the Ambience docking in Penang and more than 1,400 cruise guests enjoying curated experiences


dnata

DNATA TRAVEL BUSINESSES

Arabian Adventures
The UAE's leading destination management company (DMC), tour, and safari operator

City Sightseeing Dubai
Dubai-based open-top, sightseeing tour bus operator

Destination Asia
A destination management company (DMC), with 17 locally managed offices across Asia

dnata representation services
General Sales Agent (GSA) for airlines across the GCC and India

dnatatravel
The UAE's first travel agency, with a multi-channel presence across the GCC

dnata travel management
Corporate management company based in the UAE, with offices throughout the GCC, serving global accounts and SMEs

EmQuest – A division of Emirates
Provider of B2B travel technology solutions, products, and services

GOLDMEDAL
B2B travel consolidator providing customised business solutions for travel agents in the Middle East

IMAGINE CRUISING – MORE THAN JUST A CRUISE.
Leader in cruise and stay holidays with a focus on tours, rail journeys, and exclusive event pairings

Netflights
Offers travellers a wide range of budget friendly flights, package holidays, and car hire

priohub – The Attractions Marketplace
Digital B2B marketplace which connects resellers globally to tours, activities, excursions, and attractions in the UAE

TRAVELBAG
Tour operator focused on long-haul tailermade holidays

TRAVEL REPUBLIC
Online travel agency in the UK

yalago
Wholesale specialist in global leisure accommodation

EMIRATES AWARDS

2 May
Business Traveller Middle East Awards 2023
- Best Airline Worldwide (10th year in a row)
- Best First Class
- Best Premium Economy
- Best Airport Lounge in the Middle East

18 September
The Sun Travel Awards 2023, UK
- Best Airline Award

25 September
Monitor Airline of the Year, Bangladesh
- Airline of the Year 2023
  (4th in a row, 8th in 10 editions)
- Business Class
- Gold award Best In-flight Entertainment
- Best Long-haul Airline
- Best Loyalty Program
- Silver award for Best Economy Class
- Silver award for Best Meal in Business Class

2 October
APEX/IFSA Awards, California
- 2024 APEX World Class Airline
- Best Onboard Amenity

4 October
Danish Travel Awards 2023
- Best Intercontinental Airline

21 November
ULTRAs 2023 Awards
- Best Airline in the World
- Best Airline in the Middle East

29 November
Gulf Business Awards 2023
- Transport & Logistics Company of the year
- Sir Tim Clark:
  - Business Leader of the Year

5 December
World Travel Awards
- World's Leading Airline for the Middle East (3rd consecutive year)
- Leading Airline Inflight Entertainment
- Leading Airline Brand
- Leading First Class
- Emirates Skywards: World's Leading Rewards Programme (won at 10 out of 12 ceremonies)

3 January
AirlineRatings.com
- Ranked 6th on the 25 Safest Airlines 2024 list

12 January
Grand Travel Awards 2024, Norway
- Intercontinental Airline of the Year (6th time)

2 February
RepScore 2023
- Ranked 1st as airline with the best reputation in Portugal (2nd year in a row)

22 March
Airline Ratings 2024 Airline Excellence Awards
- Best Inflight Entertainment Award

25 March
Irish Travel Industry Awards
- Airline of the Year – Best Long-Haul Airline
- Airline of the Year – Best Business Class
- Airline Trade Team of the Year

DNATA AWARDS

7 July
The Travel Marketing Awards 2023
- Travel Republic: Best Consumer Campaign of the Year (Power to the People)

13 October
2023 Air Cargo News Awards, London
- Ground Handler of the Year (9th in a row)

16 October
World Travel Awards Middle East 2023
- dnata Representation Services: Middle East's Leading Airline GSA 2023
- dnata Travel Management: Bahrain's Leading Travel Management Company 2023
- Saudi Arabia's Leading Travel Agency 2023
- Arabian Adventures: (4th consecutive year)
  - UAE's Leading Destination Management Company
  - UAE's Leading Desert Safari Company
  - UAE's Leading Tour Operator

27 October
10th Payload Asia Awards
- dnata Singapore: Global Cold Chain Service Provider of the Year

28 November
British Travel Awards for 2023
- Travelbag: 10 categories, including
  - Gold award for Best Travel Company to Canada
  - Gold award for Best Travel Company to Southern Asia

5 December
World Travel Awards for 2023
- dnata Representation Services (Air division): World's Leading Airline GSA
- World's Leading Air Travel Service Provider

14 December
2023 Aviator Middle East Awards
- Ground Support Services Provider of the Year (13th time and 4th in a row)
- Commended for sustainability initiatives and training programme in Dubai

11 January
Travel Weekly's Globe Travel Awards for 2024
- Gold Medal UK: Best Long-Haul Operator

1 March
SITE Crystal Awards
- Arabian Adventures: Excellence in Incentive Travel, Africa and the Middle East (4th time)

6 March
World MICE Awards 2024
Destination Asia Events:
- Japan's Best MICE Organiser 2023
- Singapore's Best MICE Organiser 2023

18 March
Priority Pass Excellence Awards 2024
- Ghulam Sarwar, Alpha Flight Services: All Star of The Year (The Lounge at Sharjah Airport)

26 March
Travel Gossip Awards
Gold Medal UK:
- Agents' Favourite Long-Haul Tour Operator
- Agents' Favourite Tailor-Made Company
- Agents' Favourite Supplier Call Centre

THE EMIRATES GROUP AWARDS

12 June 2023
Royal Society for Prevention of Accidents (RoSPA) awards, Dubai
Emirates Group Transport Services:
- Gold award for health and safety performance (4th)
- Gold award for leisure safety
- Roshan Menon: Safety influencer of the year award
- Highly commended award for health and safety initiative
- Trophy award for best fleet safety in the Middle East

11 October
GCC GOV HR and Youth Empowerment Awards
- Best Nationalization Initiative in GCC Private/Public Sector

24 November
UAE National CSR Fund, Majra
- Platinum Impact Seal Award

7 December
CIPD Middle East People Awards
- Best Nationalisation Initiative

11 March
IATA Competency-Based Training and Assessment Center (CBTA Center)
- Innovation Award

GROUP SUSTAINABILITY

EMIRATES GROUP SUSTAINABILITY STATEMENT

The Emirates Group is committed to sustainability across our business and activities, including our supply chain. We strive to deliver value to people, communities and economies, while minimising our environmental impact.

A world leader in air transport and travel services, we generate direct and indirect employment for hundreds of thousands of people, connect businesses to opportunities in a global marketplace, and provide mobility for people to pursue work, family and personal enrichment goals.

We enable a brighter future by supporting innovation incubators, education for disadvantaged children, and sports and cultural activities that build vibrant communities. We dedicate resources to protect wildlife and natural habitats.

The Group has always taken a long-term and balanced approach to growth. Reflecting Dubai and the UAE's vision, we are tireless in our pursuit of excellence and progress, and we embrace the values of tolerance and respect.

The Emirates Group will continue to invest in technologies, people and partnerships, to deliver the best products and services, improve performance, and deliver a positive impact on our Business, our Planet, our People, and our Customers and Communities.

HH Sheikh Ahmed bin Saeed Al Maktoum
Chairman and Chief Executive
Emirates Airline & Group

Governance

Our Chairman & Chief Executive Emirates Airline and Group and our Executive Management team define the Group's strategic direction and long-term objectives. We have established a multifunctional, collaborative ESG framework involving key internal stakeholders. These stakeholders serve as vital data stewards, ensuring the integrity and accuracy of ESG data within their domain. Finance acts as the central hub for consolidating ESG reporting, harmonising data, enhancing coherence and deriving insights.

Strategy

2023-24 was a defining year for ESG as we began the initiative on Group-wide materiality assessments and reporting. A large group of key stakeholders and experts across the organisation collaborated on the initiative, enhanced the framework and prioritised the reporting of material ESG topics. This was supported by a series of workshops aimed at strengthening ESG reporting literacy and capabilities across Group companies, leading to a cohesive and informed approach.

The results of this assessment are on page 63 of our annual report.

We have aligned our key performance indicators with the Global Reporting Index (GRI) where applicable. We are also working towards compliance with the International Sustainability Standards Board (ISSB) and the European Union's Corporate Sustainability Reporting Directive (CSRD).

Risk management

Our approach to risk management is structured around a decentralised model, tailored to address each material ESG topic effectively. This model is supported by the concept of three lines of defence: centres of excellence, oversight boards and committees, and our internal audit function. Our approach ensures accountability and empowers the management of ESG risks at the local level. It also supports the integrity of policy adherence and data auditing processes. The dedicated ESG Finance function plays a key role in overseeing compliance and excellence on reporting standards.

Metrics and targets

Our environmental sustainability reporting has been transparent and progressive, and we have publicly shared our environmental metrics over several years. This year, we have expanded the disclosure of our ESG metrics, reflecting our commitment to not just environmental sustainability but a broader spectrum of ESG priorities. We are developing targets associated with our ESG topics and plan to continue to evaluate our performance across these areas.

Materiality assessment

Our materiality assessment was important to identify and prioritise the ESG topics most relevant to our business and stakeholders, guiding our approach and resources to deliver more impactful sustainability efforts and comprehensive ESG reporting.

To identify the ESG topics, we consulted the industry guidelines from the Sustainability Accounting Standards Board (SASB), benchmarked our operations against those of our peers, and reviewed external sources to evaluate emerging risks.

In this nascent phase, we have focused on internal stakeholders with deep operational knowledge and a direct stake in our ESG outcomes. While external stakeholders were not engaged in this initial stage, we acknowledge their importance and plan to incorporate their viewpoints in future assessments.

The aim of our methodology was to evaluate ESG risks through two primary perspectives: their impact on our enterprise, and the broader societal and environmental implications. This comprehensive approach enabled us to thoroughly assess each ESG concern, considering factors like regulatory importance, financial ramifications, and societal outcomes.

Section	Material Topics	UN Sustainable Development Goals
Our Planet	Air Quality Biodiversity Climate Change Energy Greenhouse Gas Emissions Product Lifecycle Waste Water	7 Affordable and Clean Energy 12 Responsible Consumption and Production 13 Climate Action 14 Life Below Water 15 Life on Land
Our People	Diversity & Inclusion Labour Practices Occupational Health & Safety	3 Good Health and Well-Being 4 Quality Education 5 Gender Equality 8 Decent Work and Economic Growth
Our Communities and Customers	Community Impact Customer Privacy Noise Responsible Marketing	3 Good Health and Well-Being 4 Quality Education 6 Clean Water and Sanitation 9 Industry Innovation and Infrastructure 10 Reduced Inequalities 11 Sustainable Cities and Communities
Our Business	Business Continuity Business Ethics Competitive Behaviour CyberSecurity Operational Safety Supply Chain	12 Responsible Consumption and Production 16 Peace, Justice and Strong Institutions 17 Partnerships for the Goals

OUR PLANET

During 2023-24, we made huge strides in translating our Environmental Policy into action through the Emirates Group Environmental Sustainability Framework. The three pillars of our strategy – reducing emissions, consuming responsibly, and preserving wildlife and habitats – guide our efforts to improve our environmental performance.

Reducing emissions

The Emirates Group has comprehensive policies designed to minimise our carbon footprint. We look at ways to avoid and reduce emissions where possible and explore solutions to replace energy sources with lower carbon alternatives.

Engaging in activities that help us avoid emissions

We maintain a strong focus on enhancing sustainability in our operations, and minimising fuel consumption and emissions. Emirates' pilots implement Green Standard Operating Procedures (Green SOPs), a result of a multi-faceted approach involving education, awareness, data analytics and technology. Under the governance of a cross-functional Operations Efficiency Steering Group, we reduce unnecessary fuel burn and emissions wherever possible, while maintaining the highest safety standards. In 2023-24, Green SOPs and other operating initiatives helped reduce fuel burn by more than 48,000 tonnes and carbon emissions by over 151,000 tonnes.

We avoid emissions across our dnata businesses by using renewable energy where available, and in some markets, such as the UK and Ireland, we exclusively procure solar and wind energy. Renewable energy units across many of our dnata facilities help us avoid consuming fossil-fuel powered electricity. dnata monitors the consumption of fuel across our fleet of ground support equipment (GSE) using Vehicle Tracking Management systems; conducts logistics mapping exercises to ensure minimal distances are travelled airside; and optimises shifts and parking slots to avoid excessive fuel burn. dnata also tracks the behaviour of drivers, including idling times, and has KPIs linked to the environmental management system. We promote more responsible driver behaviour through education, awareness and training.

Overview
Emirates
dnata
Group
Group Sustainability
Financial information
Additional information

11 May
Emirates pledges US$ 200 million to fund research and development projects to reduce the impact of fossil fuels in commercial aviation

15 June
dnata completes the first fully electric wide-body aircraft turnaround at New York-JFK airport using an electric pushback tractor, lower deck loaders, belt loaders and baggage tractors

30 August
Emirates achieves IATA Environmental Assessment (IEnVA) Stage One Certification for its environmental management system

21 September
dnata becomes the first combined air services provider to receive the International Air Transport Association's (IATA) environmental management certification

10 December
dnata completes the United Nations Global Compact Climate Ambition Accelerator Programme

19 February
Emirates Flight Catering fully acquires Bustanica, the world's largest indoor vertical farm, supporting the UAE's efforts to enhance food, water and agricultural security

31 August
dnata businesses in the UAE, including dnata logistics, Arabian Adventures, Alpha Flight Services and City Sightseeing Worldwide, transition to biofuel for their landside fleet

2 October
Emirates announces an agreement with Shell Aviation to receive over 300,000 gallons of blended SAF at DXB airport

18 October
Emirates expands collaboration with Neste for the supply of SAF in 2024 and 2025

6 November
First Emirates flights cleared for take-off with SAF from Dubai

Reducing emissions by updating and upgrading our technology

We have resolved to improve fuel efficiency, invest in sustainable aviation fuels (SAF), and electrify our GSE and vehicle fleets. Our robust fuel monitoring system and advanced data analytics help us optimise our uplift of fuel and potable water and to load aircraft at the optimal centre of gravity. Our pilots are equipped with the latest technology and tools to monitor and review their flight performance as well as to improve their awareness of how their flying techniques impact fuel consumption and carbon emissions.

Operating modern and fuel-efficient aircraft has always been central to Emirates' business model. Our new-generation Airbus A350 and Boeing 777X aircraft will provide up to 22% greater fuel efficiency as they join our fleet starting in 2024 and 2025 respectively. Our dnata Green Fleet Strategy commits to phasing out diesel-operated engines and switching to hybrid, electric, or hydrogen wherever feasible. Across our operations, we have already deployed more electric GSE across our operations, with 65% of our fleet converted to electric in the Netherlands, 44% in Italy, 40% in the UK, and 39% in Switzerland. Our Netherlands team continues to work with Schiphol airport to trial 'taxibots' to avoid emissions from aircraft as they taxi between the runway and the gates.

In the single biggest commitment to sustainability by any airline, Emirates has earmarked US$ 200 million to progress advanced fuel and energy solutions for aviation. The funds will be dispersed to various research and development projects over the next three years.

19 November
dnata Philippines completes the installation of solar panels at its GSE maintenance facility in Manila, reducing electricity consumption by approximately 40%

20 November
Emirates becomes a founding entity of Air-CRAFT, the UAE-based research consortium for renewable and advanced aviation fuels

22 November
Emirates becomes the first airline in the world to operate an A380 demonstration flight with 100% Sustainable Aviation Fuel

29 January
Emirates becomes the first international airline to join UK low carbon investment initiative, The Solent Cluster

Replacing high-carbon energy sources with lower-carbon alternatives

We support and actively engage with the rapidly developing SAF industry. This year, we announced an agreement with Shell to enable an exclusive supply of SAF to Emirates for the first time at DXB. We also announced a partnership with Neste to supply over 3 million gallons of SAF in 2024 and 2025 for flights departing from Amsterdam Schiphol and Singapore Changi airports.

Our uplift of SAF contributed to emissions reductions of about 4,700 tonnes of CO_2e (carbon dioxide equivalent) over the lifecycle of the fuel. Several of our dnata operations have deployed low carbon alternatives to replace diesel: in Schiphol airport, we've replaced 674,881 litres this past fiscal year with hydrotreated vegetable oil (HVO100); and we now use a blend of biofuel across our landside fleets in dnata logistics, City Sightseeing Tours, Arabian Adventures, and Alpha Flight Services. Our transition to biofuel has contributed to emissions reductions of about 2,200 tonnes of CO_2e over the lifecycle of the fuel.

We have invested in solar power systems to generate clean electricity at our major facilities. In Dubai, this includes the Emirates Engine Maintenance Centre, Emirates Flight Catering, the Emirates Sevens Stadium, and our new pilot training centre, which will open in 2024. These installations generate around 9,000 MWh of renewable electricity annually, saving about 3,500 tonnes of CO_2e emissions.

dnata has installed solar power systems at its operating facilities in Singapore, the UK, Pakistan, and the Philippines, and at its SnapFresh facility in Australia. These generate approximately 4,300 MWh of renewable electricity annually, saving over 2,000 tonnes of CO_2e emissions. dnata also purchases renewable energy from local grids in the UK and Ireland for catering, as well as many of its travel and airport operations.

Our investments in renewable electricity in the UK and Ireland generate approximately 19,200 MWh, which saves over 4,000 tonnes of CO_2e annually. dnata continues to invest in its ground handling fleet's electrification, which now stands at 15% globally, and the use of biofuels where feasible to reduce emissions.

Offsetting emissions that cannot be eliminated

Emirates has committed to implementing the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA).

CORSIA, established by ICAO and implemented by ICAO Member States including the UAE, is designed to stabilise international emissions at 2019 levels over the medium term through the retirement of internationally approved and accredited carbon offsets, while providing additional incentives for the introduction of sustainable and low carbon fuels.

31 January
dnata takes delivery of electric smart cars to replace the diesel vehicles in its airside fleet at Amsterdam Schiphol Airport (AMS)

28 February
dnata Italy converts and refurbishes 28 GSE from diesel to hydrotreated vegetable oil and electric at Malpensa and Linate stations

31 March
dnata USA introduces 14 new electric and hybrid vehicles to their fleet

Climate change

Climate change presents widespread risks and opportunities. We are increasingly vulnerable to the physical impacts of climate change, including extreme weather events that cause flight cancellations, delays, and infrastructure damage. Increasing temperatures may impact aircraft performance, operational capacity and employee health and wellbeing. The transition to a low-carbon economy includes regulatory risks such as carbon pricing; technology risks such as the development of more efficient aircraft and sustainable fuels; and market risks, including a growing demand for sustainable travel.

While the short term may present financial challenges stemming from initial investments in sustainability initiatives and compliance costs, we view these as strategic investments essential for the long-term viability and resilience of our business.

	Category	Drivers	Our Approach
Opportunities	Resource efficiency & energy	• Reducing cost and quantity of fuel and energy utilised in operations • Adoption of low carbon technology and renewable energy sources	• Implementation of rigorous fuel efficient operating procedures • Maintaining a young, fuel-efficient aircraft fleet • Conducting energy audits of key assets • Integrating minimum sustainable design standards in facilities management planning • Investing in renewable energy, including SAF, biodiesel and solar energy • Leveraging economies of scale to centralise alternative fuel and energy agreements • Identifying local incentives to support the implementation of more efficient operations
Opportunities	Products, services, market & resilience	• Access to sustainable financing opportunities through applied decarbonisation measures	• Evaluating sustainable finance opportunities
Risks	Technology	• Challenges in scaling up SAF production and other advanced fuels • Long lead times for the development and introduction of new aircraft and engine technology	• Commitment to R&D investment • Commitment to energy-efficient technology, including aircraft, engines, ground equipment and facilities • Engaging with suppliers on lower carbon solutions
Risks	Market & economics	• Rising cost of raw materials (e.g. water & energy) • Limited availability of SAF and biofuels • Increased costs from transitioning to lower emissions technology or fuels • Incremental costs from the introduction of carbon pricing and other regulatory schemes • Changing customer preferences	• Monitoring, evaluating and reporting the environmental impact of our operations, continuously seeking improvements • Engaging with government and industry to accelerate SAF and alternative fuel production in the region and internationally • Implementing a SAF procurement strategy • Engaging with customers on sustainability topics
Risks	Reputation	• Growing stakeholder concern and pressure from investors who are focusing on companies that are committed to reducing emissions • Greenwashing poses a significant reputational risk to the airline sector	• Setting objectives and targets to mitigate climate impacts • Conducting further stakeholder engagement to educate and collaboration on reducing the impact of the aviation industry • Ensuring initiatives are communicated in a responsible and transparent way
Risks	Acute physical	• Increase in extreme weather occurrences, leading to disruption of operations and potential impact on safety	• Planning for adaptation and mitigation efforts • Supporting research into relevant climate risks and opportunities • Rigorous safety management processes and systems
Risks	Chronic physical	• Climate shifts, chronic sea-level rise, severe weather variability, and rising mean temperatures may affect operations and employee safety	• Evaluating business strategy and decision-making with consideration of chronic climate-related risks
Risks	Policy and legal	• Introduction of regulatory mechanisms such as carbon pricing • Increased disclosure requirements for emissions and significant climate risks	• Conducting regular stress testing of the portfolio against price movement of carbon pricing instruments • Increasing disclosures and transparency on climate related risks and mitigation measures

Stakeholder consultation and engagement

Feedback from our partners, customers, employees, and financial institutions is vital to shaping our policies, and it also underlines the importance of risk transparency, accountability, and continuous improvement in our environmental performance.

We aim to both reduce the environmental impact of our own operations, while supporting a global transition to a low-carbon economy across aviation. The Emirates Group supports IATA's goal of achieving net-zero carbon emissions across our industry by 2050, and we actively participate in a range of sector-led environmental working groups, including:

- Airport Services Association (ASA)
- Airline Catering Association (ACA)
- Arab Air Carriers Organisation (AACO) Environmental Policy Group
- IATA Sustainability and Environment Advisory Council (SEAC)
- IATA Environmental Assessment (IEnvA) Oversight Committee
- IATA's Sustainable Finance Task Force
- International Civil Aviation Organisation (ICAO) Committee on Aviation Environmental Protection (CAEP) as a UAE-nominated participant in working groups
- UAE Sustainable Aviation Fuel Committee, convened by the Ministry of Energy and Infrastructure
- UAE Aviation Environment Working Group, facilitated and chaired by the UAE GCAA
- United for Wildlife (UfW) Transport Taskforce, and UfW Middle East and North Africa Chapter Steering Committee
- UAE Intersectoral Chief Sustainability Officer (CSO) Roundtable, hosted by ADNOC to foster collaboration across the private industrial sector in the UAE
- United Nations Global Compact (UNGC) Climate Action Taskforce

We respond to a growing number of ESG questionnaires from our customers, including those on internationally recognised platforms like EcoVadis and CDP. We pursue opportunities to reduce carbon emissions by engaging with key suppliers, including: aircraft and engine manufacturers; suppliers of fuel, catering, and on-board service equipment; and waste management contractors.

To engage our employees in our efforts, we maintain a dedicated intranet page where we publish environment-related information, news and updates. We have rolled out training to our global workforce that outlines our environmental policy, strategy, and roadmap.

We also have a network of internal committees and working groups that support our environmental sustainability strategy, including:

- Emirates Environmental Sustainability Executive Steering Group
- dnata Health, Safety and Environment Executive Committee
- Emirates Group Sustainability Working Group
- dnata Green Team Board and associated sub-working groups
- Emirates Product Monitoring and Development Committee
- Emirates Operations Efficiency Steering Group
- SkyCargo Sustainability Working Group
- Finance ESG Working Group
- Emirates Group Facilities Sustainability Working Group

Consuming responsibly

The Emirates Group is dedicated to responsible consumption, demonstrated through our partnerships with ethical suppliers who share our approach to sustainable practices. We actively minimise waste throughout our operations, striving to set a standard for environmental stewardship in the aviation industry.

Responsible procurement

We are focused on creating a supply chain that reflects both our values and environmental best practices. This includes carrying out due diligence on our key suppliers and working with them to augment their products and services. To that end, we implemented an enhanced Supplier Code of Conduct in 2022 which ensures our suppliers align with our responsible sourcing requirements without compromising on quality. In 2023-24, we concentrated on supplier engagement for more sustainable inflight service products, and we plan to expand this work to our wider supplier base in the months ahead. At dnata, we have implemented supplier questionnaires for GSE and product procurement in our catering businesses to help nurture a more responsible supply chain.

Waste minimisation

One of the foundations of the Emirates Environmental Sustainability Framework is a pledge to minimise the waste we generate from our commercial and residential facilities and to divert waste from landfill. Collaboration is at the core of our efforts.

12 May
Emirates phases out paper boarding passes for flights departing Dubai, reducing paper waste

1 June
Emirates unveils a closed loop recycling initiative through which onboard plastic service ware is remanufactured into new onboard products after its end of life

Helping us to reduce cabin and catering waste from flights into Dubai, our cabin crew segregate used plastic and glass bottles onboard, which are then recovered for recycling by Emirates Flight Catering. We also work with Dubai Airports and the dnata Aircraft Cabin Appearance teams on opportunities to reduce airside waste going to landfill.

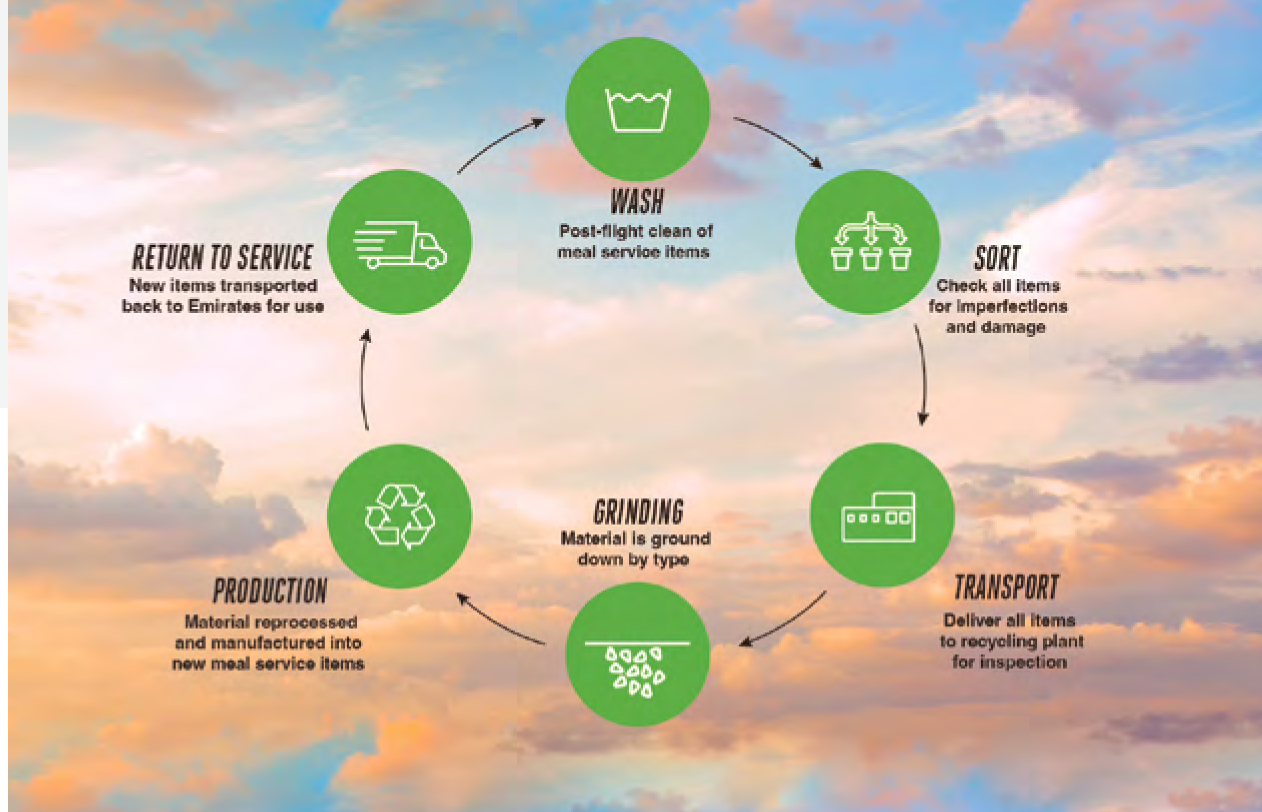
In June 2023, we launched a new closed loop recycling initiative, through which millions of damaged, unserviceable meal tray items such as plastic trays, bowls, snack and casserole dishes are repurposed into fresh, ready-to-use Emirates meal service products. Meanwhile, dnata has implemented zero-waste-to-landfill contracts with waste management providers in our UK businesses; runs zero-waste-to-landfill operations in the Netherlands; and has eliminated single-use plastics across several catering businesses.

dnata Cargo implemented circular economy principles to repurpose plastics into materials for other industries.

Inflight initiatives

Emirates has a range of amenity kits made from washable kraft paper and containing durable travel essentials made from alternative materials. Complimentary toy bags, baby amenity kits and plush toys are made from recycled plastic bottles and other alternative materials. Belt bags, duffle bags and backpacks are fabricated from a yarn that is made from 100% recycled plastic bottles.

Our new inflight loungewear set, launched in January 2024 for Business Class customers, is made from EU Ecolabel certified modal fibres from botanical sources.



In November 2023, we launched a unique capsule collection of luggage, bags, and accessories – all fashioned from upcycled materials from retrofitted aircraft.

16 September
dnata Travel organises a World Clean Up Day event, encouraging the recycling of paper, expired medication, electronics, plastics, and cans

9 November
Emirates launches 'Aircrafted by Emirates', a limited edition luggage and accessories line made from upcycled aircraft interiors

15 February
dnata Travel volunteers in Dubai build a dedicated green space outside their office building using recycled wooden pallets

Preserving wildlife and habitats

The rich tapestry of our planet's biodiversity is a captivating lure for travellers, drawing them to explore diverse ecosystems and encounter unique species. Biodiversity and habitats are also essential in supporting community livelihoods in the places we fly to, and the places we source products from. As people embark on journeys to witness nature's wonders, the aviation industry must minimise its environmental impact to safeguard these precious habitats for future generations. This is a responsibility the Emirates Group takes seriously by implementing sustainable practices and advocating for conservation efforts.

Conserving habitats

For over 20 years, Emirates has helped support a sustainable ecosystem at the Dubai Desert Conservation Reserve (DDCR). This is Dubai's largest national park comprising 5% of the emirate's total land area and it is dedicated to protecting indigenous fauna and flora. Emirates has managed the DDCR since the establishment of the reserve in 2002.

In Australia, we have contributed to the conservation of the unique biodiversity at Wolgan Valley, located in the World Heritage-listed Greater Blue Mountains region since 2009, when we opened the Emirates One&Only Wolgan Valley. One of Australia's first luxury conservation-based resorts, it occupies just 1% of a 2,800-hectare nature reserve. Emirates has invested over AU$ 125 million into this project and has planted over 175,000 native trees and shrubs across the site.

At dnata Travel, employees are engaged in conservation efforts throughout the year to protect critical habitats and biodiversity. These include mangrove plantation in the UAE, tree planting initiatives across our stations globally, implementing bee pollinator zones in Italy and Ireland, and the maintenance of the Walled Orchard in the UK – a beautiful rose garden open to the public to enjoy within Cuerden Valley Park.

OVER A DECADE OF PROTECTING WILDLIFE

2012
Emirates imposes an embargo on shark fins

2015
Emirates imposes a complete ban on carrying hunting trophies of the Big 4, even where permissible by CITES

2016
Emirates signs the Buckingham Palace Declaration and joins the United for Wildlife Transport Taskforce, confirming our zero-tolerance policy on illegal wildlife trade including big cats, elephants, rhinos, and pangolins

2016
Emirates emblazons wildlife decals on four of our iconic A380s. Flying nearly 6,000 flights and touching down in 48 cities in 29 countries, these decals spotlight endangered species such as big cats, elephants, and gorillas

2017
Emirates joins forces with Dubai Customs, Dubai Police, and other authorities to intercept illegal wildlife shipments

1 September
dnata Travel publishes its Animal Welfare Policy to provide stakeholders direction on responsible travel activities contributing to the preservation of wildlife in destinations across its network

4 October
Dubai Desert Conservation Reserve unveils a new visitor centre that provides an immersive introduction to the UAE's indigenous flora and fauna

11 October
Emirates rolls out new Premium Economy and Economy Class amenity kits, designed in partnership with United for Wildlife and featuring eight of the most endangered species on the planet

Protecting wildlife

Emirates has a zero-tolerance policy on carrying banned species, hunting trophies or any products associated with illegal wildlife activities. Over the years, we have continuously demonstrated our resolve to support CITES (The Convention on International Trade in Endangered Species of Wild Fauna and Flora) protocols in collaboration with entities such as the UAE Ministry of Climate Change and Environment.

We have earned the IEnvA Illegal Wildlife Trade (IWT) module certification in 2023. The certification, endorsed by United for Wildlife, helps us strengthen our business procedures to combat illegal wildlife trafficking. At dnata, we have launched an Animal Welfare Training Module to all our employees across our internal training platform to help in raising awareness on animal welfare, especially within the travel and tourism industry.

Emirates actively contributes to the United for Wildlife Transport Taskforce and is part of the Steering Committee of the United for Wildlife MENA Chapter, which was launched in early 2022. Our ground-handling colleagues at dnata are trained in IATA's Live Animal Regulations and Emirates' internal policies on carrying wildlife. Emirates has introduced comprehensive wildlife awareness training for both our cargo and passenger services employees, covering cabin crew, Emirates Airport Services, and Emirates Group Security. Since the rollout of the training, we have equipped over 30,000 employees with the skills to identify signs of wildlife trafficking in both passenger and cargo operations. Dedicated reporting channels have been established to ensure prompt reporting of suspicions or occurrences, empowering our team and partners to protect endangered species and combat illegal wildlife trade effectively.

8 January
Arabian Adventures launches a new range of Educational Trips for UAE's schools and universities, based on the Dubai Desert Conservation Reserve's wildlife, habitat and conservation efforts

2023
Emirates rolls out education and awareness training to all frontline employees, equipping them with knowledge to spot signs of wildlife trafficking in both passenger and cargo operations, and to report suspicions through dedicated reporting channels. Since the launch of the programme, we have trained over 30,000 employees

2023
Emirates joins Project Vikela, which aims to deploy an automated system for detecting illegal wildlife products in security screening systems in priority airports in Africa

2023
Emirates achieves the IATA IEnvA Illegal Wildlife Trade certification for our Environmental Management System

2023
Emirates issues a dedicated policy on non-acceptance of products and parts of endangered animals, including hunting trophies, as well as plants listed in CITES Appendix I

2024
Following the 37th African Union Summit, Emirates becomes one of the first international airlines to implement an embargo on donkey hides in line with directives from African heads of state

Environmental performance reporting

For the first time this year, the Emirates Group is reporting its emissions in CO_2 equivalent (CO_2e), which includes the climate impact of nitrous oxide (N_2O) and methane (CH_4) greenhouse gases. This enhancement aligns with international reporting standards, providing a comprehensive assessment of the Group's environmental impacts. Additionally, Emirates and dnata are reporting Scope 3 (indirect) emissions, encompassing fuel- and energy-related activities not included in Scope 1 or Scope 2, along with waste generated in operations – the two most relevant Scope 3 categories for the Group.

Emirates continuously measures the environmental impact and performance of our flight operations, using an intensity-based metric to track fuel efficiency of our passenger and freighter fleet. Our combined carbon intensity measured in kilograms of carbon dioxide equivalent emissions per tonne-kilometre ($kgCO_2e$/TK) changed -4.0% from 2021-22 to 2022-23 (from 0.820 to 0.787 $kgCO_2e$/TK), and +2.8% this financial year compared to 2022-23 (from 0.787 to 0.809 $kgCO_2e$/TK). The slight decline in fuel efficiency was a result of factors including increased air traffic due to the continuous ramp-up of aviation industry operations after the pandemic, regional airspace closures, natural ageing of the fleet, delays in the delivery of new fuel-efficient aircraft, and changing fleet deployment patterns after the pandemic.

Through ongoing implementation of fuel efficiency initiatives and the planned introduction of new aircraft into our fleet, Emirates intends to improve its CO_2e intensity to the extent that external factors allow.

Our international aircraft emissions (covering more than 99% of Emirates' aircraft emissions) are also externally verified and audited for CORSIA.

dnata's ground handling, cargo, catering, retail, and travel businesses measure direct and indirect emissions related to the number of flight turnarounds and revenue to enable comparison and year-on-year improvement. This has been enabled by the launch of a digital tool for our global businesses to report on their monthly environmental performance that spans across various ESG metrics including environment, finance, and HR in the previous financial year. Since 2022-23, our carbon intensity measured in kilograms of carbon dioxide equivalent emissions per aircraft turnaround ($kgCO_2e$/turnaround) has reduced by 8.4% from 193.6 to 177.3 $kgCO_2e$/turnaround for our ground handling and cargo business. Our carbon intensity measured in grams of carbon dioxide equivalent emissions compared to revenue (gCO_2e/AED) for catering and travel has reduced by 26.3% and 22.5% respectively, from 13.7 to 10.1 gCO_2e/AED for catering and 4.0 to 3.1 gCO_2e/AED for travel. We track and monitor our consumption and emissions, present our performance at quarterly Executive Committee meetings, and display the progress towards our environmental targets on digital signboards globally for transparency to our internal businesses. dnata also uses the data to identify key projects that will create the biggest area of impact in terms of emissions reduction.

ENVIRONMENTAL SUSTAINABILITY PERFORMANCE - EMIRATES

The performance indicators below cover Emirates' airline business operations from its hub in Dubai, including Emirates Flight Catering operations and the management of the Dubai Desert Conservation Reserve, during the financial year ended 31 March 2024. All other businesses of Emirates are excluded in the below metrics. References to Scope 1 and 2 emissions below are based on definitions from the Greenhouse Gas Protocol – revised edition (Corporate Accounting and Reporting Standard – Revised Edition, 2004), while references to Scope 3 emissions are based on the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Standard.

Priority	Performance indicator	Unit	2023-24	2022-23	Higher/(lower) %
Aircraft fuel consumption, fuel efficiency and CO_2e intensity [1,2]	Fleet age	years	10.1	9.1	11.0
	Jet fuel (total fleet including training aircraft and engine maintenance activities)	tonnes	10,342,630	8,463,371	22.2
	Aviation gasoline (training aircraft)	tonnes	471	513	(8.2)
	Sustainable aviation fuel (SAF)	tonnes	1,297	179	624.6
	Passenger fuel efficiency (passenger fleet)	L / 100PK	4.14	4.09	1.2
	Freighter fuel efficiency (freighter fleet including mini-freighters)	L / FTK	0.176	0.177	(0.6)
	Combined fuel efficiency (total fleet excluding training aircraft and wet-leased freighters)	L / TK	0.324	0.316	2.5
	Passenger CO_2e intensity (passenger fleet)	g CO_2e / PK	103.4	102.0	1.4
	Freighter CO_2e intensity (freighter fleet including mini-freighters)	g CO_2e / FTK	439.0	441.6	(0.6)
	Combined CO_2e intensity (total fleet excluding training aircraft and wet-leased freighters)	kg CO_2e / TK	0.809	0.787	2.8
Aircraft noise and local air quality	Fleet cumulative margin to Chapter 4 noise standards	EPNdB	(12.0)	(12.1)	(0.8)
	Fleet cumulative margin to Chapter 4 noise standards	%	(7.1)	(7.1)	0.0 pts
	Nitrogen oxide (NO_x) emissions (landing and take-off cycle)	tonnes < 3,000 ft	12,170	10,638	14.4
	Carbon monoxide (CO) emissions (landing and take-off cycle)	tonnes < 3,000 ft	7,009	6,088	15.1
	Unburnt hydrocarbons (UHC) emissions (landing and take-off cycle)	tonnes < 3,000 ft	724	627	15.5
	Fleet margins below regulatory limits for NO_x	%	(11.1)	(11.1)	0.0 pts
	Fleet margins below regulatory limits for CO	%	(57.8)	(57.8)	0.0 pts
	Fleet margins below regulatory limits for UHC	%	(66.4)	(66.4)	0.0 pts
	Fuel Jettison Events [3]				
	Total events		15	10	50.0
	Jettisoned fuel	tonnes	448	248	80.6
Vehicle and ground service equipment fuel consumption	Diesel	litres	12,872,574	11,074,548	16.2
	Petrol	litres	12,565,969	10,289,287	22.1

Priority	Performance indicator	Unit	2023-24	2022-23	Higher/(lower) %
Electricity and water [4]	Electricity consumption	MWh	431,030	395,978	8.9
	Renewable electricity generation and consumption (solar)	MWh	8,989	9,192	(2.2)
	Water consumption	ML	3,148	3,095	1.7
Materials and waste [5]	**Total waste directed to disposal**	**tonnes**	**48,049**	**31,823**	**51.0**
	Waste diverted from disposal				
	Recycled paper and cardboard	tonnes	3,853	3,558	8.3
	Recycled plastic	tonnes	878	959	(8.4)
	Recycled glass	tonnes	487	464	5.0
	Other recycled materials waste diverted from disposal	tonnes	4,254	1,174	262.4
	Total waste diverted from disposal	**tonnes**	**9,472**	**6,155**	**53.9**
CO_2e emissions	**Scope 1 (direct emissions)** [6]				
	Aircraft operations	tonnes	32,870,382	26,898,232	22.2
	Ground operations	tonnes	63,771	53,638	18.9
	Total Scope 1 emissions	**tonnes**	**32,934,153**	**26,951,870**	**22.2**
	Biogenic emissions from SAF (outside of scopes) [7]	**tonnes**	**4,099**	**566**	**624.2**
	Scope 2 (indirect emissions) [8]				
	Electricity	tonnes	171,507	166,311	3.1
	Total Scope 2 emissions	tonnes	171,507	166,311	3.1
	Scope 3 (other indirect emissions) [9]				
	Category 3: Fuel- and energy-related activities not included in Scope 1 or 2	tonnes	6,906,352	5,656,276	22.1
	Category 5: Waste generated in operations	tonnes	25,203	16,689	51.0
	Total Scope 3 emissions	**tonnes**	**6,931,555**	**5,672,965**	**22.2**
	Total Scope 1, 2 and 3 CO_2e emissions	**tonnes**	**40,037,215**	**32,791,146**	**22.1**
Energy consumption (non-renewables and renewables)	Energy from fuel consumption	TJ	455,257	372,561	22.2
	Energy from renewable fuel consumption (SAF)	TJ	56.99	7.86	625.1
	Energy from electricity consumption	TJ	1,552	1,426	8.8
	Energy from self-generated renewable electricity (solar)	TJ	32.36	33.09	(2.2)
	Total energy consumption	**TJ**	**456,898**	**374,028**	**22.2**

1 Passenger-kilometre (PK), freight-tonne-kilometre (FTK) and tonne-kilometre (TK) represent the transport of one passenger, one tonne of freight or one tonne of payload (passengers and freight) over a distance of one kilometre flown. Passengers and freight carried includes actual uplift excluding crew on duty. Kilometres flown is the planned actual ground distance from the Emirates flight planning system, corrected for the effect of wind.

2 In 2023-24, greenhouse gas emissions are presented as carbon dioxide equivalent (CO_2e), including nitrous oxide (N_2O) and methane (CH_4) in addition to carbon dioxide (CO_2), in alignment with international reporting standards. This excludes emissions from SAF (see footnote 7).

3 Fuel is only jettisoned in an inflight emergency situation when it is necessary to lower the aircraft weight to ensure a safe landing.

4 Excludes some facilities located within Dubai airports due to lack of metered data.

5 Aircraft cabin waste from flights into Dubai has been excluded from 2022-23 and 2023-24, as the airport waste contractor cannot provide Emirates-specific data.

6 Scope 1 CO_2e emissions are calculated using the UK Department for Energy Security & Net Zero (DESNZ) and Department for Environment Food & Rural Affairs (DEFRA) Conversion Factors for Company Reporting (2023). Scope 1 emissions in 2022-23 have been recalculated using the updated emission factors to reflect this update.

7 Biogenic CO_2 emissions from the combustion of SAF were previously reported under Scope 1 emissions. However, starting 2023-24, they are reported independently (outside of scopes) to align with GRI and GHG Protocol standards, therefore they are not added to the total CO_2e emissions. Biogenic emissions are calculated using the ICAO standard CO_2 emissions factor for jet fuel (3.16 kg CO_2 per kg of Jet A/Jet A-1 fuel). Scope 1 emissions in 2022-23 have been recalculated to reflect this update.

8 Scope 2 CO_2e emissions are calculated using the DEWA grid emissions factor (2023) for electricity in Dubai.

9 Scope 3 CO_2e emissions are calculated using the UK DESNZ and DEFRA Conversion Factors for Company Reporting (2023) and the International Energy Agency Life cycle Upstream Emission Factors 2023 (Pilot Edition) – Database documentation. Scope 3 Category 3 does not include emissions from SAF, pending the future publication of the revised version of the GHG Protocol Land Sector and Removals Guidance.

ENVIRONMENTAL SUSTAINABILITY PERFORMANCE - DNATA

The performance indicators below cover dnata's performance from its Airport Operations, Catering and Travel lines of businesses during the financial year ended 31 March 2024. Group companies of dnata are available on pages 244-245 of this Report. References to Scope 1 and 2 emissions below are based on definitions from the Greenhouse Gas Protocol – revised edition (Corporate Accounting and Reporting Standard – Revised Edition, 2004), while references to Scope 3 emissions are based on the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Standard. dnata's environmental data has been externally verified by Verifavia.

Priority	Performance indicator	Unit	2023-24	2022-23	Higher/(lower) %
Vehicle and ground service equipment fuel consumption	**Total diesel consumption**	**litres**	**41,986,973**	**42,249,777**	**(0.6)**
	- Airport Operations	litres	36,535,219	37,015,882	(1.3)
	- Catering	litres	5,036,532	4,863,137	3.6
	- Travel	litres	415,222	370,758	12.0
	Total petrol consumption	**litres**	**5,084,381**	**3,988,715**	**27.5**
	- Airport Operations	litres	3,852,135	2,823,137	36.4
	- Catering	litres	423,074	462,964	(8.6)
	- Travel	litres	809,172	702,614	15.2
	Total other fuel consumption (Biodiesel, HVO, E10, Liquefied Natural Gas, Liquefied Petroleum Gas)	**litres**	**2,273,005**	**663,818**	**242.4**
	- Airport Operations	litres	1,011,412	663,818	52.4
	- Catering	litres	900,384	0	N/A
	- Travel	litres	361,209	0	N/A
Electricity, facility gas and water [1]	**Total electricity consumption**	**MWh**	**181,449**	**238,919**	**(24.1)**
	- Airport Operations	MWh	85,227	97,495	(12.6)
	- Catering [2]	MWh	80,410	128,132	(37.2)
	- Travel	MWh	15,812	13,292	19.0
	Total facility gas consumption	**MWh**	**56,202**	**64,450**	**(12.8)**
	- Airport Operations	MWh	3,611	2,888	25.0
	- Catering [2]	MWh	52,439	61,470	(14.7)
	- Travel	MWh	152	91.8	65.6
	Total renewable electricity generation and consumption	**MWh**	**4,379**	**5,511**	**(20.5)**
	- Airport Operations	MWh	3,592	4,286	(16.2)
	- Catering	MWh	787	1,225	(35.8)
	Total purchased renewable electricity	**MWh**	**19,396**	**6,669**	**190.8**
	- Airport Operations	MWh	4,551	3,082	47.7
	- Catering	MWh	13,379	1,930	593.2
	- Travel	MWh	1,466	1,657	(11.5)
	Total water consumption [3]	**ML**	**1,283**	**1,211**	**5.9**
	- Airport Operations	ML	244	204	19.6
	- Catering	ML	992	973	2.0
	- Travel	ML	48.1	34.0	41.5
Materials and waste [4]	**Total waste directed to disposal**	**tonnes**	**40,851**	**39,659**	**3.0**
	Total waste diverted from disposal	tonnes	77,222	59,561	29.7
CO_2e emissions [5]	**Scope 1 – Ground operations and company facilities (direct emissions)** [6]				
	- Airport Operations	tonnes	107,055	106,373	0.6
	- Catering [2]	tonnes	25,293	14,024	80.4
	- Travel	tonnes	3,008	2,637	14.1
	Total Scope 1 emissions [3]	**tonnes**	**135,355**	**123,035**	**10.0**
	Biogenic emissions from biofuels (outside of scopes) [7]				
	- Airport Operations	tonnes	1,676	25	6,604
	- Catering	tonnes	3.30	0	N/A
	- Travel	tonnes	41.2	0	N/A

Priority	Performance indicator	Unit	2023-24	2022-23	Higher/(lower) %
CO_2e emissions [5] (continued)	**Scope 2 – Electricity (indirect emissions) [6]**				
	- Airport Operations	tonnes	30,869	31,513	(2.0)
	- Catering [2]	tonnes	39,985	51,479	(22.3)
	- Travel	tonnes	7,650	6,714	13.9
	Total Scope 2 emissions	**tonnes**	**78,504**	**89,706**	**(12.5)**
	Scope 3 (other indirect emissions) [8]				
	Category 3: Fuel- and energy-related actvities not included in Scope 1 or 2	tonnes	50,856	49,570	2.6
	Category 5: Waste generated in operations	tonnes	23,877	26,652	(10.4)
	Total Scope 3 emissions	**tonnes**	**74,733**	**76,222**	**(2.0)**
	Total Scope 1, 2 and 3 CO_2e emissions	**tonnes**	**288,592**	**288,963**	**(0.1)**
Energy consumption	**Energy from fuel consumption**				
	- Airport Operations	TJ	1,455	1,458	(0.2)
	- Catering	TJ	218	193	13.0
	- Travel	TJ	42.2	37.0	14.1
	Total energy from fuel consumption	**TJ**	**1,715**	**1,688**	**1.6**
	Energy from renewable fuel consumption [9]				
	- Airport Operations	TJ	23.6	6.0	293.3
	- Catering	TJ	0.037	0	N/A
	- Travel	TJ	0.558	0	N/A
	Total energy from renewable fuel consumption	**TJ**	**24.2**	**6.0**	**303.3**
	Energy from electricity consumption [10]				
	- Airport Operations	TJ	320	351	(8.8)
	- Catering	TJ	478	461	3.7
	- Travel	TJ	57.0	48.0	18.8
	Total energy from electricity consumption	**TJ**	**855**	**860**	**(0.6)**
	Energy from facility gas consumption [10]				
	- Airport Operations	TJ	13.0	10.4	25.0
	- Catering	TJ	189	221	(14.5)
	- Travel	TJ	1.0	0.330	203.0
	Total energy from facility gas consumption	TJ	**203**	232	**(12.5)**
	Energy from renewable electricity consumption				
	- Airport Operations	TJ	16.4	11.0	49.1
	- Catering	TJ	48.2	7.0	588.6
	- Travel	TJ	5.28	6.0	(12.0)
	Total energy from renewable electricity consumption	TJ	**69.9**	**24.0**	**191.2**
	Energy from self-generated electricity (solar)				
	- Airport Operations	TJ	12.9	15.0	(14.0)
	- Catering	TJ	2.83	4.0	(29.3)
	Total energy from self-generated electricity	**TJ**	**15.7**	**19.0**	**(17.4)**
	Total energy consumption	**TJ**	**2,883**	**2,829**	**1.9**

1 Where electricity and/or water data is not provided by the landlord, assumptions have been made to calculate consumption based on the area of the office building or operational facility, or employee headcount, using the US Energy Information Administration standards (Commercial Building Energy and Water Consumption Survey, 2016) and the Company's own average.

2 In 2023-24, facility gas consumption has been reported under Scope 1 emissions. When compared to 2022-2023, this change in reporting approach mainly affects the comparision of Scope 1 vs. Scope 2 emissions for Catering & Retail businesses which are mainly gas-powered. Airport Operations and Travel business emissions are not as significantly affected due to minor gas consumption volumes.

3 A minor discrepancy is observed when summing up the values for "total water consumption" and "total scope one emissions". This arises from the rounding of values in the table to enhance readability.

4 Where waste data is not provided by the landlord, assumptions have been made to calculate waste generation based on the dnata's own average for the specific line of business, i.e. Airport Operations, Catering & Retail, and Travel.

5 In 2023-24, greenhouse gas emissions are presented as carbon dioxide equivalent (CO_2e), including nitrous oxide (N_2O) and methane (CH_4) in addition to carbon dioxide (CO_2), in alignment with international reporting standards. This excludes emissions from biodiesel (see footnote 6).

6 Scope 1 and 2 CO_2e emissions are calculated using the Department for Environment, Food and Rural Affairs (DEFRA) GHG Conversion Factors for Company Reporting and various location-specific emission factors have been used to calculate electricity emissions, such as the International Energy Agency Life cycle Upstream Emission Factors 2023 (Pilot Edition) – Database documentation.

7 Biogenic CO_2 emissions from the combustion of biodiesel, specifically HVO, renewable diesel and E10, were previously reported under Scope 1. From 2023-24, those are reported outside of scopes to align with the GRI and GHG Protocol, therefore are not added to the total CO_2e emissions.

8 Scope 3 CO_2e emissions are calculated using the Department for Environment, Food and Rural Affairs (DEFRA) GHG Conversion Factors, and the International Energy Agency Life Cycle Upstream Emission Factors 2023 (Pilot Edition) – Database documentation. Scope 3 Category 3 does not include emissions from biofuel, pending the future publication of the revised version of the GHG Protocol Land Sector and Removals Guidance.

9 E10 is considered a renewable fuel in this report, based on its usage in Australia.

10 In 2023-24, "energy from facility gas consumption" has been separated from "energy from electricity consumption".

OUR PEOPLE

Our people are the heart of our business and our competitive edge, driving innovation, delivering exceptional service, and fostering a culture of excellence. Investing in our people is not only essential for our growth but also fundamental to our ability to attract, retain, empower, develop and recognise the best talent in our industry. Today, we are a team of over 112,000 supporting our organisation in the 84 countries where we operate and representing over 170 nationalities.

Employee health and wellbeing

We continue to encourage a culture of health through our employee wellbeing programme, Sehaty. This year, our employee care efforts focussed on promoting health awareness across our workforce, cultivating mental and emotional wellbeing and resilience, helping them acquire the knowledge and skills to live healthy lives and get the most out of their medical benefits.

Our health services team collaborated with local health providers to implement health screenings and raise awareness of the importance of preventative care. Clinical psychology piloted a training project for managers on Mental Health First Aid and engaged thousands of employees in stress management and healthy goal-setting workshops.

We upskilled our workforce with a suite of webinars, workshops and roadshows, as well as with informational content on our employee channels. Through these forums, we covered a wide range of topics, including financial literacy, skin safety, nutrition education, diabetes and breast cancer awareness.

Emirates Group provides medical insurance to all of our employees based in the UAE and in many more countries across our operational network. Our Group Medical Services, available across select roles and insurance categories, offer a full range of aviation and occupational medicine, primary health care, dental, laboratory and pharmacy services.

Employee Assistance Programme and Peer Support

Our expert Employee Assistance team supported hundreds of employees and their families with practical advice to deal with a variety of difficult circumstances – ranging from stress, industrial injuries, hospital admissions, relationships concerns, end-of-service and bereavement.

This year, we welcomed 80 new volunteers to Peer Support, which is our dedicated programme to assist our pilots and cabin crew. We transitioned much of our training to online modules, offering flexibility to accommodate the busy schedules of our global and operational workforce. This year, Peer Support was activated over 500 occasions to support our crew and pilot community.

Occupational Health & Safety

The Emirates Group is committed to ensuring the highest levels of safety, security, wellbeing, and health for our employees. We invest significantly in systems, processes and practices that inculcate a safe, healthy work environment and culture for all our businesses, operations, and employees. As a result, we consistently meet or exceed local and global regulations and laws.

Three key departments – Group Safety, dnata Safety and Group Medical Services – are at the core of Workplace Health & Safety (WHS) and work tirelessly to prevent occupational illnesses and injuries and foster a safe workplace in alignment with our Safety Policy.

Our Safety Management Systems (SMS) for Emirates and dnata are built on a shared commitment to safety and ensure consistency across all WHS aspects. At the core of SMS is Safety Risk Management. This includes the identification of hazards, evaluation of potential mitigations, and methods to monitor the effectiveness of our safety measures. We provide guidance on the three mitigation strategies: avoidance, reduction, and segregation of exposure.

A cross-departmental Workplace/Occupational Health - Safety Action Group meets regularly. Cross-departmental engagement ensures coordination of risk management and wider safety initiatives.

WHS data is gathered, assessed, and reported at the Group level for both Emirates and dnata, ensuring a comprehensive overview of our safety landscape.

80

NEW VOLUNTEERS JOINED PEER SUPPORT

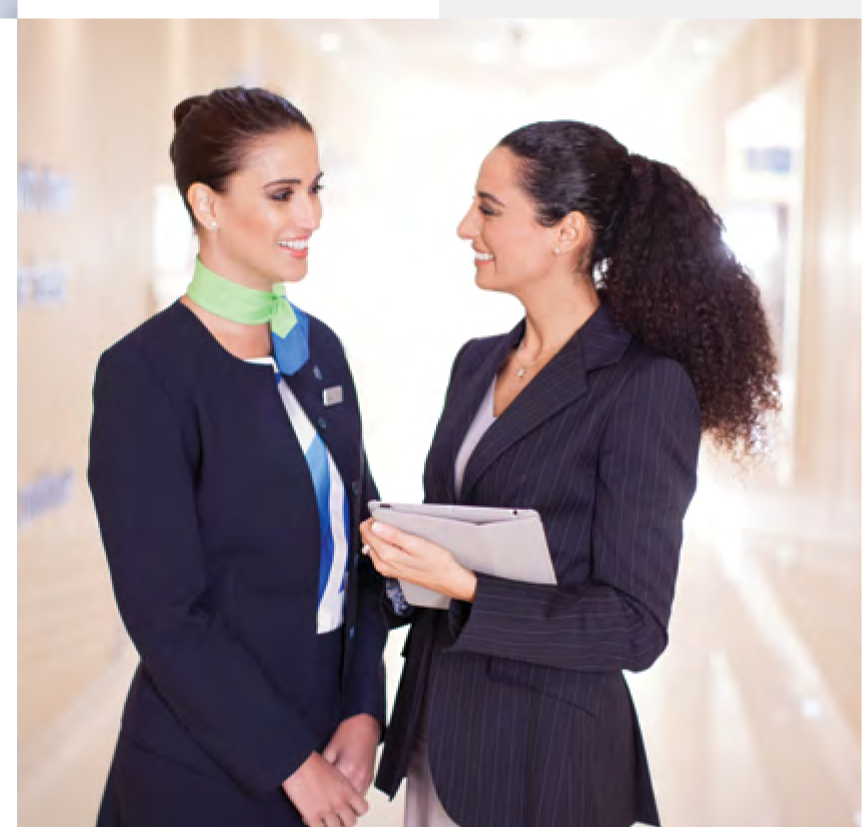
Diversity & Inclusion

At the Emirates Group, we take pride in fostering a diverse and inclusive environment that reflects our global reach. We are steadfast in our approach to gender equality and broader diversity principles.

Some of our key achievements during 2023-24 include:

- Rolling out 'Unconscious Bias' training across our network
- Enhancing our maternity policy and introducing a new parental leave policy
- Partnering with INSEAD to deliver a programme to develop leadership skills and strategies specifically tailored to women executives
- Establishing a Gender Balance Council to promote gender equality within the Group
- Creating comprehensive dashboards to monitor pay equity and female representation in leadership
- Employing the Women's Empowerment Principles Gender Gap Analysis Tool to evaluate our gender equality performance
- Developing partnerships with Aurora50, the UNGC's Target Gender Equality programme, and the UAE National Youth Council

In the year ahead, we plan to expand our Diversity & Inclusion initiatives to better accommodate neurodiversity and people of determination in our workforce.



Women at the Emirates Group

We are proud to have progressed our efforts in recruiting, supporting, and developing talented women in the Emirates Group. Our gender balance strategy is directed at three focus areas: equal pay and fair compensation; equitable recruitment, development, and promotion; and balanced policies, inclusivity programmes and initiatives. Nearly 25,000 women, of which 1,240 are UAE Nationals, work at Emirates airline worldwide and dnata in the UAE.

Women in our workforce represent

- Middle management*: 39%
- Movement from middle to senior management: 50%
- Executive management: 15%
- New joiners: 56%
- Promotions: 55%
- Participation in leadership training: 26%

* excludes operational employees

MORE THAN
170
NATIONALITIES

112,406
TOTAL NUMBER OF EMPLOYEES

Recruitment

Last year, we invested in expanding our team to support our steep growth trajectory. To support our recruitment efforts, we leveraged the efficiency of AI to conduct digital interviews for several customer service roles including contact centre agents and check-in agents for both Emirates and dnata. Our cabin crew recruiters visited over 200 cities, collaborating with international hospitality schools to attract talent.

As we continue to grow our network and operations across the world, we launched campaigns to recruit pilots, and hundreds of IT professionals across a range of roles including software engineering, cybersecurity, innovation and service management.

At Dubai Airshow 2023, we debuted MIRA, an innovative extended reality (iXR) platform. MIRA allows new recruits to meet their peers virtually, explore Dubai, and learn more about the company. We also began to implement Avature, a state-of-the-art talent attraction and onboarding system, to align our candidate experience with our customer experience.

56%
OF NEW JOINERS ARE WOMEN

29%
OF EXECUTIVE POSITIONS ARE HELD BY UAE NATIONALS

3,500
TOTAL NUMBER OF UAE NATIONALS

224
UAE NATIONALS HAVE JOINED BEDAYATY

Rehlaty

As a homegrown organisation of the UAE, our vision is to position the Emirates Group as the employer of choice for UAE Nationals. Rehlaty is the framework that drives our efforts to attract, train, develop and retain the country's top Emirati talent.

During the year, we focused on initiatives to provide UAE Nationals with internship opportunities, pathways to leadership roles and opportunities for cross-functional experience and mobility within the organisation. We signed MoUs with several strategic partners including NAFIS, Microsoft, Rochester Institute of Technology (RIT), and PwC Academy to train and mentor high-potential UAE Nationals through study abroad and professional certification programmes.

We launched our UAE National Talent Acceleration Programme, specifically designed to develop top talent looking to start or grow their careers with Emirates and dnata. The programme includes four streams: the Take Off Internship Programme; the International Bachelor Scholarship Programme; the Fly High Graduate Programme; and the Master Scholarship Programme.

2023-24 saw the launch of new scholarships with American University of Sharjah and RIT. We started offering English language development programmes for our junior roles across customer service roles and sponsorship of professional certification in CIPD, CIA and CFA provided by PwC Academy for Emiratis in Audit, Finance, and HR.

Scholarship programmes

To support our efforts to recruit talented UAE Nationals and inspire Emirati youth to join the world of aviation, we offer a wide selection of scholarship programmes. Across our Cadet Pilot Programme, Aircraft Maintenance Engineer License Programme, Technologist Scholarship Programmes with Emirates Aviation University and RIT, Finance Scholarship and Supply Chain Scholarship Programmes, we had a total of 158 UAE Nationals join this year.

We also had 224 UAE Nationals enrol in Bedayaty, an internal bridge programme designed for new joiners that includes various topics such as speaking with confidence, personal effectiveness, and teamwork.

Graduate programmes

We continue to offer a wide selection of training programmes for UAE National fresh graduates, benefitting 95 participants. We introduced new, dedicated programmes for UAE Nationals in our Engineering and Flight Operations, and appointed our first Emirati nurse and first Emirati pharmacist in Medical Services through a newly introduced medical services graduate programme.

Development programmes

We had 149 participants join our suite of development programmes designed exclusively for UAE Nationals in collaboration with top business schools and commercial partners.

	Participants
Microsoft's Digital Experience Programme	15
English Language Training	23
Chartered Institute of Personnel and Development (CIPD)	23
Career Coaching	16
Rolls-Royce Leadership Programme	20
Airbus Leadership Programme	17
GE's Leaders, Future & Culture	14
Dubai Business Associates	7
INSEAD's Women Leaders Programme	5
Warwick's Development Executive Leadership	5
Dubai Future Experts	4

Emirates Group Youth Council

The Emirates Group Youth Council drives initiatives to invest in and empower the younger generation. Some of the Youth Council's key achievements in the last financial year include: Youthful Sessions, a series to formulate the Emirates Group Youth Council's strategy and promote its goals; Emirates Group Youth Summit, held under the theme 'Igniting Youth Potential for a Thriving Future'; and the Youth Summer Camp, organised in collaboration with the Ministry of Culture & Youth.

COP28 UAE

TRAINING COURSE:
23,562 EMPLOYEES

120
NEW DIGITAL TRAINING ASSETS

Learning and talent

Demand for learning across the Group continues to grow with over 18,600 employees from every country in our network attending training events in 2023-24. Over 5,000 employees attended workshops from Learning & Talent's Professional and Leaderships Skills Portfolios, a 95% increase compared to last year. Our innovative Future Skills Portal attracted over 200,000 visits as our employees actively engaged with new learning paths and courses crafted to empower them for career success.

We designed a new leadership programme for airport service managers across our Emirates network. The Global Operational Leadership Development programme (GOLD) has already been completed by 104 managers from stations across 59 different countries.

Digital learning experience

Last year, we introduced over 120 new digital learning assets. Ahead of the UAE hosting COP28 in November 2023, our Learning & Talent team designed and launched an online course to spread awareness about the event's vision and to help frontline workers manage and support delegates with their travel needs. More than 23,000 employees across the Group, or over a fifth of our workforce, completed the course.

As the Emirates Group progresses on its ambitious talent acquisition roadmap, we developed a series of digital learning videos that provide easy-to-understand information about HR policies and employee benefits. Since launch, these videos have streamlined the onboarding process for over 10,000 new joiners.

Our people are also increasingly engaged with LinkedIn Learning, with over 1 million views of videos on the platform in 2023-24.

Executive leadership development

We expanded our leadership development offer this year to deliver 27 bespoke team cohesion workshops, 127 hours of executive coaching and 24 VP+ Propel sessions to support new leaders in transition through their first 90 days. We launched a new Leader as Coach programme and continued two Group-wide Executive Leadership Programmes in partnership with INSEAD. These were in addition to the existing catalogue of leadership programmes, including those delivered in partnership with London Business School, Warwick School of Business, and Anwar Gargash Diplomatic Academy.

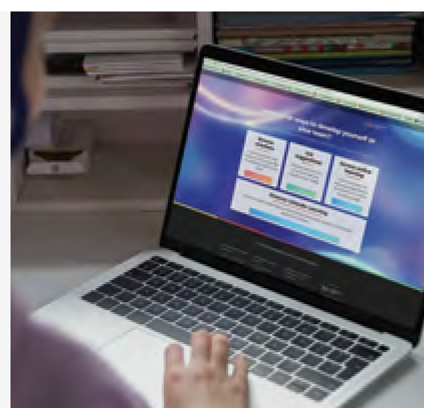
18,600
EMPLOYEES FROM 84 COUNTRIES PARTICIPATED IN TRAINING AND DEVELOPMENT

104
PARTICIPANTS IN OUR GLOBAL OPERATIONAL LEADERSHIP DEVELOPMENT PROGRAMME

27 TEAM COHESION WORKSHOPS

127 HOURS OF EXECUTIVE COACHING

24 PROPEL SESSIONS FOR VICE PRESIDENTS AND ABOVE



203,688
VISITS TO OUR FUTURE SKILLS PORTAL

Rewards

During 2023-24, we continued to ensure that our remuneration structures remain competitive and that we recognise the impact of the rising costs of living, both in the UAE and across our global network. Emirates Group employees worldwide received increases to basic salaries and allowances.

Following the then-record results from 2022-23, all eligible colleagues also received the largest profit share payout in the organisation's history, equivalent to almost 50% of their annual basic salary.

Recognition

We recognise our people through the Emirates Group reward and recognition programmes, including Najm ("star" in Arabic) and Shukran ("thank you" in Arabic).

Through these programmes, we celebrate the stars of our organisation — the talented individuals who drive our success.

Our Shukran app enables managers to instantly thank and reward any employee for a job well done. This year, we expanded our global recognition initiatives by driving Shukran campaigns across our organisation and rolling out targeted training and awareness sessions. We extended Shukran campaigns to operational managers both in Dubai and around the globe, with further expansion planned for the next fiscal year. We ran targeted campaigns for 1,300 cabin crew managers and pursers that powered real-time acknowledgment for inspiring teamwork, outstanding brand ambassadorship and exceptional customer service.

We also introduced new reward options including a platform to recognise our emcare programme volunteers who offer humanitarian support to Emirates passengers affected by natural disasters, sickness, accidents, or other crises.

Our new Excellence Award tier empowers executives to nominate high-performing teams for achieving ambitious goals, exceeding performance targets, and living and breathing our organisational values. We also launched a dedicated Rehlaty recognition programme for UAE Nationals, designed to recognise top performing UAE Nationals in our scholarship, graduate and development programmes. Looking ahead, we plan to expand our reward options and introduce more milestone awards next year.

1,202

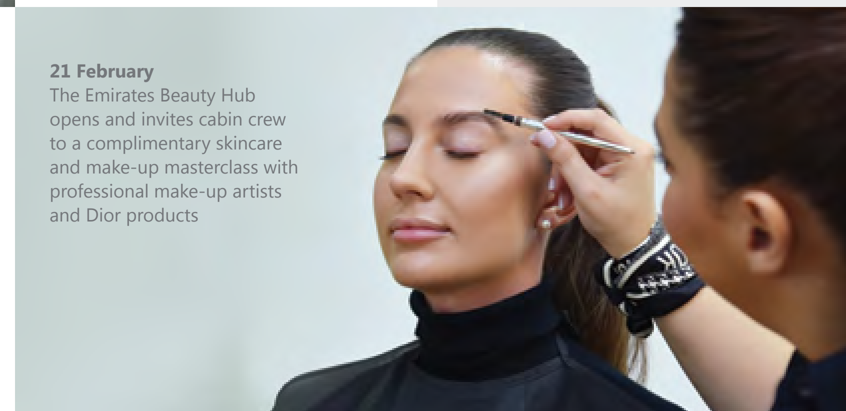
EMPLOYEES RECEIVED LONG SERVICE AWARDS, WORTH AED 6 MILLION

18,974

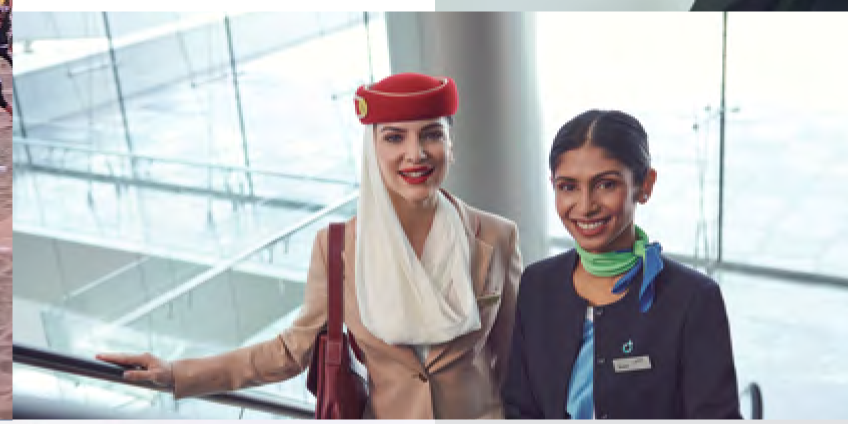
SHUKRANS AWARDED, WORTH AED 1.8 MILLION

11 July
Emirates Group launches a UAE National Talent Acceleration Programme as part of its Emiratisation and development strategy, Rehlaty. It includes the Take off Internship Programme; International Bachelor Scholarship Programme; Fly High Graduate Programme; and Master Scholarship Programme

26 January
Emirates Group employees, representing 144 countries, convene in the Arabian Adventures Lisaili Camp to successfully set a new Guinness World Records title for the most nationalities participating in a yoga lesson



21 February
The Emirates Beauty Hub opens and invites cabin crew to a complimentary skincare and make-up masterclass with professional make-up artists and Dior products



8 March
The Emirates Group celebrates International Women's Day 2024 by announcing its very own Gender Balance Council to support its UAE Gender Balance Council pledge, the NOORA network, UN Global Compact principles, and IATA 25by2025

28 August
Emirates Group becomes a launch partner of Aurora50's women's networking initiative, NOORA — a new community of women collaborating and demonstrating impactful corporate leadership

Emirates: Our people in numbers

Note: the table contains data for UAE-based and international permanent Emirates employees. Senior and middle management numbers exclude operational employees. Turnover numbers include voluntary and involuntary leavers

Priority	Performance indicator		Unit	2023-24	2022-23	Higher/ (lower) %
Employees	Females	Under 30	persons	11,164	7,709	44.8
		30 to under 50	persons	12,552	12,695	(1.1)
		Over 50	persons	1,112	1,161	(4.2)
	Males	Under 30	persons	3,821	2,670	43.1
		30 to under 50	persons	17,236	16,264	6.0
		Over 50	persons	4,112	4,234	(2.9)
	Total		**persons**	**49,997**	**44,733**	**11.8**
Diversity indicators	Female representation in senior management		%	17	14	3 pts
	Female representation in middle management		%	39.5	39.6	(0.1) pt
Emiratisation	Senior management that are UAE Nationals		%	30	30	0 pt
New employees	Females	Under 30	persons	4,660	5,117	(8.9)
		30 to under 50	persons	812	1,401	(42.0)
		Over 50	persons	37	67	(44.8)
	Males	Under 30	persons	1,415	1,151	22.9
		30 to under 50	persons	1,677	2,542	(34.0)
		Over 50	persons	116	187	(38.0)
	Total		**persons**	**8,717**	**10,465**	**(16.7)**
Employee turnover	Females	Under 30	persons	1,175	796	47.6
		30 to under 50	persons	933	1,239	(24.7)
		Over 50	persons	83	76	9.2
	Males	Under 30	persons	259	242	7.0
		30 to under 50	persons	680	885	(23.2)
		Over 50	persons	210	218	(3.7)
	Total		**persons**	**3,340**	**3,456**	**(3.4)**

dnata Dubai: Our people in numbers

Note the table contains data for dnata permanent employees in Dubai. Turnover numbers include voluntary and involuntary leavers

Priority	Performance indicator		Unit	2023-24	2022-23	Higher/ (lower) %
Employees	Females	Under 30	persons	633	504	25.6
		30 to under 50	persons	1,493	1,487	0.4
		Over 50	persons	170	146	16.4
	Males	Under 30	persons	1,554	1,175	32.3
		30 to under 50	persons	7,871	7,488	5.1
		Over 50	persons	1,493	1,523	(2.0)
	Total		**persons**	**13,214**	**12,323**	**(7.2)**
Diversity indicators	Female representation in senior management		%	11	11	0 pt
	Female representation in middle management		%	36	36	0 pt
Emiratisation	Senior management that are UAE Nationals		%	21.4	21.4	0 pt
New employees	Females	Under 30	persons	265	268	(1.1)
		30 to under 50	persons	190	351	(45.9)
		Over 50	persons	3	8	(62.5)
	Males	Under 30	persons	559	507	10.3
		30 to under 50	persons	940	1,100	(14.5)
		Over 50	persons	24	49	(51.0)
	Total		**persons**	**1,981**	**2,283**	**(13.2)**
Employee turnover	Females	Under 30	persons	129	76	69.7
		30 to under 50	persons	146	281	(48.0)
		Over 50	persons	7	13	(46.2)
	Males	Under 30	persons	172	116	48.3
		30 to under 50	persons	507	673	(24.7)
		Over 50	persons	62	85	(27.1)
	Total		**persons**	**1,023**	**1,244**	**(17.8)**

OUR CUSTOMERS AND COMMUNITIES

Customer privacy

Data privacy regulatory compliance is an increasingly complex and a challenging issue facing all international organisations, including ours. This is due to the differing data privacy regulations globally, a rise in cybersecurity threats, and the higher expectations of our customers and colleagues to safeguard their personal data.

With data privacy, our focus is on creating policy frameworks, providing employee training and creating awareness, implementing privacy by design principles, managing cross-border transfers of personal data, and assessing as well as resolving privacy risks.

Our Data Privacy Policy

We continue to uphold the principles defined in our Emirates Group's Personal Data Privacy Policy, which is to treat people's privacy with respect, fairness, transparency, and integrity, honouring the trust they place in us. This year we re-issued the policy to reinforce the principles our businesses and employees must follow when handling personal data. Our policy acts as a model for all Emirates Group entities in their handling and protection of personal data.

380,000

CYBERSECURITY LEARNING EXPERIENCES DELIVERED

30 November
DPO updates the Emirates Group Personal Data Privacy Policy to reinforce our privacy commitment

February
DPO holds Data Privacy roadshows for employees at Emirates Group Headquarters, at dnata Travel Centre, and at Group Technology Centre

Employee training and awareness

Employee training and awareness is fundamental to data privacy. Our employees have access to:

- Data privacy training and annual refreshers appropriate to their roles
- A dedicated data privacy portal which empowers employees with policies, procedures, infographics, definitions, and guidelines
- An annual data privacy roadshow across our facilities in Dubai to increase awareness of our privacy principles

Data privacy in action

Our Data Privacy Officer leads a team dedicated to our efforts to fulfil regulatory obligations and meet the expectations of our customers and colleagues.

Our Data Privacy Office (DPO) collaborates with our IT and CyberSecurity colleagues to incorporate privacy principles in our IT architecture. We assess privacy risks for new projects and initiatives to ensure they are designed with privacy principles in mind.

We protect cross-border transfers of personal data through data processing agreements with our partners and intra-group data transfer agreements within the Emirates Group.

We conduct an annual data risk assessment on key systems in the organisation to identify and remedy any privacy risks. We lead privacy impact assessments to aid in evaluating risks and provide recommendations to improve privacy practices.

Last year, our DPO worked on several strategic initiatives, including the expansion of the biometric path, which is the contactless airport experience that allows customers to walk seamlessly through Emirates Terminal 3 using facial recognition technology. The success of the project depended on assuring and demonstrating to our customers that we put privacy first when handling their sensitive personal data. Our biometric path is a consent-based solution with simple and clear privacy notices, supported by systems designed to ensure data security – an excellent example of privacy by design in action.

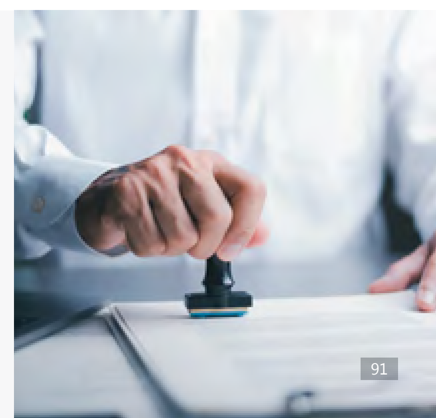
CyberSecurity

We cultivate a culture of cybersecurity awareness, drive continuous improvement in defence and assurance, and meet industry standards in governance, risk, and compliance. Our commitment to safeguarding operational technologies ensure a safer, more resilient aviation ecosystem, fostering trust and enabling seamless connectivity for all. During the year, we engaged more than 85,000 employees through 11 online Cyber Awareness campaigns and delivered around 380,000 learning experiences.

September
Successfully re-certifies to Payment Card Industry Data Security Standard (PCI-DSS)

October
Marks CyberSecurity Awareness Month by hosting eight CyberSecurity roadshow events, attended by more than 5,000 employees, and a Generative AI panel discussion with industry leaders broadcast globally

March
Develops a new Information Security Management System and receives ISO27001 certification



Communities

As a global organisation that has a direct and lasting impact on the economic, social, and cultural fabric of societies, we recognise our role in the industry and our responsibility towards communities in the countries we serve.

In 2023-24, we built upon the robust platforms we have painstakingly established over the last few decades and continued the good work. We supported local and global NGOs, community leaders and social entrepreneurs as they reached out to communities in need of basic human needs, education, and medical support.

We strengthened communities by building human capital, fostering start-up ecosystems, and embedding innovation in aviation and travel. We unveiled two inspiring innovation centres with robotics, hyper-reality capabilities, the region's first XR theatre within a corporate entity, an IX studio, and other advanced technologies. Earmarked for R&D purposes, these facilities are helping us develop proof of concepts with partners to shape the future of our industry.

This year, we also sponsored up-and-coming local sports clubs, and supported causes by creating exclusive opportunities for children and adults. This brought communities together, promoted sports at grassroot levels and created breakthroughs for future sports stars. Emirates continued to support music, the arts, and culture, including the Melbourne and Sydney symphony orchestras in Australia and the ever-popular Emirates Airline Festival of Literature in Dubai.

13

NGOs AND PROJECTS ACROSS 8 COUNTRIES FINANCIALLY SUPPORTED BY THE EMIRATES AIRLINE FOUNDATION

مؤسسة طيران الإمارات الخيرية
The Emirates Airline Foundation

The Emirates Airline Foundation, our non-profit charity organisation, remained committed to its core vision – serving children in underprivileged communities globally. We focussed on their primary needs, food, drinking water, healthcare, housing, and education and saw the broader impact of this support on parents and the communities at large.

The Foundation supported 13 NGOs and projects financially across eight countries. More than 20 NGOs benefited as the Foundation provided over 500 flight tickets to conduct medical, engineering and education missions around the globe. The result: meaningful, positive impact on the lives of hundreds of thousands of children who received life-saving and transformative medical surgeries and advanced skills training from visiting volunteer professionals.

Quarterly reports from the Foundation's projects highlight the impact of our contributions. Singakwenza, an organisation committed to delivering sustainable early childhood education programmes in low-income communities, reported providing training to 71 practitioners in 23 crèches to create daily learning opportunities for 970 young children. It hosted five different Waste2Toys training workshops for 67 adults to teach them how to provide purposeful play.

IIMPACT Girls Education Project, which empowers girls and communities in remote and rural parts of India, saw more than 5,000 students across grades 3 to 5 achieving Foundational Literacy and Numeracy in a quarter. An impressive 68 batches of face-to-face teacher training sessions engaged 1,498 teachers.

MISSIONS SUPPORTED IN 2023-24

May

For World Wide Smiles (FWWS): volunteer dentists travelled to Uganda to offer dental healthcare and educate the local community in Kampala on oral hygiene and disease prevention

May

Virginia Children's Connection (VCC): 14 medical professionals and surgeons improved the lives of more than 275 patients in Giridih, India by performing plastic surgery, cleft lip repair, burn releases and other procedures

November

Global Smile Foundation, US: seven healthcare workers travelled from the US to Lebanon to perform surgery on children born with cleft palate and lip

February

Operation of Hope Worldwide: sent 46 medical professionals from various countries to hold a cleft lip and palate surgical camp in Zimbabwe and perform 89 transformative surgeries for conditions such as cleft lips and severe burn injuries

February

Australian Doctors for Africa: volunteers travelled to Ethiopia and provided local healthcare services, intensive training in orthopaedics and wound management

وقــف
المليــــار وجبـــة
1 BILLION MEALS
ENDOWMENT

14 April
The Emirates Group donates AED 10 million (US$ 2.7m) to the UAE's 1 Billion Meals initiative

1 - 30 April
170 volunteers from dnata raise AED 70,500 by selling Iftar meal coupons during Ramadan to support the initiative organised by the Dubai Charity Association

dnata4good

dnata's global CSR initiatives, under the banner of dnata4good, are powered by its passionate employees. This year, we financially supported several charities, including Al Jalila Foundation, Al Noor Training Centre, and Dubai Charity Association.

dnata4good rolled out a massive community drive called 'dnata Feeds the World' to improve food access and food security in our local communities. Our international workforce came together to support food banks, drop-in shelters for street children, orphanages, communal fridges, and stray dog centres. Employees donated money and tonnes of essentials like rice, flour and lentils, organised food drives and bake sales, packed lunchboxes, and volunteered at soup kitchens.

dnata rolled out October4good, a key initiative in its calendar, calling on employees to do one good thing, big or small. Individuals and teams responded in the hundreds by promoting breast cancer awareness, holding vaccination drives, cleaning beaches, roadsides and deserts, planting mangroves, organising bake sales, donating to local charities and reaching out to underprivileged communities.

Throughout the year, 85 employees from dnata volunteered for the Al Marmoom Initiative to assist adults and children of determination with horse riding therapy and to support vocational greenhouse farming programmes.

2 April
Special handling volunteers from dnata support Senses Residential and Day Care for Special Needs on World Autism Day

28 April
dnata's employees donate new toys which are distributed to children in the Al Jalila Children's Hospital

1 May
dnata rolls out the #dnatafeedstheworld campaign to employees worldwide

7 May
Emirates partners with Collingwood and What Ability, the disability support service charity, to identify two fans, both with Autism, to join a run-up match at Melbourne to meet their idols and be mascots for the game

7 May
Emirates hosts more than 20 children who enjoy an unforgettable experience walking hand-in-hand with renowned Olympique Lyonnais players on the field before match kick-off. The children are supported by Ma Chance Moi Aussi, a local organisation focussed on vulnerable and disadvantaged children

16 May
dnata partners with Dubai Health Authority to organise a blood donation drive

24 May
Emirates and Lancashire Cricket uncover new, young talent in the UAE through the Future Flyers Programme, supporting the growth of the game at the grassroots level

3 June
4 children from non-league clubs, and their four friends, receive a once-in-a-lifetime opportunity to be official mascots at the Emirates FA Cup final, watch the match with their guardians, meet their favourite players, take photos with the FA Cup and enjoy Emirates goodie bags

21 June
Emirates extends its 21-year partnership with the Sydney Symphony Orchestra until 2025, the airline's longest-running non-sports partnership

23 June
Emirates sponsors and supports Etoile Sportive du Sahel, one of the most decorated football and basketball sports clubs in Tunisia

10 July
Unveils an Innovation Majlis with advanced tech at the Emirates Group Headquarters to foster deeper R&D, and greater exchange of cutting-edge ideas with partners, industry, and the innovation ecosystem

16 July
Emirates signs on as the Main Sponsor and Official Airline of the King Salman Club Cup 2023

September
Ahead of the Rugby World Cup, Emirates finds the biggest and most deserving fan, a mother who spent the last 15 years running multiple rugby clubs across Brisbane, and arranges return flights, accommodation and tickets for the quarterfinal game for herself and her son

13 September
Emirates, the Dubai Department of Economy and Tourism (DET) and Association of South African Travel Agents (ASATA) launch online training courses for new travel professionals to help them develop and build stronger skillsets to support the industry

19 September
Emirates partners with the Beirut Basketball Club as its Official Airline and jersey sponsor for the next three seasons to support basketball, a hugely popular sport in Lebanon

20 September
As part of our community outreach, Emirates partners with Collingwood FC during the AFL Finals to offer twin boys match tickets, signed jerseys and balls

7 October
dnata Cricket League and Family Charity Day raises more than AED 26,000 for Al Noor Centre. Hosts Biriyani4Good to collect funds for Al Jalila Foundation

31 October
dnata raises breast cancer awareness with employees wearing pink, hosting a bake sale, and organising walks to support the cause

11 October
Emirates renews its longstanding sponsorship of the rugby team Dubai Hurricanes and reaffirms its commitment to the sport and the local community

13 - 31 October
Emirates hosts family-friendly festivals and world-class sports in the lead up to the Emirates Dubai 7s at the Sevens Stadium

17 October
Emirates and Dubai International Airport focus on improving the travel experience for neurodivergent passengers, facilitating 'travel rehearsals' where children can practice their journey through the airport and onboard aircraft

28 November
dnata raises awareness of men's health issues during Movember, and holds bake sales with proceeds going to Al Jalila Foundation. Organises men's clothes collections for the charity Thrift for Good

20 October - 10 November
dnata employees donate over one tonne of relief materials for Gaza through Red Crescent

1 – 3 December
Emirates continues to support Joining Jack Legends by providing flight tickets for the team to travel to compete in the Emirates Dubai 7s. Our support, since 2012, helps the charity to raise awareness of Duchenne Muscular Dystrophy and find a cure for the disease

December and February
Emirates offers more than 30 general admission tickets to North London grassroots clubs to enable young players to attend Arsenal Women's football matches at Emirates Stadium

14 December
Unveils Ebdaa, the Group's new, high-tech aviation innovation hub housed in the former Emirates Pavilion at Expo 2020 Dubai

7 - 21 December
dnata supports Hope Amel with its Christmas toy drive and employees donate gifts for children in need

13 January
Emirates partners with the Royal Children's hospital, offering 100 tickets to sick children and their families to enjoy Kids Day at the Australian Open. 20 more children and their families enjoy a VIP brunch experience in the Emirates Suite, meet the Emirates Little Traveller mascots, and enjoy the match from the Arena Spectacular

24 January
Employees volunteer to support city sightseeing trips for Al Noor Centre students

29 January
Emirates Aviation University partners with Boeing to hold the seventh Water Rocket Competition for 202 students from 24 UAE schools

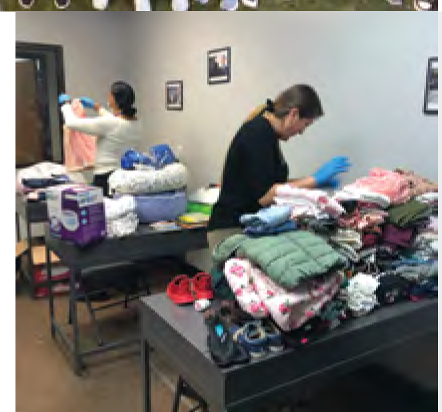
1 February
dnata partners with Dubai Health Authority to organise an employee blood donation drive

17 February
dnata hosts over 40 students from Senses Residential and Day Care for Special Needs at the Arabian Adventures Lisaili Camp and organises games and fun activities

22 February
Emirates partners with ICC T20 Women's World Cup to offer 20 female students from Western Cape area schools a chance to learn from cricket legends, Mignon du Preez and Katey Martin, at the Newlands Cricket Grounds in Cape Town

16 and 29 February
dnata staff party raises AED 52,300 for Dubai Foundation for Women and Children

25 February
dnata employees volunteer to organise and manage Al Noor Fun fair, plus Al Noor annual Walk for Inclusion



4 - 31 March
203 dnata employees volunteer 368 times to champion and sell more than 40,000 Iftar vouchers, collecting over AED 60,500 in partnership with Dubai Charity Association. Employees also donate books, clothes, shoes and bags to Thrift for Good to raise funds for Kisoro Children's Foundation Uganda

4 March
Emirates supports children at SOS Children's Village Islamabad, Pakistan, offering much needed blankets and engages them with exciting activities and inspirational stories

30 March
Emirates and AC Milan unveil a bespoke art installation by regionally renowned artist Kareemgraphy to highlight the intersection of sports, culture and art at Dubai World Cup 2024

OUR BUSINESS

Governance

To support the execution and monitor the achievement of the Emirates Group's long-term objectives, our Governance structure includes:

- A defined organisational structure which delineates the roles, responsibilities, and accountabilities of business units across the Group,
- Cross-functional management committees to govern and monitor critical strategic, operational, financial, and reputational areas. These include: treasury risk management, acquisitions and capital investment, safety and security, fleet strategy and performance, product development and customer service, environment and sustainability,
- A comprehensive policy framework which defines the activities and authority levels within which employees are authorised to operate,
- Internal processes, procedures and controls to enforce the Group's policy framework,
- Quality assurance and compliance activities embedded within business units to provide management insight into adherence to policies and procedures, and
- An independent Group Internal Audit function, which reports to the Chairman & Chief Executive on the effectiveness of governance, risk management and internal controls across the Group.

Published annually, our financial statements are prepared in accordance with IFRS Accounting Standards and audited by PricewaterhouseCoopers (PwC). At an operational level, our various business units pursue ongoing independent assessments through industry accreditations and certifications.

As corporations owned by the Investment Corporation of Dubai, we are subject to audits by the Financial Audit Authority of the Dubai government. We are also subject to other regulatory reviews, including the UAE General Civil Aviation Authority, and other aviation regulators in countries where we operate.

Our financial statements are prepared in accordance with IFRS Accounting Standards

Business ethics

At the Emirates Group, we are committed to the highest ethical standards and responsible business practices because it's the right thing to do and it powers our success. Together with safety, it forms the bedrock of our identity and influences our decisions and actions. In an industry where trust is a vital business value, maintaining integrity is more than just compliance – it's about leading with conviction, establishing benchmarks for responsible business conduct, and boosting brand equity.

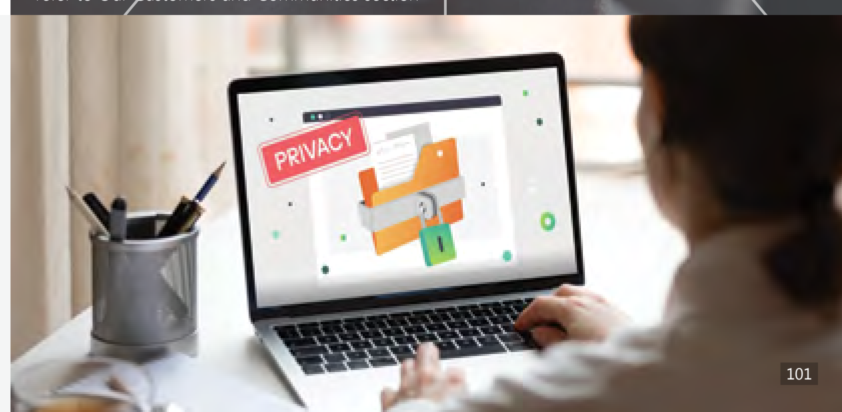
We will always comply with applicable laws, regulations, and ethical standards within the UAE and in every country where we conduct business.

We continually assess and manage the ethical dimensions of our business activities and relationships as we recognise overlooking business ethics can result in serious legal, financial, and reputational harm. This includes supplier vetting, transparent financial reporting, and fostering a culture where ethics can be openly discussed and resolved.

Our Business Code of Conduct, policies, contracts, agreements, and other materials guide and govern our business practices, employee behaviours, and supplier interactions. Our Supplier Code of Conduct aligns with our Business Code of Conduct, extending our standards throughout the supply chain.

Our policies provide guidance on the ethical standards, behaviours and actions expected of our employees, partners, and suppliers. These policies are made available, regularly reviewed, and communicated to relevant stakeholders. Systems and programmes ensure awareness and compliance.

* refer to Our Customers and Communities section



Anti-bribery and corruption policy

Established to support best practice as well as focus on three key pillars: prevention, detection, and remediation. The policy defines our commitment to conducting business in an open and transparent manner and establishes a roadmap which continues to pivot and strengthen over time in line with the compliance landscape.

The policy is part of the Group's employment conditions. Besides compliance, it contains procedures on dealing with government officials, lobbying, facilitation payments and acceptable gifts and hospitality. Our employees have access to guidance and training material via internal channels and platforms. We constantly monitor and assess global developments in governance, laws, and business practices, and regularly engage with relevant internal stakeholders to ensure compliance with new and existing standards.

Anti-slavery and human trafficking policy

Confirms our commitment to act ethically and with integrity in all our business relationships and to implement effective systems and controls to combat modern slavery risks in our supply chains. We continue to develop our approach to modern slavery risks, and this year we have enhanced awareness and reporting efforts across the Group.

Antitrust and competition policy

Our well-established Antitrust and Competition Law policy has been a key focus this year. We take a proactive approach to managing compliance, ensuring our employees are aware of relevant antitrust/competition laws and provide guidance and training on how to observe them in practice. We reviewed the policy and supporting procedures, with revisions being scheduled for implementation this year.

Anti-money laundering policy

Aims to ensure business is carried out responsibly, in line with ethical standards and in compliance with all applicable laws. Employees are required to comply with laws and refrain from any involvement in money laundering directly or indirectly. The policy also sets out reporting procedures.

Sanctions and export controls policy

As a global operation, sanctions and trade controls impact our operations. Our policy is subject to regular review and updated when necessary. We monitor and manage the risks through training and awareness, risk assessments and continuous improvement of processes, including screening.

Conflict of interest policy

Protects our employees and business by creating the framework to identify, declare and manage any actual, potential, or perceived conflict of interest. This ensures decisions are made free from personal bias or gain. Our procedures are designed for employees to confidentially disclose any conflict or potential conflict. Depending on the nature of the conflict, the Group's Conflict of Interest Committee provides recommendations to maintain compliance with the highest ethical standards.

26 Apr
The Emirates Group joins the United Nations Global Compact, commits to its 10 principles and to report on annual progress

Board of Directors' handbook

Defines the legal obligations, fiduciary duties, and ethical responsibilities of our board directors. The handbook focuses on key areas such as corporate governance principles, risk management, compliance frameworks, and stakeholder engagement. By equipping directors with the knowledge and tools, we aim to enhance the overall governance structure and foster a culture of accountability and integrity. We have also introduced training for our directors on formal duties to reinforce their understanding and the importance of their responsibilities.

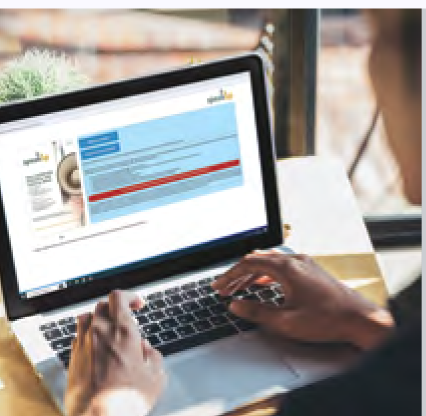
SpeakUp

We encourage employees with legitimate concerns about practices within the Group to voice these confidentially and without fear of retaliation. Our whistleblower programme, SpeakUp, enables employees to report concerns relating to conflict of interest, falsification of records, fraud, theft, and other legal or regulatory issues. Administered by our Group Internal Audit function, the programme is governed by a cross-functional committee of senior executives.

We have proactively signed up to the principles set out in the United Nations Global Compact, which highlights our resolve to safeguard human rights, responsible labour practices, environmental sustainability, and anti-corruption.

Engagement with our stakeholders, from employees and customers to partners and the broader community, has been invaluable in strengthening our business conduct. It has provided us with diverse perspectives on ethical conduct, enhancing our policies and practices. Through forums, surveys, and direct dialogue, we have gained insights that drive actions which resonate with our shared values.

We are determined to continue conducting business in a way that is not only profitable but principled, setting a precedent for ethical excellence in the business world.



speakup

CASES RAISED: 501*

80% of which are voluntary non-anonymous

43% substantiated cases (including partially substantiated)

CATEGORIES

31% employee matters

51% financial impropriety

10% data security and privacy

8% others

**Additional 43 cases excluded as they are outside the scope of SpeakUp.*

Performance indicators*	2023-24
Percentage of strategic suppliers with ESG reports	48%
Proportion of spending on local suppliers	41%

* Strategic suppliers contribute 80% of total spend. The ESG reporting indicator is based on publicly available reports published in the past two years.

Supply chain management

At the Emirates Group, we actively spearhead the integrity and sustainability of our Supply Chain Management (SCM) and recognise its potential impact on the broader spectrum of our operations and stakeholder interests.

We foster strong, ethical partnerships across our supply chain to drive positive impact on safety, operational excellence, innovation, and market growth. Built on a foundation of mutual respect for labour rights and environmental standards, these relationships enhance the overall well-being and development of the communities we serve.

We are aware of the risks and challenges inherent within SCM, which could include labour rights violations, environmental harm, and unfair business practices that lead to financial and reputational harm and a trust deficit among our stakeholders.

These risks underscore our robust, transparent, and responsible approach to SCM.

In response to these challenges, we have implemented a sustainable supply chain strategy that includes:

- Screening suppliers for ESG risks
- Engagement with strategic providers
- Ensuring ESG considerations are embedded in our procurement processes and Supplier Code of Conduct.

Code of conduct

We evaluate the effectiveness of these initiatives through incident monitoring, compliance audits, and by actively seeking stakeholder feedback. Our engagement with stakeholders, particularly through supplier feedback, is instrumental in refining our supply chain management strategy.

Emirates' operational safety

At Emirates, safety comes first and is firmly ingrained in every process, decision and action taken by the airline. Safety is a non-negotiable corporate value as the airline navigates across its vast and complex network and progresses its growth plans. Flight safety includes all facets of our operations, including flight deck, cabin, engineering, and ground teams. By fostering a strong flight safety culture, we strengthen public confidence in air travel, support technological developments, and mitigate the risks related with safety hazards and events. Our risk management strategy is based on a proactive and predictive approach, and also uses data and learnings from hazard identification and monitoring of operational activities.

Emirates SMS

Our Safety Management System (SMS), with its four components and 12 elements, provides the foundation for our safety management and its continuous improvement. Our SMS:

- complies with UAE's GCAA Civil Aviation Regulations SMS and all relevant international regulations
- is based on the Standards and Recommended Practices (SARPs) of the International Civil Aviation Organization (ICAO)
- integrates requirements of the IATA Operational Safety Audit (IOSA) that takes place every two years
- is regularly audited by compliance monitoring, the GCAA, EASA and other international bodies

EMIRATES SMS TRAINING IN NUMBERS

10,515	Cabin crew
5,272	Engineering
4,964	Flight crew
65	Senior managers
3,036	Ground operations
2,324	Contractors and subcontractors
24	Safety risk assessment workshops

Operational safety initiatives

- The Emirates SMS is developed and includes safety management standards and recommended practices of ICAO, all relevant local and international regulatory requirements, and industry best practices
- The Emirates SMS is subject to regular audits by internal compliance monitoring activities, as well as external audits from regulatory authorities and IOSA
- Our predictive safety analysis programme encompasses insights and actions from the Flight Operation Data Monitoring (FODM) programme
- Our comprehensive safety training programmes incorporate 'Human Factors' to ensure our operational employees are well-prepared to recognise and mitigate potential safety risks
- Our Flight Safety and Investigation function proactively determines underlying causes of safety events and implements measures to prevent future occurrences
- We encourage and enable transparent reporting of safety events and hazards. Timely report analysis helps us continuously improve our safety procedures and practices
- We have established over 40 safety performance indicators linked to associated safety objectives across our departmental Safety Boards. These track our performance and progress of associated safety action plans to ensure we remain on track and continuously improve our safety

Emergency Response Planning training and exercises

Emirates' comprehensive global Emergency Response Planning (ERP) programme includes preparedness and family assistance capability in case of a serious aircraft incident or accident.

Total ERP training: 17,316 employees

- 56 at Emirates Airport Services in Dubai
- 1,240 at Emirates Airport Services across the network
- 919 at Emirates Group Headquarters
- 360 emcare volunteers
- 14,741 online training courses

Exercises: 7,926 employees

- Emirates Airport Services
- Emirates SkyCargo
- Commercial teams
- Ground handling agents
- Contractors
- Others

Leadership and governance within Emirates Group Safety

The Senior Vice President for Group Safety reports directly to the Accountable Manager, President Emirates Airline, who holds the ultimate accountability for safety.

As a result of the stringent focus on safety, Group Safety maintained a consistent 95% and above completion on regulatory SMS training for operational employees at Emirates. We embrace a positive safety culture where employees feel empowered to proactively report and share information and this is reflected in the volume of safety reports.

In 2022-23, Emirates completed the IOSA with zero findings, an impressive testament to the airline's safety standards. The next audit is planned for November 2024.

TOTAL NUMBER OF SAFETY REPORTS SUBMITTED

71,398

EMIRATES' INDUSTRY LEADERSHIP AND ENGAGEMENT

Organisation or event	Role	Area	Location
IATA			
IATA Safety Group	Safety Group Chair	Flight Safety	Global
World Safety and Operations Conference (WSOC) | Sep, 2023	Speaker/Moderator/Facilitator	Cabin Safety	Hanoi, Vietnam
IATA Safety Issue Review Meeting (SIRM) | Mar, 2024	Speaker	Ground Safety	Brussels, Belgium
World Safety & Operations Conference (WSOC) | Sep, 2023	IATA ERP Task Force	Emergency Response Planning	Hanoi, Vietnam
IATA Emergency Response Planning Task Force	Task Force Chair	Emergency Response Planning	Global
IATA Ground Handling Conference (IGHC) | May, 2023	Speaker	Ground Safety	Abu Dhabi, UAE
Flight Safety Foundation			
Flight Safety Foundation	Board of Governors Member	Flight Safety	USA + Global
Middle East and Africa			
Gulf Flight Safety Conference | Jan, 2024	Hosted by Emirates Group Safety and Emirates Flight Training Academy	Flight Safety	Dubai, UAE
MENA Health Safety and Environment Forum | Nov, 2023	Speaker	Workplace Health and Safety	Dubai, UAE
Gulf Flight Safety Association (GFSA)	Ground Safety Group Chair	Ground Safety	Muscat, Oman | May 23 Dubai, UAE | Nov 23
UAE Collaborative Safety Team (CST)	CST Member	Flight Safety	UAE
MENASASI	Member	Flight Safety	Middle East/North Africa
Global			
Airbus Safety Conference | Feb, 2024	Speaker	Runway and Taxiway Incursions	Bangkok, Thailand
Global Action Plan for the Prevention of Runway Incursions (GAPPRI) Meeting | Feb, 2024	Speaker	Runway and Taxiway Incursions	Istanbul, Turkey
Arab Air Carrier Organisation	Steering Board member	Emergency Response Planning	Global
Aviation Emergency Response Organisation	Board member	Emergency Response Planning	Global

dnata's One Safety

dnata's governance principles and cross-functional framework sit on the bedrock of our vision, mission and six values that are showcased in 'the dnata way'. Safety is the first chapter in the manual, demonstrating our foremost priority.

To effectively embed 'one safety' throughout the business, we established the 'HSE Governance Framework' in 2022 that provides a robust mechanism for monitoring and controlling health, safety, and environment related concerns. It operates cohesively across all divisions, spanning from global executive management level, through the quarterly Executive Committee HSE Board meeting, and is cascaded throughout the organisation.

Our Medium-Term Plan 'HSE 2024+', published in early 2024, provides the roadmap for success with key milestones and deliverables three years and beyond. Critically, it focuses on the phase to build resilience, as we initiate several tactical initiatives to further embed safety ownership and cultural maturity across our global business.

Our 'One dnata Safety Management System' (dSMS) manual delivers a standardised approach, ease of reference, and can be translated across our divisions. dSMS integrates the requirements of the IATA Safety Audit for Ground Operations (ISAGO) programme, and global standards such as OSHAS 18001. We embarked on a process to completely reboot and republish our global safety standards under the dSMS umbrella, using global, recognised safety standards and recommended practices as the baseline.

To regularly monitor, assess and manage our performance, we publish a monthly HSE Business Report that provides leadership direction and learnings from industry events. Crucially, it provides our leading and lagging indicators on safety performance, which is a key enabler to drive management decisions. It is also used to identify our reactive performance and adverse trends.

dnata's Governance, Risk and Compliance (GRC) platform 'dnataHub' is a one-stop shop and enabler to provide reliable insight and overview of our global safety risk profiles. This is used to deploy the necessary resource and increased levels of surveillance and oversight as dictated by our trends and predicted risk severity.

Our One dnata platform is driven by three transformative innovation strategies: continuous, cognitive, and cloud. This helps us to proactively identify, assess, and mitigate risks, and cultivate a risk-aware culture. To underscore this commitment, we are upgrading to the state-of-the-art version that will provide us enhanced mobile capabilities, data transformation opportunities and simplified data exchange to benefit frontline employees, policy owners and senior management. It will also provide data on initiatives such as the IATA IDX and the ASA industry reporting initiatives. AI integration is central to our medium-term HSE strategy to enhance data insights and governance.

We relaunched our global Life Saving Rules (LSR) to all our employees in 2023, with a sharp focus on personal safety awareness in our frontline operations. This was supported by our 'Working Safely with dnata' guidelines. Both are available in the public domain at dnata.com/safety.

Leadership and governance within dnata

The Vice President Health, Safety & Environment (HSE) reports directly to the Chief Executive Officer, dnata, who is ultimately accountable for dnata's businesses. The Divisional Senior Vice Presidents for Airport and Cargo Operations, Catering & Retail, and Travel work closely with the dnata HSE team that provides safety expertise, and supports investigations along with general assistance, coaching and mentoring. The structure ensures dnata's common, harmonised safety standards are embedded across its global businesses.

GRI REFERENCE TABLE

GRI Standard	Disclosure	Page / reference
GRI 2: General Disclosures 2021	2-1 Organisational details	2
	2-2 Entities included in the organisation's sustainability reporting	76, 78, 89
	2-3 Reporting period, frequency and contact point	FY23-24, annually, pr@emirates.com
	2-4 Restatements of information	76-79
	2-5 External assurance	75, 78
	2-6 Activities, value chain and other business relationships	2, 104, 112-115
	2-7 Employees	89
	2-11 Chair of the highest governance body	61, 100
	2-12 Role of the highest governance body in overseeing the management of impacts	61, 100
	2-13 Delegation of responsibility for managing impacts	61, 100
	2-14 Role of the highest governance body in sustainability reporting	61, 100
	2-15 Conflicts of interest	102
	2-16 Communication of critical concerns	103
	2-22 Statement on sustainable development strategy	8, 60
	2-23 Policy commitments	100-101
	2-24 Embedding policy commitments	61, 100
	2-25 Processes to remediate negative impacts	61-63, 68
Note that omitted information under GRI 2 is due to non-applicability, confidentiality constraints or incomplete information.	2-26 Mechanisms for seeking advice and raising concerns	103
	2-28 Membership associations	69
	2-29 Approach to stakeholder engagement	69, 107

GRI Standard	Disclosure	Page / reference
GRI 3: Material Topics 2021	3-1 Process to determine material topics	61-63
	3-2 List of material topics	61-63
	3-3 Management of material topics	64-68, 80-83, 90-91, 100-109
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	6
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	89
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	104
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	76, 79
	302-3 Energy intensity	76-77
	303-5 Water consumption	77, 79
GRI 304: Biodiversity 2016	304-3 Habitats protected or restored	72
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	77
	305-2 Energy indirect (Scope 2) GHG emissions	77
	305-3 Other indirect (Scope 3) GHG emissions	77
	305-4 GHG emissions intensity	75-76
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	76
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	70-71
	306-3 Waste generated	77-79
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	89
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	81, 105
	403-3 Occupational health services	80
	403-5 Worker training on occupational health and safety	105

EMIRATES NETWORK

Emirates operates flights to 151* destinations in 79 countries, offering industry-leading passenger and cargo air transport services.

*includes 5 destinations that are temporarily suspended due to operational reasons.

Emirates destinations ●

NORTH AMERICA
AGUADILLA
BOSTON
CHICAGO
COLUMBUS
DALLAS/FORT WORTH
HOUSTON
LOS ANGELES
MEXICO CITY
MIAMI
MONTREAL
NEWARK
NEW YORK
ORLANDO
SAN FRANCISCO
SEATTLE
TORONTO
WASHINGTON
ZUMPANGO

SOUTH AMERICA
BUENOS AIRES
QUITO
RIO DE JANEIRO
SAO PAULO

EUROPE
AMSTERDAM
ATHENS
BARCELONA
BIRMINGHAM
BOLOGNA
BRUSSELS
BUDAPEST
COPENHAGEN
DUBLIN
DÜSSELDORF
EDINBURGH
FRANKFURT
GENEVA
GLASGOW
HAMBURG
ISTANBUL
LARNACA
LISBON
LONDON GATWICK
LONDON HEATHROW
LONDON STANSTED
LYON
MAASTRICHT
MADRID
MALTA
MANCHESTER
MILAN
MOSCOW
MUNICH
NEWCASTLE
NICE
OSLO
PARIS
PORTO
PRAGUE
ROME
ST. PETERSBURG
STOCKHOLM
VENICE
VIENNA
WARSAW
ZARAGOZA
ZURICH

AFRICA
ABIDJAN
ABUJA
ACCRA
ADDIS ABABA
ALGIERS
CAIRO
CAPE TOWN
CASABLANCA
CONAKRY
DAKAR
DAR ES SALAAM
DURBAN
ELDORET
ENTEBBE
HARARE
JOHANNESBURG
KHARTOUM
LAGOS
LILONGWE
LUANDA
LUSAKA
MAURITIUS
NAIROBI
SEYCHELLES
TUNIS

MIDDLE EAST
AMMAN
BAGHDAD
BAHRAIN
BASRA
BEIRUT
DAMMAM
DUBAI INTERNATIONAL
DUBAI WORLD CENTRAL
ERBIL
JEDDAH
KUWAIT
MEDINA
MUSCAT
RIYADH
TEHRAN
TEL AVIV

ASIA
AHMEDABAD
BALI
BANGKOK
BEIJING
BENGALURU
CEBU
CHENNAI
CLARK
COLOMBO
DHAKA
GUANGZHOU
HANOI
HO CHI MINH CITY
HONG KONG
HYDERABAD
ISLAMABAD
JAKARTA
KARACHI
KOCHI
KOLKATA
KUALA LUMPUR
LAHORE
MALE
MANILA
MUMBAI
NEW DELHI
OSAKA
PESHAWAR
PHNOM PENH
PHUKET
SEOUL
SHANGHAI
SIALKOT
SINGAPORE
TAIPEI
THIRUVANANTHAPURAM
TOKYO HANEDA
TOKYO NARITA

AUSTRALASIA
ADELAIDE
AUCKLAND
BRISBANE
CHRISTCHURCH
MELBOURNE
PERTH
SYDNEY

Emirates presence ●

NORTH AMERICA
BALTIMORE
BOSTON
CLEVELAND
NASHVILLE
NEW YORK
PITTSBURGH
VIRGINIA
WASHINGTON

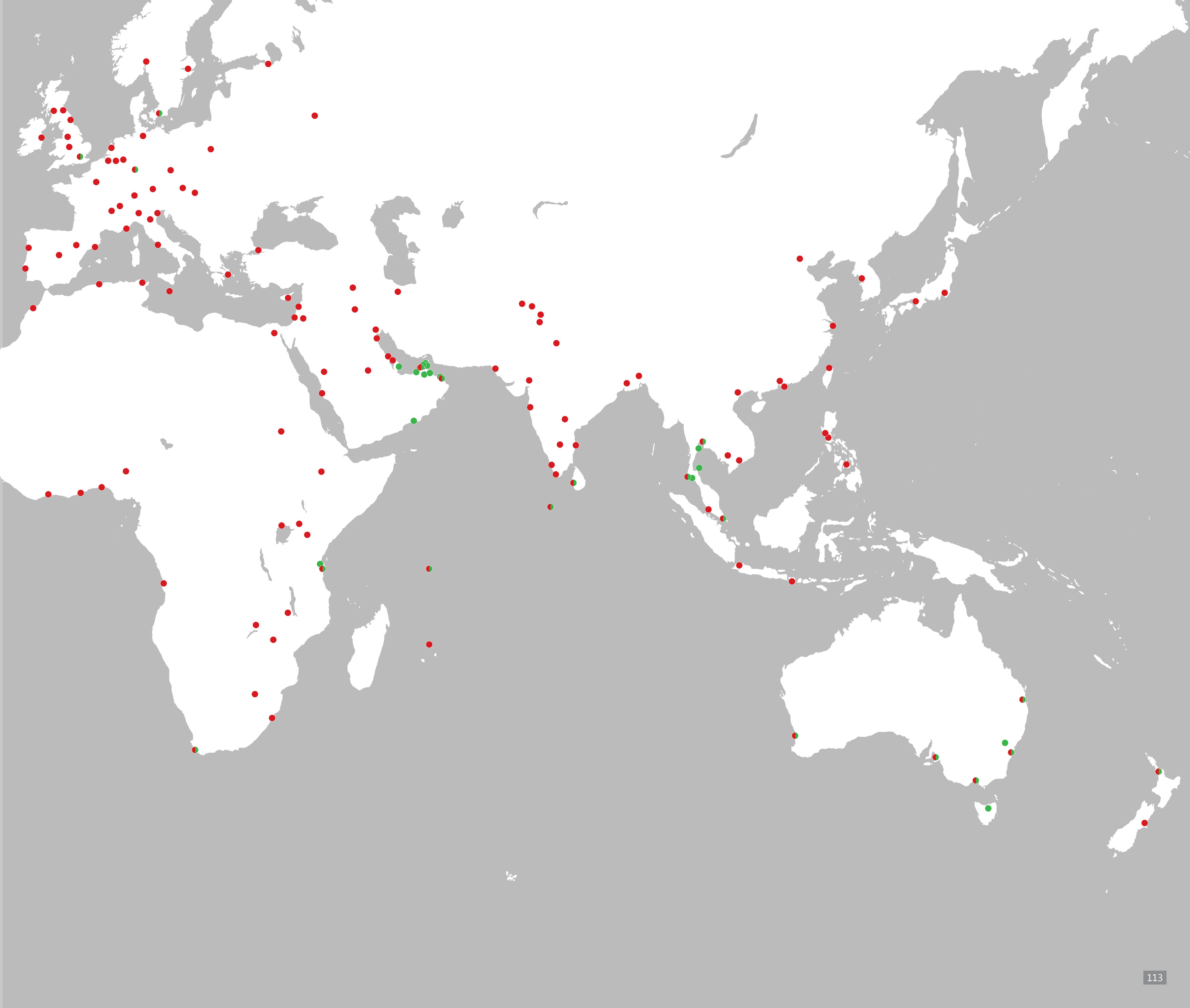
EUROPE
COPENHAGEN
FRANKFURT
LONDON

AFRICA
CAPE TOWN
DAR ES SALAAM
SEYCHELLES
ZANZIBAR

MIDDLE EAST
ABU DHABI
AJMAN
AL AIN
BARKA
DOHA
DUBAI
FUJAIRAH
MUSCAT
RAS AL KHAIMAH
SALALAH
SHARJAH
SOHAR
UMM AL QUWAIN

ASIA
BANGKOK
COLOMBO
HUA HIN
KRABI
MALE
PHUKET
SAMUI
SINGAPORE

AUSTRALASIA
ADELAIDE
AUCKLAND
BRISBANE
LAUNCESTON
MELBOURNE
PERTH
SYDNEY
WOLGAN VALLEY



DNATA NETWORK

dnata's businesses: Airport Operations, Catering & Retail and Travel, span 178 cities and airports across the globe.

dnata presence

NORTH AMERICA

ATLANTA
BALTIMORE
BOSTON
CALGARY
CHARLOTTE
CHICAGO
DALLAS/FORT WORTH
DETROIT
EL PASO
GRAND RAPIDS
HOUSTON
INDIANAPOLIS
LAREDO
LOS ANGELES
LUBBOCK
MCALLEN
MELBOURNE
NASHVILLE
NEWARK
NEW YORK
ONTARIO
ORLANDO
PHILADELPHIA
ROCHESTER
SAN DIEGO
SANFORD
SAN FRANCISCO
SIOUX FALLS
TAMPA
TORONTO
TULSA
VANCOUVER
WASHINGTON
WICHITA

SOUTH AMERICA

ARACAJU
BELEM
BOA VISTA
BRASILIA
CAMPINA GRANDE
CAMPINAS SAO PAULO
CURITIBA
FLORIANOPOLIS
FORTALEZA
GUARULHOS
ILHEUS
JERICOACOARA
JOAO PESSOA
JUAZEIRO DO NORTE
MACAPA
MACEIÓ
MANAUS
NATAL
PETROLINA
PORTO ALEGRE
PORTO SEGURO
RECIFE
RIO DE JANEIRO
SALVADOR
SANTAREM
SAO LUIS
TERESINA

EUROPE

AMSTERDAM
BARI
BELFAST
BELGRADE
BERGAMO
BIRMINGHAM
BOLOGNA
BRINDISI
BRISTOL
BRUSSELS
BUCHAREST
CAGLIARI
CARDIFF
CHELTENHAM
CHESTER
COBHAM
COLOGNE
CORK
DONCASTER
DUBLIN
EAST MIDLANDS
EDINBURGH
FLORENCE
GENEVA
GENOA
GLASGOW
KINGSTON
KNUTSFORD
LAMEZIA TERME
LEEDS
LEYLAND
LONDON CITY
LONDON GATWICK
LONDON HEATHROW
LONDON STANSTED
LUTON
MADRID
MANCHESTER
MARLOW
MILAN LINATE
MILAN MALPENSA
NAPLES
NEWCASTLE
OLBIA
OSTRAVA
PALERMO
PISA
PRAGUE
PRESTWICK
ROME FIUMICINO
SHANNON
SOFIA
SOLIHULL
SWINDON
TURIN
VENICE
VERONA
WARSAW
WINCHESTER
ZURICH

AFRICA

CAPE TOWN
ZANZIBAR

MIDDLE EAST

ABU DHABI
AL KHOBAR
AMMAN
BAHRAIN
DUBAI INTERNATIONAL
DUBAI WORLD CENTRAL
ERBIL
JEDDAH
JUBAIL
MARKA
MUSCAT
RIYADH
SALALAH
SHARJAH
TAIF
YANBU

ASIA

BALI
BANGKOK
BENGALURU
CEBU
CLARK
DANANG
DELHI
FAISALABAD
HANOI
HO CHI MINH
HONG KONG
ISLAMABAD
JAKARTA
KARACHI
KUALA LUMPUR
KYOTO
LAHORE
LANGKAWI
MANILA / MAKATI
MULTAN
MUMBAI
PENANG
PESHAWAR
PHUKET
QUETTA
SABAH
SINGAPORE
TOKYO

AUSTRALASIA

ADELAIDE
AUCKLAND
BRISBANE
CAIRNS
CANBERRA
COOLANGATTA
DARWIN
MELBOURNE
PERTH
SYDNEY
TOWNSVILLE

EMIRATES FINANCIAL COMMENTARY

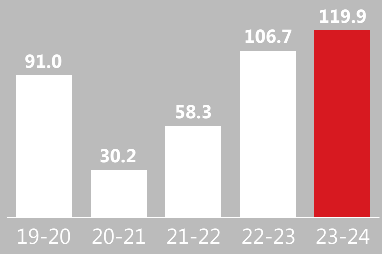
AED
119.9bn
REVENUE

AED
17.2bn
PROFIT

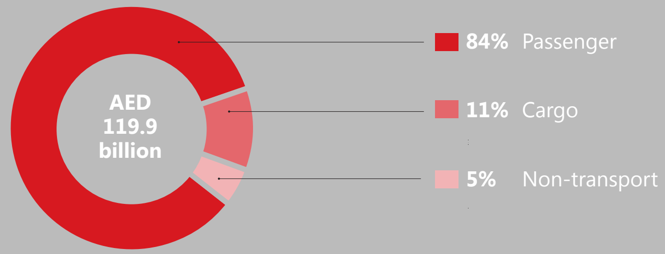
AED
46.5bn
TOTAL EQUITY

AED
42.9bn
CASH ASSETS

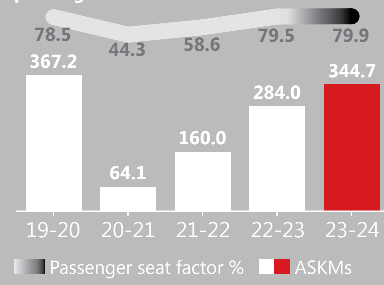
Revenue trend in AED bn



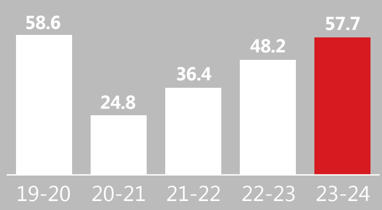
Revenue composition



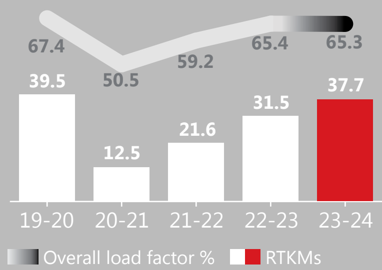
Available seat kilometres (ASKM) in bn and **passenger seat factor** in %



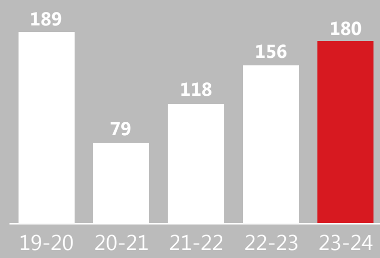
Available tonne kilometres (ATKM) in bn



Revenue tonne kilometres (RTKM) in bn and **overall load factor** in %

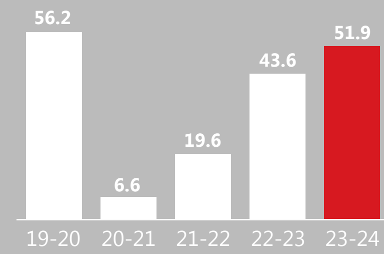


Aircraft departures* in thousands



*includes both passenger and cargo flights

Passenger numbers in millions



Soaring to unprecedented heights and defying all expectations, Emirates reports its highest ever revenue and profit numbers this year. The net profit increased to AED 17.2bn, up 63% year-on-year. As the global aviation industry continued its post-pandemic rebound, Emirates witnessed a strong demand for its premium product and offerings. The airline scaled up capacity while delivering exceptional value to its customers. Our passenger business spearheaded this year's performance registering an all-time high revenue figure. These record-breaking numbers were achieved despite several challenges in the form of adverse currency fluctuations, heightened inflation, higher interest rates and on-going geopolitical uncertainties.

Our cash assets stood at AED 42.9bn at the end of the year, the highest-ever balance in our history. Cash earned this year was used to fund operational growth, fulfil debt obligations and to pay dividends to the Owner.

We continued with our strategic imperative to operate a young and modern fleet while our commitment to continue inspiring travellers to 'fly better' around the world using our world-class product remained rock solid. In November 2023, we announced an order for 110 additional aircraft that will continue to join the fleet until 2035.

Revenue

Our revenue stood at AED 119.9bn, an increase of 12% over last year. Our unrelenting focus to deliver top-notch services played a pivotal role in attracting and retaining customers globally.

Transport revenue

Transport revenue comprising passenger and air cargo services formed 95% of Emirates' revenue and increased by 12% to AED 114.3bn. This increase was despite a negative foreign exchange impact of AED 1.8bn which resulted from the weakening of some major currencies against the US Dollar (chiefly RUB, PKR, EGP and INR).

During the year, we transported 51.9 million passengers and carried 2.2 million tonnes of cargo.

Capacity

The introduction of new destinations during the year, scaling up of A380 operations, increased frequencies to existing destinations and the full year impact of fleet additions made last year led to a growth in capacity. Our overall capacity, measured in ATKMs, increased by 20% to 57.7bn which is 99% of pre-pandemic levels (financial year ended March 2020).

Overall load factor remained strong at 65.3% and together with an increase in ATKMs, this took our revenue generating load (RTKMs) to 37.7bn, a leap of 20% compared to last year. We increased capacity, either through additional frequencies or replacing the B777s with A380s, across 18 routes which included; Barcelona, Casablanca, Düsseldorf, Toronto, Vienna and Sydney. The popularity of our Airbus A380s continued its upward trajectory as we redeployed or introduced this aircraft to 7 more destinations this year, including Taiwan and Birmingham, leading to a surge of 34% in the number of departures of our flagship aircraft. Overall, total departures rose by 15% to 180 thousand.

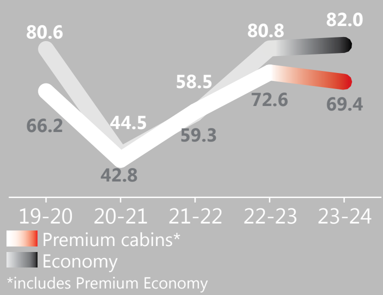
Passenger revenue

Passenger revenue crossed the AED 100bn mark for the first time in our history to reach AED 100.8bn for the full year, representing an impressive increase of 19% year-on-year.

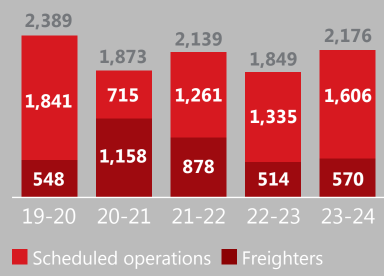
Passenger capacity, measured in ASKMs, increased by 21% and stood at 344.7bn. Strong demand for our distinctive product offerings, including premium cabins, helped us earn a yield of 36.6fils per RPKM, a slight decrease of 0.9fils from last year.

During the year, Emirates launched daily non-stop services to Montreal, the airline's second destination in Canada and fully reinstated services to Tokyo-Haneda. Overall, we now serve a total of 141 passenger destinations.

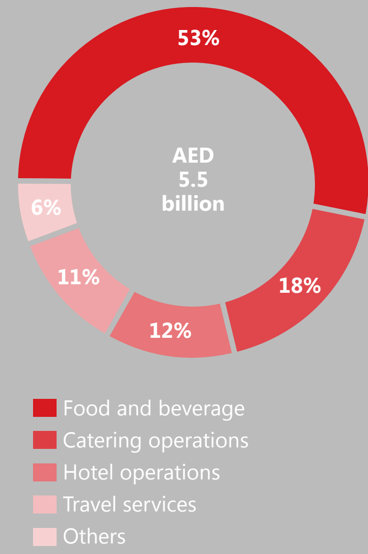
Passenger seat factor by class in %



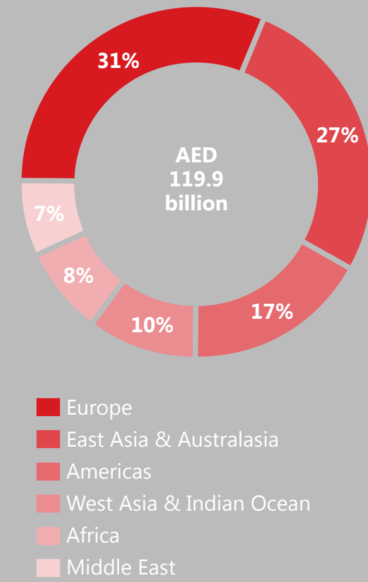
Cargo carried mix in tonnes'000



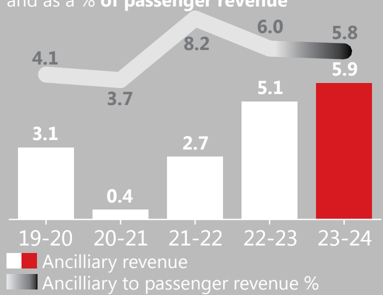
Non-transport revenue



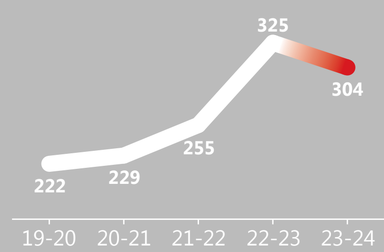
Geographical revenue



Ancilliary revenue in AED bn
and as a % **of passenger revenue**



Overall yield in fils per RTKM



Passenger revenue (continued)

With high customer confidence in our product and offerings onboard, and due to an outstanding track record of on-time delivery of our entire suite of services, passenger numbers increased by 19%, while passenger traffic, measured in RPKMs, grew by 22% and reached 275.4bn.

This took our passenger seat factor to a decade-high 79.9%, an increase of 0.4% pts. from last year. Seat factors for both our premium and economy cabins remained strong. Emirates continued to receive an overwhelmingly positive response on its Premium Economy product, which was rolled out to nine additional destinations during the year taking the total to 15.

Our ancillary offerings, including; redemption related revenue from Skywards miles and marketing income earned from the programme partners, flight upgrades, excess baggage, paid seats, and on-board sales increased by 16% to AED 5.9bn and formed 5.8% of our passenger revenue.

Cargo revenue

With the global supply chain returning to normality this year, there was a significant increase in cargo capacity worldwide which resulted in a downward pressure on prices. This market trend influenced Emirates SkyCargo's performance, resulting in a decrease of 21% in revenue to AED 13.6bn.

The impact of lower yields by 32% was partly offset by a growth of 18% in volumes. Tonnages for both scheduled and freighter operations grew significantly (20% and 11% respectively). Demand was particularly strong for perishable goods from India, Pakistan and South Africa, primarily destined for Europe and the GCC countries. 'Emirates Delivers' also achieved impressive results, boasting a 16% year-over-year revenue increase alongside a significant 21% growth in volume.

During the year, Emirates secured 3 Boeing 747 freighters on wet-lease to ramp up capacity needed to meet increased customer demand while it awaits the delivery of five new B777 Freighters in FY 2024-25.

Emirates also launched a new freighter route to Zumpango, Mexico, taking the total dedicated freighter destinations to 10.

Overall yield

With both passenger and cargo yields declining in the current year, the overall yield weakened by 6% to reach 304.4fils per RTKM.

Non-transport revenue contributed 5% (2022-23: 4%) to Emirates' revenue and amounted to AED 5.5bn, an increase of 17% year-on-year.

Food and beverage sales, representing revenue from our subsidiaries ELR and MMI, increased by 18%. MMI's revenue surged by 17%, driven by the expansion of its operations in the UAE, where both wholesale and retail sales flourished amidst the country's thriving tourism sector. ELR sales also increased globally by 21% (including in the UAE, the US and Australia) and accounted for 32% of the total food and beverage revenue.

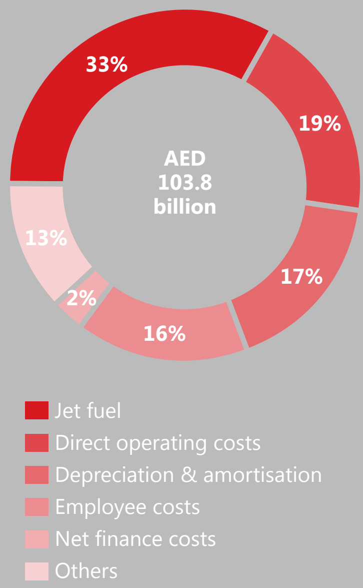
Catering operations, which includes revenue earned by our subsidiary Emirates Flight Catering ('EKFC') from external customers, grew 31% as meal volumes increased by 27% year-on-year and yields improved. The company handled 88k flights this year, up 15%. EKFC, together with its customer base, continued to invest in enhancing menu options, offering more variety, higher quality ingredients and catering to specific dietary needs.

Hotel operations, comprising revenue earned from five hotels owned by Emirates, declined by 2%. The decrease can primarily be attributed to the temporary shutdown of the Emirates One&Only Wolgan Valley resort in Australia from June 2023, owing to persistent difficulties in accessing the resort.

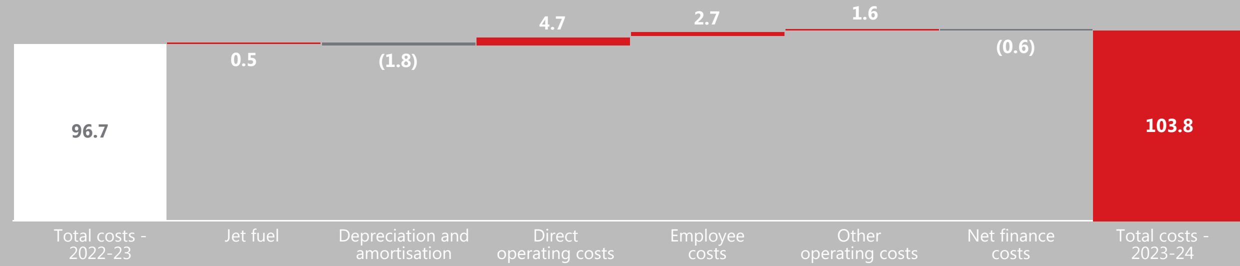
Revenue distribution

Our revenue continues to be geographically diverse with no individual region exceeding 1/3rd of our overall revenue. East Asia & Australasia experienced an increase in revenue share by 3% pts., while West Asia & Indian Ocean, and Europe saw a slight decline by 1% pt. each. Revenue shares of other regions remained largely consistent with last year.

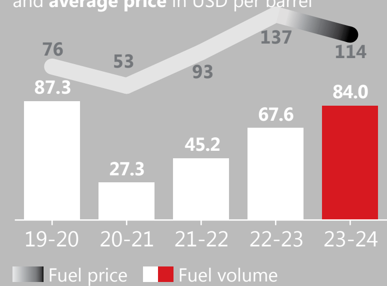
Cost composition



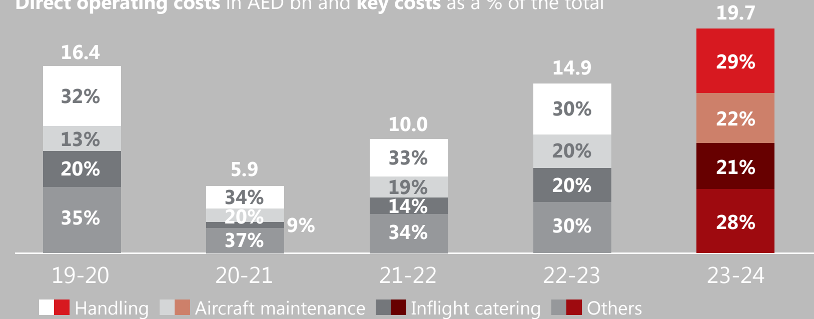
Total cost movement in AED bn



Fuel volume in million barrels and **average price** in USD per barrel



Direct operating costs in AED bn and **key costs** as a % of the total



Total costs

Emirates' total costs for the year were AED 103.8bn, up 7% over previous year. Excluding ownership costs (depreciation and amortisation), which are largely fixed in nature, total costs increased by 12% commensurate with the growth in operations.

Jet fuel costs represented our largest spend, forming 33% of our total costs, and increased marginally by 2% as compared to last year. The spend stood at AED 34.2bn and was driven by an increase in volumes of 24%, offset by a drop in fuel prices this year. The average fuel price (excluding the impact of hedging) decreased by 17% from USD 137/barrel last year to USD 114/barrel this year. Emirates continued to manage its fuel price risk by hedging a portion of its fuel uplift in line with the Group's risk management strategy, which resulted in a positive impact of AED 903m (2022-23: AED 349m). During the year, 42% of the volumes for the refining margin component were hedged using forward contracts.

Depreciation and amortisation charges of AED 17.6bn represented 17% of our total costs. The decrease of 9% compared to last year was primarily due to lease extensions executed with lower lease rentals, no new aircraft deliveries this year and lower depreciation on engine overhaul events.

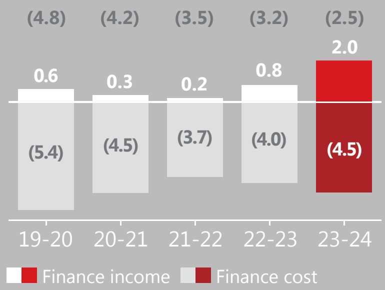
Direct operating costs include handling charges, in-flight catering, overflying, landing & parking, crew layover and aircraft maintenance expenses. Together, these costs increased by 32% and reached AED 19.7bn. This rise was due to elevated inflation rates and an increase in activity levels. Aircraft maintenance costs rose by 51% as; i) more engines were converted to pay-as-you-go contracts, ii) block hours increased by 19%, and iii) higher costs were incurred for new and renewed maintenance contracts as prices escalated. In-flight catering costs also increased by 35% because of the jump in passenger numbers and higher prices borne for meals served onboard, while all the other costs rose in line with capacity.

Employee costs went up 20% and reached AED 16.3bn primarily due to an increase in staff strength as operations ramped up. To manage higher demand for staff, our recruitment efforts also intensified, leading to an increase of 13% in closing employee numbers. Other factors contributing to the increase in costs included pay rises (including full year impact of increments awarded last year), staff bonuses and increases in miscellaneous employee expenses like staff accommodation, overtime, medical insurance, school fees etc. Group companies related employee costs were higher by 19% mainly due to an increase in the headcount mirroring the growth in their operations.

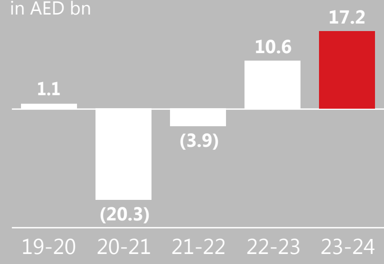
Other operating costs which include sales and marketing costs, cost of goods sold, facilities related spend, IT costs, contracted workforce and corporate overheads, increased by 13% to AED 13.5bn. The biggest contributor to the increase was sales and marketing spend which was up 17% as Emirates continued to expand its global sponsorship portfolio including signing a new multi-year global partnership with the NBA this year, among others. Volume-driven marketing expenses including agency commissions & incentives, distribution and reservation costs etc. grew in line with passenger numbers. All other costs combined rose by 11% in sync with the increase in business activity.

Employee strength (in numbers)	**2023-24**	**2022-23**	**% change**	**% of total**
UAE				
Cabin crew	21,690	19,097	14%	34%
Flight deck crew	4,076	3,795	7%	6%
Engineering	6,223	5,566	12%	10%
Others	13,338	11,760	13%	21%
Total - UAE	**45,327**	**40,218**	**13%**	**71%**
Overseas stations	4,670	4,515	3%	8%
Total - airline	**49,997**	**44,733**	**12%**	**79%**
Subsidiary companies	**13,469**	**11,646**	**16%**	**21%**
Closing employee strength	**63,466**	**56,379**	**13%**	**100%**

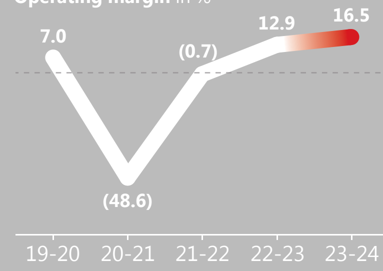
Net finance costs in AED bn



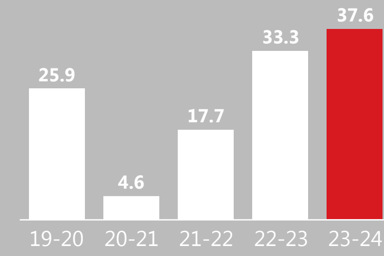
Profit/(loss) attributable to the Owner in AED bn



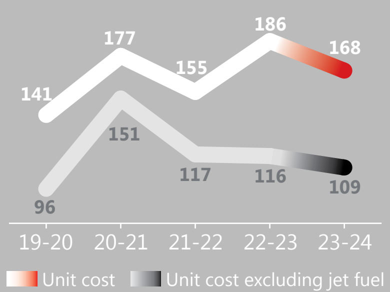
Operating margin in %



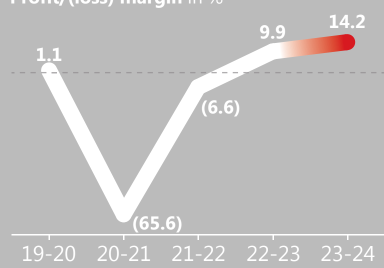
EBITDA in AED bn



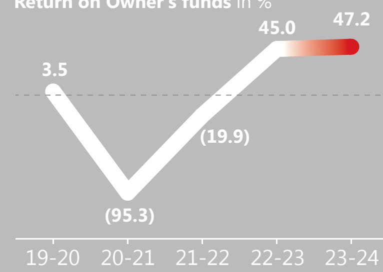
Unit cost in fils per ATKM



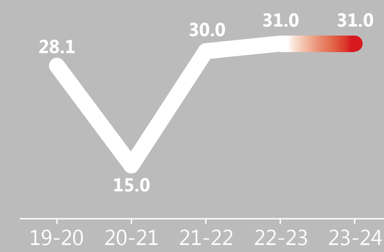
Profit/(loss) margin in %



Return on Owner's funds in %



EBITDA margin in %



Finance costs (net)

Finance costs fell by 20% to AED 2.5bn on a net basis. Despite net principal repayments of borrowings and lease liabilities of AED 16.9bn, interest expense was up 12% due to a hike in effective interest rates by 130 basis points this year. Emirates managed to cushion the impact of increase in market interest rates by hedging a portion of its floating debt instruments using interest rate swaps. Interest income increased by 133% which resulted in an overall reduction in net finance costs. This higher income was due to a rise of 27% in the average bank deposit balances, yielding a return at a better average interest rate of 5.6%.

Unit cost per ATKM

The unit cost per ATKM decreased by 10% to 167.8fils as ATKMs increased at a higher rate compared to operating costs - part of which are fixed in nature, mainly fleet related depreciation and amortisation. Fuel cost per ATKM showed a similar trend and stood at 59.2fils, a decrease of 15% from last year.

Other operating income

Other operating income more than doubled to reach AED 1.3bn, resulting from higher liquidated damages and other aircraft related compensations earned during the year.

Share of results

Emirates has investments in various associates and joint ventures, such as the UAE based Emirates CAE Flight Training ('ECFT'), Premier Inn Hotels ('PIH') and numerous others around the globe held through its subsidiary, MMI. ECFT accounted for 42% of the share of results this year while PIH's contribution was 25%. Emirates' total share of results increased by 35% to AED 228m mainly due to a one-time gain recorded on a sale of land in PIH.

Profitability

Emirates' financial results surpassed the previous year's record profits and reached a new all-time high of AED 17.2bn, a phenomenal jump of 63% year-on-year. Profit margin soared to 14.2%, the best-ever in our operating history.

Similarly, our operating margin stood at 16.5%, representing the highest ratio we have achieved to date.

Consistent with previous year, Emirates' profitability was driven by the airline segment, which contributed 95% of the bottom line. The airline's breakeven load factor reduced from 57.2% to 55.1% this year resulting from the deployment of additional capacity across the network and higher volumes.

This year, we exceeded our breakeven load factor by 10.2% pts., showcasing an improvement from last year and a remarkable recovery from the challenging years affected by COVID when we fell short of our breakeven load factors.

The profits earned in the current and previous years, combined AED 27.8bn, have exceeded the losses incurred during the preceding two pandemic years (AED 24.2bn).

Load factor in %	FY23-24	FY22-23	FY21-22	FY20-21	FY19-20
Overall load factor	65.3	65.4	59.2	50.5	67.4
Breakeven load factor	55.1	57.2	60.8	77.2	63.4

Emirates' profit in the second half of the financial year (H2) was lower by AED 1.5bn than H1, primarily because of a heavier fuel cost burden as market prices increased by 9% in H2.

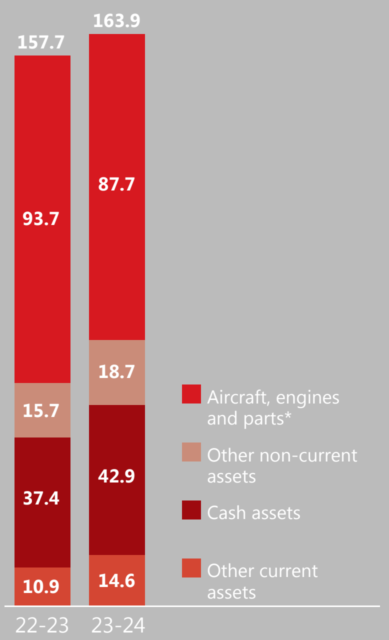
Return on Owner's funds

The return on Owner's funds, derived as the profit attributable to the Owner expressed as a percentage of average Owner's equity, accelerated to a record 47.2%, an increase of 2.2% pts. compared to the prior year.

EBITDA and EBITDA margin

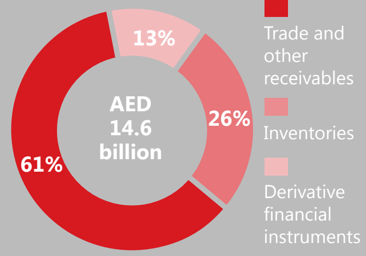
Cash profit from operations excluding working capital movements or EBITDA (computed as operating profit before depreciation and amortisation) increased by 13% and stood at AED 37.6bn, as our growth in revenues outpaced the increase in costs. The EBITDA margin remained stable from last year, closing at 31.0%.

Assets in AED bn

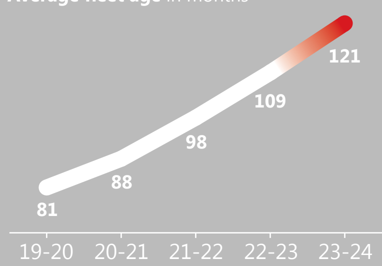


* includes aircraft and engine related overhaul events and pre-delivery payments.

Other current assets



Average fleet age in months



Fleet information						
Aircraft	Total as at 31 March 2024	Owned*	Leased	Total as at 31 March 2023	Change since 31 March 2023	Future deliveries
A 380-800	116	64	52	116	-	-
B 777-300ER	123	66	57	123	-	-
B 777-200LR	10	6	4	10	-	-
B 787s	-	-	-	-	-	35
B 777-Xs	-	-	-	-	-	205
A 350-900	-	-	-	-	-	65
Passenger	**249**	**136**	**113**	**249**	**-**	**305**
B777 Freighters	11	2	9	11	-	5
Freighters	**11**	**2**	**9**	**11**	**-**	**5**
Total aircraft	**260**	**138**	**122**	**260**	**-**	**310**

*Includes aircraft acquired on secured financing.

Statement of financial position

Emirates' balance sheet remained robust with total assets of AED 163.9bn (2022-23: AED 157.7bn).

Aircraft, engines and parts

Aircraft related assets, which comprise elements of property, plant and equipment ('PPE'), right-of-use ('ROU') and intangible assets, were down 6% or AED 6.0bn to AED 87.7bn. This was primarily due to depreciation and amortisation charges of AED 15.5bn, partially offset by additions and remeasurements (of ROU assets) of AED 9.5bn.

During the year, we advanced further with our retrofit program which encompasses a full cabin interior upgrade and the installation of our latest Premium Economy seats. 16 A380s were retrofitted this year, bringing the total number of aircraft upgraded under this program to 22. The total spend this year amounted to AED 1.1bn.

Due to continued supply chain issues delaying delivery of aircraft on order and to meet our operational requirements, we extended leases of 12 Boeing 777 aircraft and 1 spare engine. These lease extensions along with the impact of reassessment of aircraft return obligations resulted in an increase in ROU assets by AED 2.2bn. Pre-delivery payments of AED 2.5bn were made for existing and new fleet orders executed this year. Other significant additions relate to engine and other major overhaul events of AED 2.0bn (including checks for airframe, APUs and landing gears) and investment in aircraft related parts and spares of AED 0.7bn.

Fleet and capital commitments

Our fleet of Airbus A380 aircraft carried 42% of our passengers in FY 2023-24 and flying to 48 destinations, around 34% of the Emirates passenger network is served by our flagship aircraft.

At this year's Dubai Airshow, Emirates inked deals exceeding USD 1.5bn for a range of MRO services, parts provisioning, component repairs and technical support to ensure that A380s remain the cornerstone of its fleet mix and product offering for many years to come. Emirates A380s remain a popular choice among customers, recording impressive seat factors during the year.

The Boeing 777 aircraft continues as a strong pillar of our fleet. We remain the world's largest operator of Boeing 777 aircraft. The fleet accounted for 50% of the airline's capacity in ASKMs, carrying 58% of our passengers.

Emirates continues to maintain a young fleet with an average age of 10.1 years (121 months), consisting of 144 Boeing aircraft and 116 Airbus A380 aircraft.

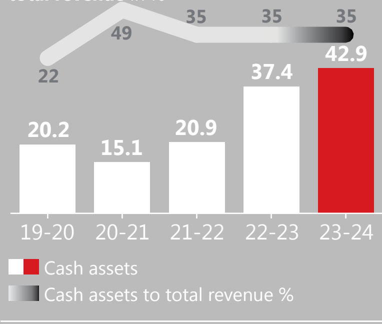
As part of its long-term growth strategy and with an aim to maintain a modern fleet to deliver the best flying experience to its customers, Emirates, in November 2023, announced orders for 55 additional Boeing 777-9s, 35 777-8s and five Boeing 787 Dreamliners. Further, we added 15 more A350-900s to our order of this fleet type. The latest generation A350 will join Emirates' fleet from financial year 2024-25. This aircraft will complement Emirates' fleet mix, support network growth and provide more flexibility to serve passenger demand better.

By the end of the financial year, our order book had 310 aircraft (excluding options) consisting of 65 Airbus 350-900s, 205 Boeing 777-Xs, 35 Boeing 787-Xs and five Boeing 777F aircraft.

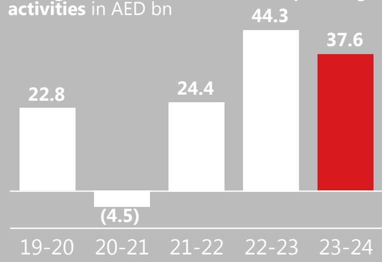
Apart from the aircraft orders, we also announced a USD 950m investment to build a new ultra-modern engineering facility at Dubai World Central (DWC) for which the construction work is expected to commence in 2024.

As at 31 March 2024, capital commitments stood at AED 255.6bn (2022-23: AED 144.9bn) primarily comprising the spend for the aircraft on order, retrofits and the new engineering facility.

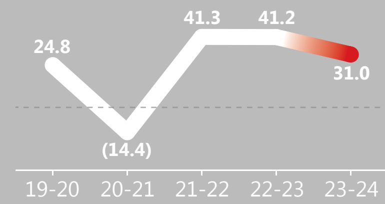
Cash assets in AED bn and **cash assets to total revenue** in %



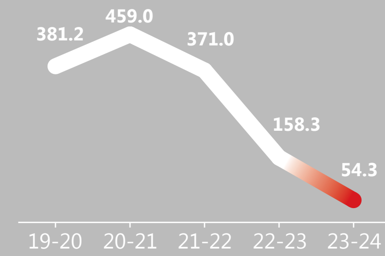
Cash generated from/(used in) operating activities in AED bn



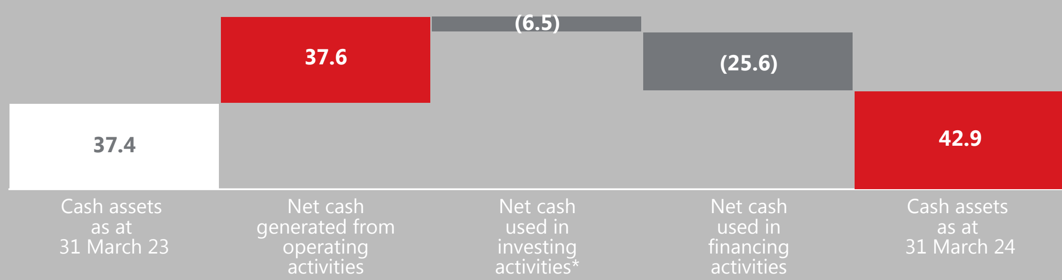
Operating cash margin in %



Net debt to equity in %



Cash flow in AED bn



*excluding movement in short-term bank deposits.

Total equity in AED bn

Other non-current assets

Other non-current assets primarily consist of non-aircraft related tangible assets (including land and buildings, leased assets, goodwill, computer software and other intangible assets), investments in joint ventures and associates and derivative financial assets. These assets increased by AED 3.0bn, primarily due to; i) an increase of AED 1.4bn in ROU assets as the impact of new lease contracts worth AED 2.5bn for airport spaces, employee accommodation and lounges was reduced by depreciation charges of AED 1.1bn, and ii) a rise in derivative financial assets of AED 1.3bn due to positive mark-to-market movements on fuel related derivatives.

Cash assets

Emirates closed the year with its strongest ever cash assets balance of AED 42.9bn, an increase of 15% compared to last year. These represent surplus funds after meeting all our external financial obligations, investments and dividend payments. Cash assets stood at 35.4% of total revenue this year, a slight increase from the previous year.

Cash flow movement

The surge in operations and record profits this year enabled us to generate AED 37.6bn from operating activities, resulting in an impressive operating cash margin of 31.0%. This was lower compared to last year as the advance sales pattern returned to normality post the exceptional trend witnessed during the years impacted by the pandemic.

Although there were no aircraft additions this year (two aircraft deliveries in FY 2022-23) Emirates made a significant investment of AED 8.4bn in its product, facilities and latest technology (up 25%) to ensure that we deliver best-in-class services to our customers. These outflows were mainly towards the fleet retrofit program and pre-delivery payments for aircraft on order. We also generated healthy inflows of AED 1.7bn from interest income (2022-23: AED 0.4bn). The combination of these two factors led to an increase of 5% in cash used in investing activities (excluding short-term deposit movements) to AED 6.5bn.

Cash used in financing activities increased by AED 4.0bn or 18% from last year to reach AED 25.6bn. This was due to dividend payments to the Owner of AED 4.5bn (2022-23: Nil), higher dividends paid to non-controlling interests of AED 0.1bn and a decrease of AED 0.6bn in net payments for borrowings and lease liabilities.

Other current assets

Emirates' other current assets comprise inventories, trade and other receivables and the current portion of derivative financial instruments. These assets rose by 33% or AED 3.7bn to AED 14.6bn because of; i) an increase in the derivative financial instruments balance of AED 1.6bn (due to higher contracted volumes and positive mark-to-market positions on fuel related derivatives), ii) a jump in trade and other receivables of AED 1.4bn (due to an increase in customer balances mirroring revenue growth, higher interest accrued on bank deposits and a rise in sponsorship-related prepayments), and iii) an increase in inventory balances of AED 0.7bn (primarily relating to engineering stock due to the growth in operations).

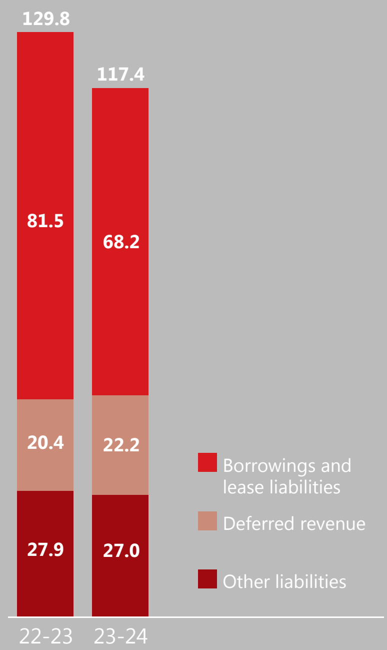
Total equity

Emirates' total equity rose by 66% to reach AED 46.5bn.

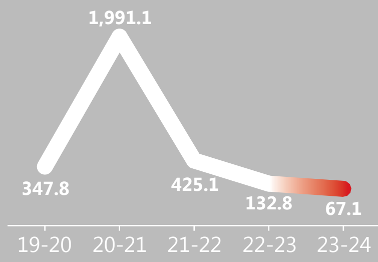
The profit for the year of AED 17.2bn was the main driver behind the increase in equity balance, reduced by dividends of AED 2.0bn declared this year. Other significant movements included AED 3.3bn of net credits recorded in hedge reserves owing to favourable movements in fuel derivatives, currency forwards, natural hedges on currencies and interest rate swaps.

Emirates' net debt to equity ratio reduced from 158.3% to 54.3%, the lowest ratio ever achieved, which underscores the strength of our balance sheet. With the increase in cash assets and a reduction in the total debt amount, our net debt balance reduced by 43% compared to last year.

Liabilities in AED bn



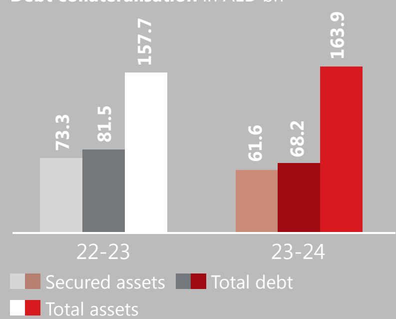
Net debt to EBITDA in %



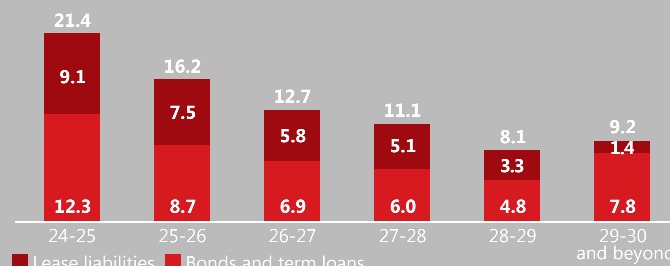
EBITDA and debt service in AED bn

	2023-24	2022-23	2021-22	2020-21	2019-20
EBITDA	**37.6**	**33.3**	**17.7**	**4.6**	**25.9**
Less: Debt service					
Repayment of borrowings and lease liabilities	(16.9)	(19.1)	(21.3)	(16.6)	(18.5)
Interest paid	(4.0)	(3.7)	(3.3)	(4.1)	(4.9)
Total	**(20.9)**	**(22.8)**	**(24.6)**	**(20.7)**	**(23.4)**
EBITDA after debt service	**16.7**	**10.5**	**(6.9)**	**(16.1)**	**2.5**

Debt collateralisation in AED bn



Debt repayment profile* in AED bn



*including future interest.

Liabilities

Total liabilities decreased by AED 12.4bn and stood at AED 117.4bn.

Trade and other payables decreased by AED 1.4bn or 7% to AED 19.2bn, due to a combination of; i) a reduction in the dividend payable amount of AED 2.5bn (AED 1.0bn as at 31 March 2024 compared to AED 3.5bn as at 31 March 2023), and ii) an increase of 7% or AED 1.1bn in supplier balances because of the upturn in operating activity.

Deferred revenue increased by 9% to AED 22.2bn, a result of improved passenger travel demand leading to an increase in the advance sales to passengers, despite higher refunds of AED 10.5bn (2022-23: AED 9.7bn). Further, Skywards related deferrals increased to AED 3.0bn (2022-23: AED 2.4bn) as our membership base continued to grow.

Other liabilities (consisting mainly of derivative financial instruments, provisions and current tax liabilities) increased from AED 7.4bn to AED 7.8bn due to the increase in provision for aircraft return conditions on account of the remeasurements recognised during the year.

Debt

Emirates' borrowings and lease liabilities reduced by 16% or AED 13.3bn to AED 68.2bn predominantly due to repayments of AED 20.9bn for amortising bonds, lease liabilities and term loans (including interest). The decrease was partially offset by remeasurements and additions to lease liabilities of AED 3.4bn and interest accretion for the year amounting to AED 4.2bn.

Debt collateralisation

Of the total debt of AED 68.2bn, AED 28.5bn of lease liabilities were supported by ROU assets. From the remaining debt, 84% or AED 33.1bn was secured against PPE and receivables while the balance AED 6.6bn was adequately covered against the carrying value of unencumbered assets.

Debt service

The airline's robust operational performance and cash flow generation consistently showcase its capacity to meet contractual commitments and repay financing obligations as they mature. Debt service payments amounted to AED 20.9bn this year, a decrease of 8% year-on-year, and included settlement of debt taken during the pandemic of AED 2.2bn. Overall, Emirates has successfully repaid AED 9.7bn of the AED 17.5bn raised during the COVID period. During the year, Emirates concluded the terms and discharged the mortgage on 11 aircraft loans. In addition, Emirates completed the lease term and exercised the purchase options for 3 A380 aircraft.

EBITDA increased to 22 months (2022-23: 18 months) of debt service payments this year, which is the highest ever reported figure. Net debt to EBITDA reduced to a record 67.1% compared to 132.8% last year.

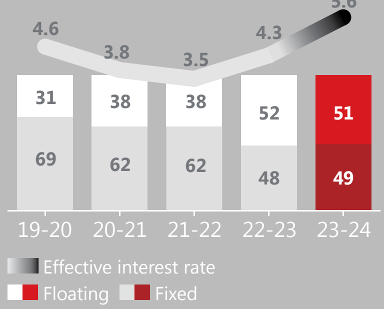
The payments shown in the table above exclude refinancing of certain borrowings at commercially better rates. The related cash inflows and outflows are reported at their gross values in the consolidated financial statements.

Given our proven track record of astute financial management and ongoing partnerships, we are well positioned to finance our future growth, with offers already received to fund the purchase of all deliveries due in the forthcoming financial year.

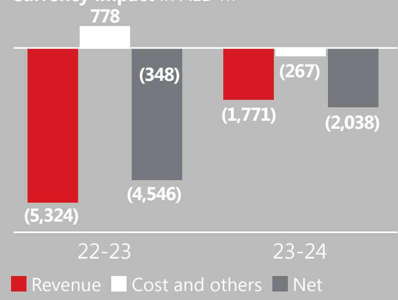
Debt repayment profile

We strive to achieve a stable repayment profile by obtaining debt with periodic instalments as opposed to bullet payments. This enables us to service our debt through operating cash flows and the surplus cash is used for investment purposes. As at the reporting date, 96% of our debt was amortising in nature.

Effective interest rate on borrowings and lease liabilities and **debt mix** in %

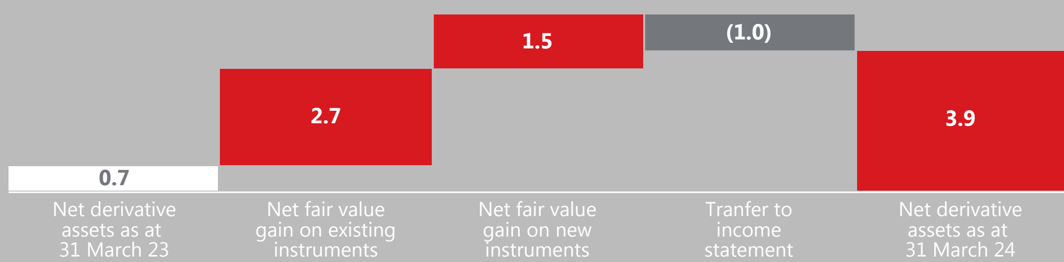


Currency impact in AED m

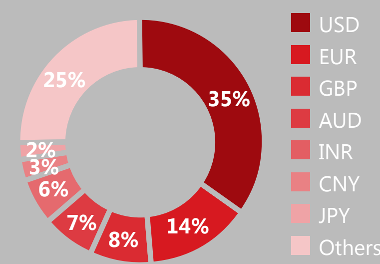


Currency average rate (in AED)			
	2023-24	**2022-23**	**% change**
Euro (EUR)	3.982	3.830	4.0
Pound Sterling (GBP)	4.648	4.397	5.7
Australian Dollar (AUD)	2.438	2.553	(4.5)
Indian Rupee (INR)	0.044	0.046	(3.8)
Chinese Yuan (CNY)	0.517	0.537	(3.7)
Japanese Yen (JPY)	0.025	0.026	(4.4)

Net derivative assets in AED bn



Transport revenue by currency in %



Financial risk management

Emirates is exposed to a variety of financial risks through its operations. In the areas where financial risks exist, the aim has been to achieve an appropriate balance between risk and return and minimise potential adverse effects on Emirates' financial performance. A risk management programme is carried out under the guidelines that are approved by an Executive Committee consisting of Senior Management. Identification, evaluation and hedging of financial risks are done in close cooperation with the operating units.

Interest rate risk

Emirates is exposed to the effects of fluctuations in the prevailing interest rates on borrowings and investments. To manage interest rate risk, we hedge our exposure on variable interest rates, targeting a fixed-floating ratio of 50:50, using prudent hedging solutions such as interest rate swaps.

As at the reporting date, Emirates held interest rate swaps with a notional value of AED 6.4bn maturing between financial years 2024-25 to 2031-32. After considering the impact of these interest rate swaps, 49% of our debt is structured on a fixed interest basis. This led to an increase in effective interest rate of only 1.3% pts. despite market rates going up much higher. The remaining 51% of debt, which is tied to floating rates, is susceptible to changes in interest rates and is predominantly linked to SOFR.

Jet fuel price risk

As our most significant variable cost element, we are exposed to volatility in jet fuel prices. An increase of 1 USD per barrel negatively impacts our bottom line by AED 300m (approx.). To manage this risk, we hedge part of our highly probable forecast purchases of jet fuel up to 36 months in advance using commodity forwards, options and swaps, in accordance with our risk management strategy.

At present, we hedge the underlying commodity price risk for the crude oil and refining margin components. As at the reporting date, we held commodity derivatives with a notional value of AED 29.1bn. Consistent with our hedging strategy, we've hedged 43%, 49% and 27% respectively for the upcoming three years of the Brent component of our anticipated fuel uplifts.

Currency risk

Being an international airline, we proactively manage currency exposures generally over a period of up to 24 months depending on market conditions by using various hedging solutions including currency forwards, options, swaps and natural hedges. As at the year-end, the notional value of currency hedges stood at AED 19.8bn. Approximately 35% of our transport revenues and 89% of our total costs are denominated in US Dollar or currencies pegged to USD. The movements in exchange rates had an adverse impact of AED 2.0bn on Emirates' results (2022-23: adverse impact of AED 4.5bn).

This was due to a weakening of Russian Ruble, Egyptian Pound, Pakistani Rupee and Indian Rupee against the USD. The losses incurred on these currencies were partially offset by Pound Sterling and Euro which strengthened this year.

The six currencies in the table above accounted for 40% (2022-23: 42%) of our transport revenue this year.

Corporate tax and Pillar Two rules

On 16 January 2023, the UAE government published a Cabinet Decision thereby enacting the UAE Federal Corporate Tax Law ("UAE Corporate Tax") within the meaning of IAS 12. Emirates will therefore be subject to UAE Corporate Tax at the statutory tax rates from 1 April 2024. Emirates also falls within the scope of the OECD Pillar Two rules and will be subject to the regime from 1 April 2024. However, as the UAE has not yet implemented the rules, the impact thereof for FY 2024-25 is expected to be minimal.

DNATA FINANCIAL COMMENTARY

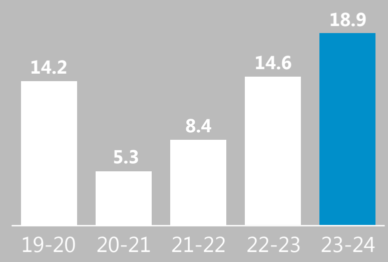
AED
18.9bn
REVENUE

AED
1.4bn
PROFIT

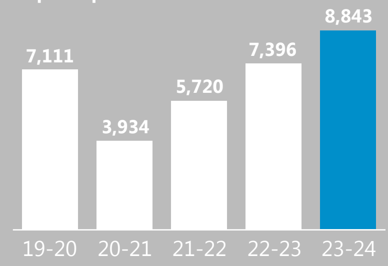
AED
5.0bn
TOTAL EQUITY

AED
4.2bn
CASH ASSETS

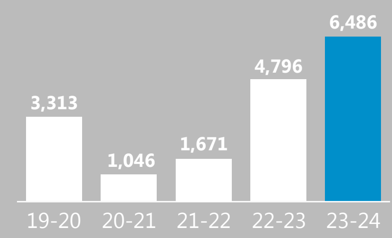
Revenue trend in AED bn



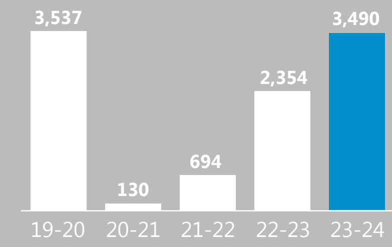
Airport operations revenue in AED m



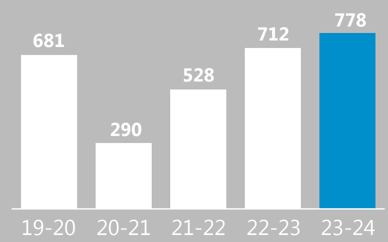
Catering & retail revenue in AED m



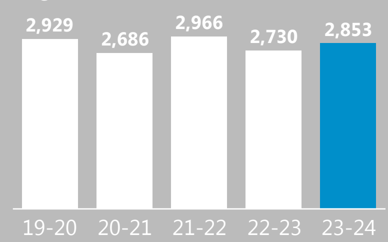
Travel services revenue in AED m



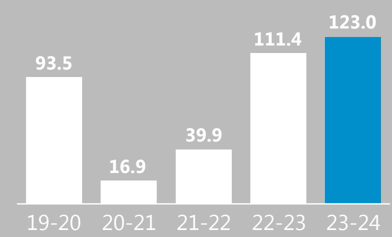
Airport operations - Aircraft turns handled in numbers '000



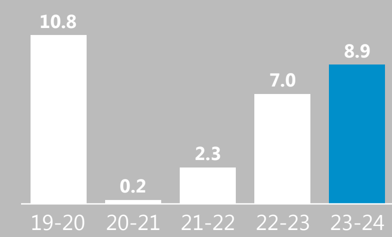
Airport operations - Cargo handled in tonnes '000



Catering & retail - Meals uplifted number in millions



Travel services - Total Transaction Value (TTV) in AED bn



Overcoming the challenges faced by dnata's business for most of the last year in the form of high inflation, labour shortages and delays in B2B contract revisions, dnata made a strong turnaround this year with revenues crossing the USD 5bn (AED 18.3bn) mark for the first time in its history. dnata's overall profitability showed an impressive improvement as well, reaching AED 1,422m – the second highest number ever achieved. As the global aviation industry continued to benefit from a strong growth in air passenger and transport volumes, dnata capitalised on all business opportunities while maintaining operational excellence, prioritising safety and living its promise of providing top-quality customer service.

Geographical revenues

Revenue from operations outside the UAE rose by 3% pts. and now comprises 75% of dnata's revenue (2022-23: 72%). This was driven by strong volume growth across all three lines of business. Top line revenue also experienced a boost of AED 453m this year due to a weaker US dollar.

Revenue by line of business

Airport operations continued to remain dnata's largest business segment with a revenue share of 47% (2022-23: 51%). The segment experienced a strong revenue growth of 20% year-on-year.

Revenue from ground handling services contributed 70% of dnata's total revenue from airport operations. It grew by 21% on the back of a 9% increase in aircraft turns handled, favourable contractual rate revisions, positive trends in aircraft mix and revenue earned from various add-on services, including marhaba's meet & greet and lounge services. dnata's largest market, the UAE, saw revenue growth of 17% to AED 2.9bn with volumes increasing by 15%, driven primarily by the increase in aircraft turns handled for Dubai-based flagship carriers – Emirates and flydubai. The overseas markets showed strong growth of 24% to AED 3.3bn, with notable contributions from Australia, Singapore, the UK and the US.

Cargo handling services accounted for the remaining 30% of the segment's revenue. Although cargo volumes increased only by 5%, revenue was up 17% to AED 2.6bn, owing to better pricing and growth in ancillary cargo services (e.g. logistics and warehousing services). Strong growth in cargo operations came from Australia, the UAE and the UK.

Looking ahead, with a robust business model complemented by our investments in key infrastructural projects, e.g. in Amsterdam and Erbil that are expected to go live within the next 18 months, Airport operations is well-positioned for future growth.

In line with the surge in global air traffic, **Catering & retail** revenue increased by 35% to AED 6.5bn. Inflight catering revenue accounted for 81% of the total Catering & retail revenue, which rose by 34% driven by a 10% growth in meals uplifted and favourable contract rate revisions. The remaining 19% of revenue related to retail services which increased by 39% to reach AED 1.3bn. dnata's management of easyJet's pan-European inflight retail programme formed 80% of the retail services revenue.

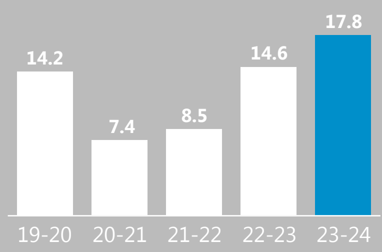
Revenue from easyJet increased by 46% to AED 1bn, propelled by a 9% spike in number of passengers and a 33% increase in average spend per passenger.

Our Catering & retail division is driving forward with enhanced business relationships, winning new contracts - including a 7-year F&B contract in Romania, innovating its onboard retail offerings, and launching new F&B facilities.

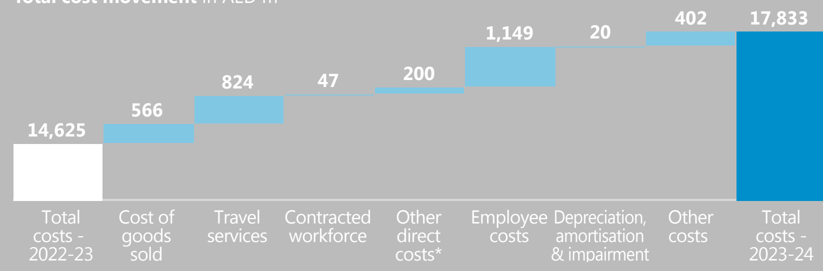
Travel services saw a 48% or AED 1.1bn jump in revenue, fuelled by a 27% increase in the underlying travel services related turnover (TTV), which reached AED 8.9bn due to the rise in air travel demand. This was driven by strong growth in the UAE and East Asian markets. Revenue from dnata's south-east Asian travel brand, Destination Asia, increased by 112% as strong tourism demand rebounded for popular summer destinations, while the inclusion of Imagine Cruising's revenue, which became a subsidiary this year, boosted Travel revenue by AED 744m. However, our B2C business in the UK continues to face challenges, as revenues grew marginally by 6%.

Going forward, our Travel services segment is aiming to focus more on the automation of systems and processes to capitalise on market expansion opportunities.

Total costs in AED bn

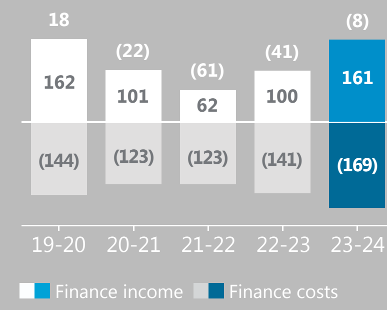


Total cost movement in AED m

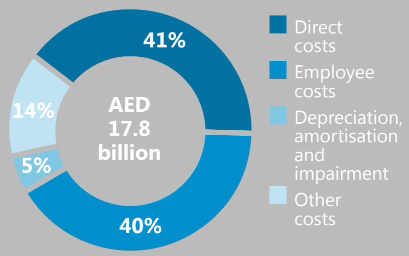


* Other direct costs includes concession fees, vehicle and equipment costs and other direct operating costs.

Net Finance costs in AED m



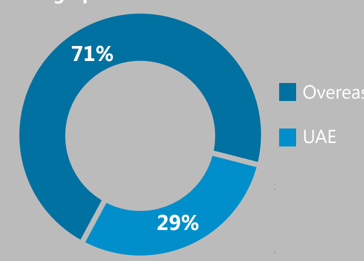
Total cost composition



Employee strength in numbers

	2023-24	2022-23	% change	% of total
Airport operations	32,906	31,722	4	67
Catering & retail	11,725	10,538	11	24
Travel services	4,309	3,740	15	9
Closing employee strength	**48,940**	**46,000**	**6**	**100**

Geographical workforce in %



Costs

Total costs (including the loss allowance for trade receivables and net finance costs) experienced a 22% increase to AED 17.8bn, resulting from operational expansion across dnata's businesses and inflationary pressures. The rise primarily stemmed from an increase in direct costs, higher employee costs and due to adverse impacts of a weakened US Dollar which increased the cost base by AED 452m.

Direct costs constituted 41% of dnata's total cost base. These include cost of goods sold, travel services related expenses, contracted workforce, concession fees, vehicle & equipment costs and various other direct costs. All these cost elements (combined) rose by 29% commensurate with the growth in operations.

Cost of goods sold represents expenses for the meals served in our inflight and retail operations. These costs rose by 29% to AED 2.5bn, consistent with the upward trajectory of revenue and growth in volumes, particularly in Australia, Italy, Singapore and the UK. High food inflation continued to remain a challenge for the Catering & retail division this year as well.

Travel services expenses (i.e., costs of holiday packages) increased sharply by 49%, driven primarily by; i) first-time inclusion of Imagine Cruising costs of AED 594m added post acquiring control of the entity in August 2023, and ii) a jump in transaction volumes predominantly in Destination Asia. Costs for our UK business increased marginally by 6%, mirroring the pressures on the revenue side.

Contracted workforce relates to the costs incurred for the workforce employed on a contractual basis to manage seasonality and the dynamic landscape of our labour-intensive businesses. While the need for contracted labour diminished in the Catering division, higher costs were incurred across numerous markets within Airport operations, leading to an overall increase of 6% in these costs.

Other direct cost components such as vehicle and equipment costs increased during the year by 16% triggered by higher fuel, vehicle hire and maintenance costs to meet the rising logistics demand in the Airport operations and Catering & retail divisions, particularly in the Netherlands, Singapore and the UK. Other revenue-driven cost components such as concession fees grew in line with the increase in business activity.

Employee costs rose by 19% to AED 7.0bn in line with the growth in operations and equated to 40% of total costs this year. This was the result of a net increase of 12% in average employee headcount, pay rises (driven in-part by inflationary pressures), employee bonuses and reduced COVID-related government support.

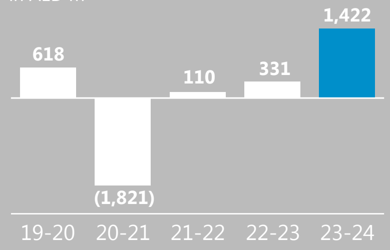
Geographical workforce composition remained stable with the UAE representing 29% of the workforce and the Overseas international businesses contributing 71%. Total dnata employee strength stood at 48,940 at 31 March 2024, an increase of 6% from last year. The most significant increases in employee numbers were noted in the UK and Australia.

Depreciation, amortisation and impairment charges were 2% higher compared to last year, due to the full year impact of tangible assets and leases capitalised last year, additions made this year and higher amortisation charges on intangible assets capitalised as part of the Imagine Cruising transaction. Current year profitability was also impacted by a one-off impairment charge of AED 51m pertaining to dnata's investment property business where performance has struggled to support the carrying values of related properties.

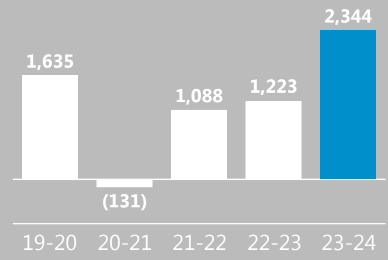
Other costs comprise facilities related costs, IT expenditure, sales and marketing spend, corporate overheads, net loss allowance for trade receivables and net finance costs. These costs were up 19% to AED 2.5bn largely because of; i) an increase in sales and marketing expenses in our Catering division due to higher sales commissions associated with the easyJet inflight servicing contract in the UK, ii) heightened facilities related expenditure as utility costs soared with increased tariffs in Australia, the UK and Europe, and iii) a less-pronounced increase in corporate overheads owing to stringent cost control measures.

Finance costs dropped by 80% to AED 8m on a net basis. This was mainly because of increased interest income earned on short term bank deposits as interest rates rose by 2.8%, complemented by higher deposits placed with banks due to healthy cash inflows from operations.

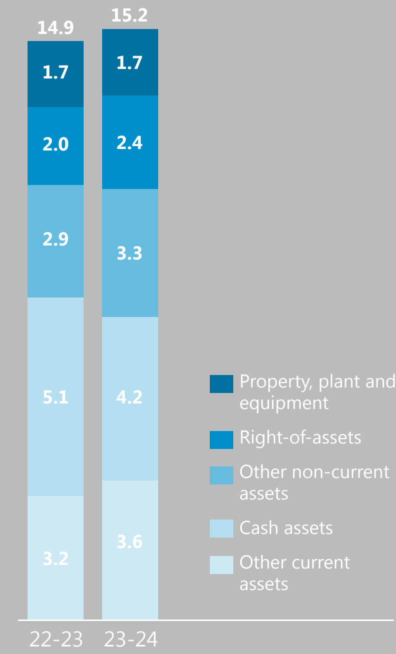
Profit/(loss) attributable to the Owner in AED m



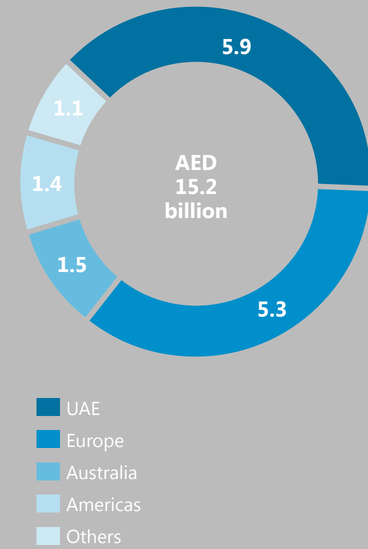
EBITDA in AED m



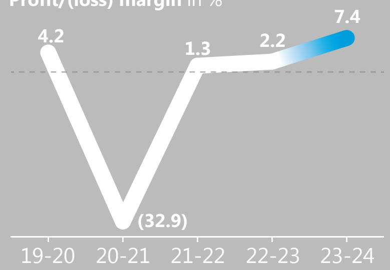
Assets in AED bn



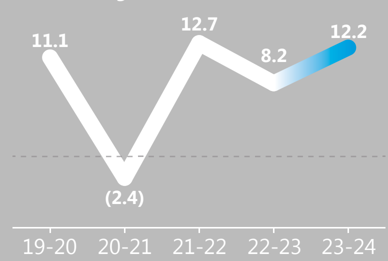
Assets by geography in AED bn



Profit/(loss) margin in %



EBITDA margin in %



Share of results from dnata's affiliated companies (joint ventures and associates) rose by 18% to reach AED 141m, contributing 10% to dnata's bottom line. The increase was primarily fuelled by Transguard which accounted for 74% of the share of results from investments. The company's manpower outsourcing operations in the UAE experienced heightened growth, particularly in the aviation sector. Moreover, its cash management business also witnessed an uptick in revenue, helped by the economic growth in the UAE. In addition, various cost minimising initiatives were taken this year, including reducing the level of on-boarding and deployment costs which helped the company maintain healthy margins, and add to its profitability.

Other operating income was up 30% to AED 366m, due to; i) a fair value gain of AED 168m recorded as part of the additional 28% stake, and obtaining the controlling interest, in the Imagine Cruising business - which excels in pairing cruises with immersive tours, rail journeys and much more, ii) one-time gain from a property sale in Australia, and iii) profit made on the divestment of dnata's 20% stake in Guangzhou, China.

Profitability

dnata achieved the second highest annual profit in its history, a spectacular 330% jump to AED 1.4bn, returning an impressive 7.4% profit margin. Similarly, EBITDA witnessed a remarkable increase of 92% to an all-time high of AED 2.3bn, returning a strong margin of 12.2%.

The increases in profit and EBITDA margins is the result of a sturdy growth in total revenue (including other operating income) of 29% across all lines of business due to increases in demand, favourable customer contract updates, better cost management and one-off gains.

Statement of financial position

Total assets remained robust at AED 15.2bn. Non-current assets primarily comprising property, plant and equipment ('PPE'), right-of-use ('ROU') assets, investment properties and intangible assets formed 49% of total assets.

The net book value ('NBV') of **PPE** remained consistent year-on-year at AED 1.7bn, as investments made during the year of AED 293m were evened out by the depreciation charge. Key additions included; i) investments in our major (under construction) infrastructural projects in Airport operations, which include a cargo centre at 'dnata Cargo City' at Amsterdam Schiphol Airport and a 20,000 sqm cargo warehouse in Erbil, ii) purchase of ground support equipment ('GSE') primarily in the UK, Italy, Iraq, the US and the UAE, and iii) various enhancements to kitchen facilities in Australia, the UAE and the UK.

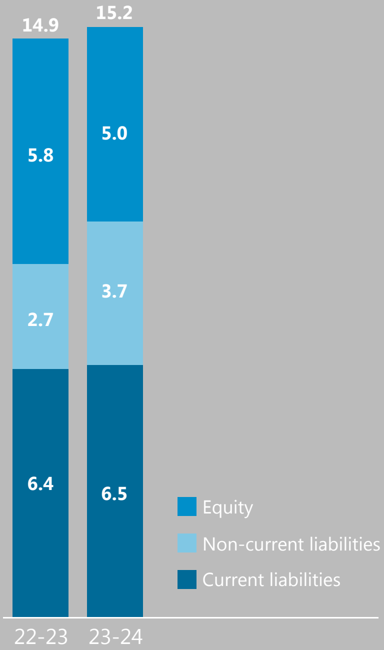
ROU assets increased by 25% to AED 2.4bn, driven by lease additions and contract remeasurements of AED 936m, mainly for Airport operations related facilities in the Netherlands (forming 45% of overall additions and remeasurements), the UAE, the US and the UK, and Catering & retail facilities in Australia and the UK. These additions were partly offset by the depreciation charge of AED 454m.

Within **other non-current assets,** investment properties reduced by 16% to AED 414m largely impacted by a one-off impairment charge of AED 51m. Intangible assets increased by 20% to AED 2.3bn due to the assets recognised on the acquisition of control of Imagine Cruising, reduced partially by the amortisation charge for the year. Goodwill continues to form the largest part of the intangible assets portfolio at 71% which is validated on an annual basis through impairment testing.

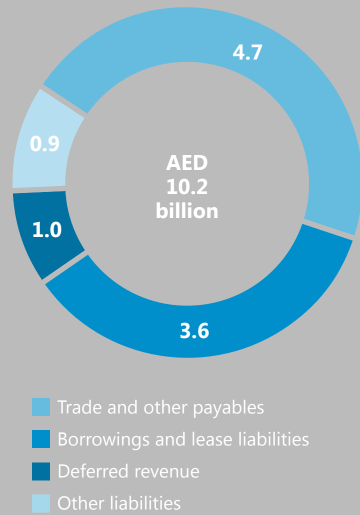
Other current assets (excluding cash assets) which formed 23% of total assets, improved by 13%, largely because of the increase in trade and other receivables by AED 415m. This increase was due to the growth in customer receivables balances across all lines of business and the consolidation of Imagine Cruising's receivables.

Being an international group, dnata has a significant asset footprint not only in the UAE but also across Europe, Australia and other regions. This is driven by long term asset-intensive businesses of Airport operations and Catering & retail. Our asset base in Europe expanded by 35% this year, due to the acquisition in the UK and infrastructure related investments made in the Netherlands.

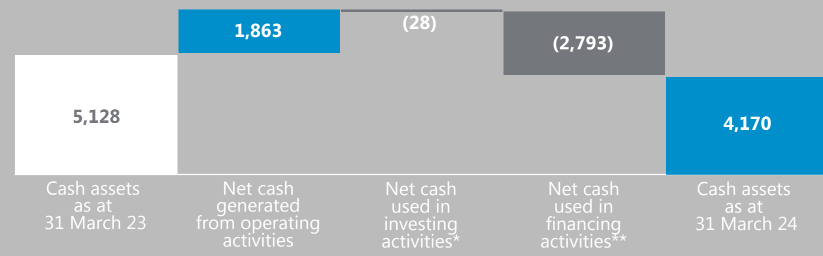
Equity and liabilities in AED bn



Total liabilities in AED bn

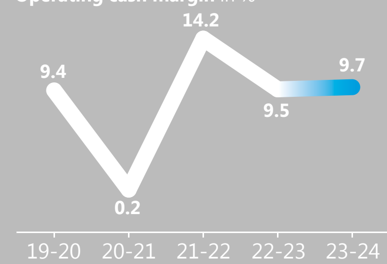


Cash flow in AED m

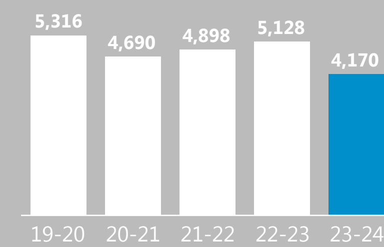


*excluding movement in short term bank deposits and adjusted for effect of exchange rate changes.
**including movement in bank overdrafts.

Operating cash margin in %



Cash assets in AED m



Total liabilities stood at AED 10.2bn at the end of the year, up 11%.

Trade and other payables at AED 4.7bn formed the largest component (46%) of total liabilities and increased by 8% compared to the prior year due to the upturn in operations and recognition of an option liability of AED 129m for the Imagine Cruising transaction.

Borrowings and lease liabilities (debt), comprising term loans, lease liabilities and bank overdraft balances, constituted 36% of total liabilities at AED 3.6bn. dnata's debt increased by 8% due to higher lease liabilities partially offset by lower term loans and overdrafts.

Lease liabilities increased by 21% to AED 2.7bn as the impact of new and acquired leases (as explained under ROU) compounded by the accretion of interest on outstanding liabilities was partly offset by repayments of AED 486m.

On the other hand, borrowings (term loans and bank overdrafts) decreased by 17% to AED 0.9bn. During the year, an external loan of AED 216m in the Catering Australia business was refinanced on better terms, while all contractual obligations were settled as they fell due leading to lower borrowings on a net basis. Most of the long-term funding needs of our international businesses were met through cash generated from operations during the year.

Deferred revenue stood at AED 1bn, with an increase of 54% from last year. This was primarily driven by the first-time consolidation of Imagine Cruising.

Other liabilities comprising retirement benefit obligations, provisions, derivative financial instruments and taxation related liabilities, remained largely consistent at AED 0.9bn.

Total equity decreased by 13% to reach AED 5.0bn by the end of the year. The increase in the operating cash flows permitted dnata to make a dividend distribution of AED 2bn to its Owner, the highest ever pay-out in dnata's operating history. This reduction was partially compensated by current year profits of AED 1.4bn.

As a result of effective capital management strategies, dnata closed the year with a healthy debt-to-equity ratio of 72% (2022-23: 58%) and a positive return on Owner's equity of 26.2% (2022-23: 5.4%).

Cash position

Cash assets continue to remain a significant component of dnata's total assets (28%) and stood at AED 4.2bn.

Cash from operating activities yielded inflows of AED 1.9bn as operations ramped up profitably to meet the increase in customer demand, returning an operating cash margin of 9.7%, an improvement of 0.2% pts. compared to the prior year. Cash generated from operations, interest received on bank deposits and dividends earned from investments were utilised for; i) the dividend payments of AED 2bn to the Owner, ii) net repayment of loans and lease obligations of AED 505m, and iii) investments in capital assets of AED 369m, resulting in a 19% decrease in the overall cash balance to AED 4.2bn.

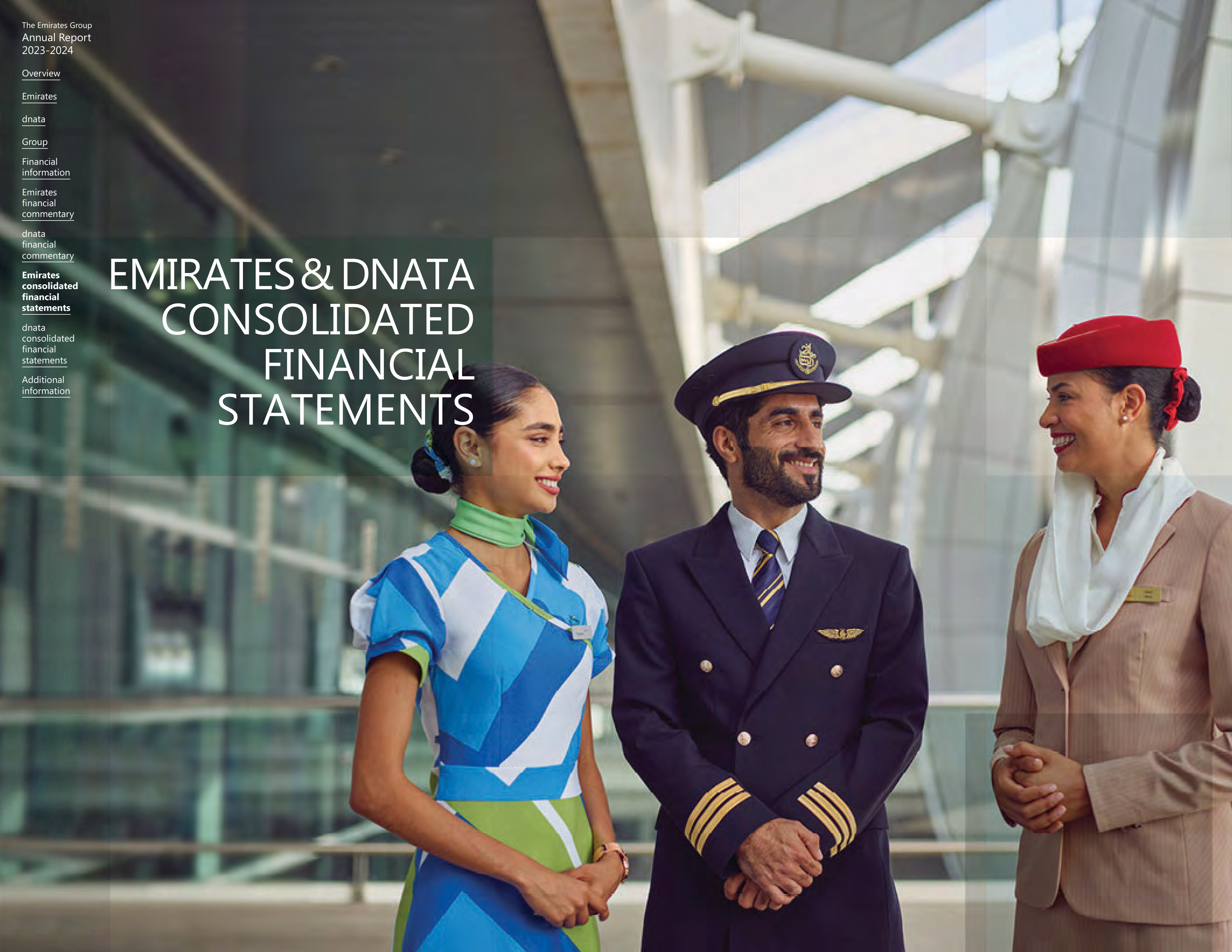
Financial risk management

dnata is exposed to variety of financial risks through its operations. In the areas where financial risks exist, the aim has been to achieve an appropriate balance between risk and return and to minimise potential adverse effects on its financial performance.

As part of its risk management programme, dnata regularly reviews its investments in financial institutions based on credit ratings assigned by external agencies such as S&P Global Ratings. As at 31 March 2024, more than 90% of cash assets were held with financial institutions having A- to AA+ rating.

Certain businesses of dnata are exposed to currency risk on purchases and sale of services outside the source market. This risk is managed through various hedging solutions including currency forwards. dnata is also exposed to effects of fluctuations in currency rates on its long-term obligations denominated in foreign currencies. This risk is naturally hedged against cash inflows in the respective currencies.

EMIRATES & DNATA CONSOLIDATED FINANCIAL STATEMENTS

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INDEPENDENT AUDITOR'S REPORT TO THE OWNER OF EMIRATES

Our opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Emirates and its subsidiaries (together referred to as "Emirates") as at 31 March 2024, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards.

What we have audited

Emirates' consolidated financial statements comprise:

- the consolidated income statement for the year ended 31 March 2024;
- the consolidated statement of comprehensive income for the year ended 31 March 2024;
- the consolidated statement of financial position as at 31 March 2024;
- the consolidated statement of changes in equity for the year ended 31 March 2024;
- the consolidated statement of cash flows for the year ended 31 March 2024; and
- the notes to the consolidated financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of Emirates in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code) and the ethical requirements that are relevant to our audit of the consolidated financial statements in the United Arab Emirates. We have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Our audit approach

Overview

Key audit matters	• Passenger and cargo revenue recognition • Accounting for the "Skywards" frequent flyer programme • Provision for aircraft return conditions

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the consolidated financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of Emirates, the accounting processes and controls, and the industry in which Emirates operates.

INDEPENDENT AUDITOR'S REPORT TO THE OWNER OF EMIRATES (CONTINUED)

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Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current year. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the Key audit matter
Passenger and cargo revenue recognition When a flight booking is made, passenger and cargo revenue is measured based on the sales price to the customer and allocated to each performance obligation under the contract. Revenue is initially deferred on the consolidated statement of financial position and subsequently recognised in the consolidated income statement when the related performance obligation has been fulfilled (typically when a passenger or the cargo has flown) (refer to notes 2, 3, 5 and 22 to the consolidated financial statements). The determination of the revenue to be recognised for each flight requires complex IT systems and involves the exchange of information with industry systems and other airlines for a high volume of transactions. The accounting for passenger and cargo revenue is susceptible to management override of controls through the recording of manual journals in the accounting records, the override of IT systems to accelerate revenue recognition, or the manipulation of inputs used to calculate revenue recorded in respect of unused revenue documents. The timing of revenue recognition for unused revenue documents requires judgement due to the timeframe over which revenue documents can be utilised and the large number of fare types sold by Emirates. Management has determined the value of unused revenue documents that will not be utilised based on their terms and conditions and historical expiry trends. We focused on this area as a result of the complexity of the related IT systems, the potential for management override of controls and the level of judgement required by management in determining the timing of recognition of unused revenue documents.	We performed end-to-end walkthroughs of the finance and operational processes surrounding the revenue systems, to assess the design effectiveness of the related key internal controls and identify changes, if any, that have occurred during the current year. We tested the operating effectiveness of these key controls to obtain sufficient, appropriate evidence that they operated throughout the year as intended. We also tested the related key IT systems, including interfaces that impact the recognition of revenue from passenger and cargo sales along with the IT change control procedures and related application controls. We performed computer assisted audit techniques over passenger and cargo revenue to identify and test unexpected entries and correlate revenue movements during the year to accounts receivable and cash. We substantively tested a sample of revenue from passenger and cargo sales to validate occurrence and cut-off of revenue. We tested manual journal entries posted into relevant revenue accounts. We obtained data supporting Emirates' historical expiry trend in respect of unused revenue documents. In addition to performing controls testing as described above, the accuracy of historical expiry data was tested and compared to that used in the calculation of the amount of revenue to recognise from unused revenue documents to assess reasonableness. We assessed whether the related disclosures in notes 2, 3, 5 and 22 to the consolidated financial statements are consistent with the requirements of IFRS Accounting Standards.

INDEPENDENT AUDITOR'S REPORT TO THE OWNER OF EMIRATES (CONTINUED)

Key audit matter	How our audit addressed the Key audit matter
Accounting for the "Skywards" frequent flyer programme Emirates operates frequent flyer programmes in order to encourage and incentivise loyalty from its customers, with "Skywards" being the biggest programme of this type. Skywards members either earn Skywards miles after a flight has been paid for and flown or from Skywards partners who purchase miles from Emirates to issue to their customers. Skywards miles can be redeemed for reductions in airfares as well as being used towards free flights, cabin class upgrades and other non-airline rewards. The consideration in respect of the value of unused miles issued to Skywards members when flights are flown and for miles issued to Skywards members from sales to partners with a total value of AED 2,968 million as at 31 March 2024 (2023: AED 2,412 million) is recognised in the consolidated statement of financial position as deferred revenue (refer to notes 2, 3 and 22 to the consolidated financial statements). Revenue is recognised in the consolidated income statement when the miles are redeemed by a customer and the underlying performance obligation relating to the redeemed miles is fulfilled. The consideration for each mile is based on a relative standalone selling price calculated using a model incorporating a number of factors including historical sector average fares, historical fares for upgrades, ticket and upgrade availability and redemption patterns. An estimate is also made of the number of miles that will expire based on historical expiry patterns and any known future changes to the Skywards programme. We focused on this area because of the significant level of judgement exercised by management in determining the underlying assumptions within the model.	We tested management's model supporting the calculation of Skywards deferred revenue as follows: • we updated our understanding of the process and related controls by which deferred revenue is calculated; • we tested automated controls and key interfaces between the IT systems used to initially accrue and subsequently redeem the Skywards miles for each member; • we reconciled the Skywards miles issued and redeemed during the year, and the closing miles balance in the model to the underlying IT systems; • we tested the mathematical accuracy of management's model; • we tested the key assumptions within management's model, including agreeing historical expiry trends supporting the expiry percentage, historical sector average fares and historical fares for upgrades to underlying reports, discussing anticipated future changes to the Skywards programme that may impact expiry trends with appropriate senior management and testing ticket and upgrade availability to internal supporting evidence; and • we tested the sensitivity analysis on the key assumptions used in management's model. We assessed whether the related disclosures in notes 2, 3, and 22 to the consolidated financial statements are consistent with the requirements of IFRS Accounting Standards.

INDEPENDENT AUDITOR'S REPORT TO THE OWNER OF EMIRATES (CONTINUED)

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Key audit matter	How our audit addressed the Key audit matter
Provision for aircraft return conditions Emirates operates aircraft under lease agreements. Under the terms of the lease arrangements with the lessors, Emirates is contractually committed to either return the aircraft and/or engines in a certain condition or to compensate the lessor based on the actual condition of the aircraft and/or engines at the date of return. Accordingly, a provision of AED 5,901 million (2023: AED 5,232 million) is recorded for the present value of the expected cost associated with these contractual return conditions and is recognised in the consolidated statement of financial position within provisions (refer to notes 2, 3 and 21 to the consolidated financial statements). The provision is calculated using a model which incorporates a number of assumptions, requiring significant judgement, including the: ● past and expected future utilisation and maintenance patterns of the aircraft and engines; ● expected cost of the maintenance at the time it is estimated to occur; and ● discount rate applied to calculate the present value of the future liability. We focused on this area because of the significant level of judgement exercised by management in determining the underlying assumptions within the model and the sensitivity of the amounts recorded in the consolidated financial statements from changes in these assumptions.	We obtained the aircraft return provision model prepared by management, together with a summary of the underlying assumptions. We tested the completeness of the provision by ensuring that all significant return condition obligations included in aircraft lease contracts were included in the model. We reperformed the calculations, on a sample basis within the model to test the mathematical accuracy. To understand the methodology used by management, the following key assumptions were discussed with senior engineering and finance personnel: ● the past and expected future utilisation and maintenance patterns of the aircraft; ● the expected cost of each maintenance event at the time it is expected to occur; and ● the discount rate applied to calculate the present value of the future liability. We compared historical utilisation of the aircraft to flying records and assessed if the future utilisation assumptions were considered reasonable in light of past experience. Assumed maintenance costs were assessed against historical actual costs incurred and existing long term maintenance agreements. Future maintenance patterns were assessed against internal maintenance plans. We verified that the discount rate applied by management to the future liability was within an acceptable range with reference to the time value of money applicable to Emirates and the risks specific to the liability. Along with testing management's sensitivity analysis on reasonably possible changes in assumptions, we also compared provisions held for aircraft and engines returned during the year to the compensation paid out to the lessors or actual costs incurred to establish if past provisions were reasonable. We assessed whether the related disclosures in notes 2, 3 and 21 to the consolidated financial statements are consistent with the requirements of IFRS Accounting Standards.

INDEPENDENT AUDITOR'S REPORT TO THE OWNER OF EMIRATES (CONTINUED)

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Other information

Management is responsible for the other information. The other information comprises the information included in the Annual Report (but does not include the consolidated financial statements and our auditor's report thereon).

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing Emirates' ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate Emirates or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing Emirates' financial reporting process.

INDEPENDENT AUDITOR'S REPORT TO THE OWNER OF EMIRATES (CONTINUED)

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Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Emirates' internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Emirates' ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Emirates to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within Emirates to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Emirates audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

PricewaterhouseCoopers Limited Partnership Dubai Branch
3 May 2024

Douglas O'Mahony
Registered Auditor Number 834
Dubai, United Arab Emirates

CONSOLIDATED INCOME STATEMENT FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 AED m	2023 AED m
Revenue	5	119,872	106,702
Other operating income	6	1,349	654
Operating costs	7	(101,257)	(93,479)
Operating profit		**19,964**	**13,877**
Finance income	8	1,993	857
Finance costs	8	(4,531)	(4,033)
Share of results of investments accounted for using the equity method	14	228	169
Profit before income tax		**17,654**	**10,870**
Income tax expense - net	9	(177)	(160)
Profit for the year		**17,477**	**10,710**
Profit attributable to non-controlling interests		244	129
Profit attributable to Emirates' Owner		**17,233**	**10,581**

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 AED m	2023 AED m
Profit for the year		**17,477**	**10,710**
Items that will not be reclassified to the consolidated income statement			
Remeasurement of retirement benefit obligations	21 (a)	(75)	6
Items that may be reclassified subsequently to the consolidated income statement			
Currency translation differences	19	24	3
Net gain on cash flow hedges	19	3,286	421
Other comprehensive income for the year		**3,235**	**430**
Total comprehensive income for the year		**20,712**	**11,140**
Total comprehensive income attributable to non-controlling interests		243	129
Total comprehensive income attributable to Emirates' Owner		**20,469**	**11,011**

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2024

	Note	2024 AED m	2023 AED m
ASSETS			
Non-current assets			
Property, plant and equipment	11	69,193	70,459
Right-of-use assets	12	28,378	31,736
Intangible assets	13	5,239	5,652
Investments accounted for using the equity method	14	822	776
Trade and other receivables	16	740	46
Derivative financial instruments	27	2,009	717
Deferred tax assets	23	55	42
		106,436	**109,428**
Current assets			
Inventories	15	3,708	2,977
Trade and other receivables	16	8,921	7,566
Derivative financial instruments	27	1,931	365
Short term bank deposits	17	33,064	27,746
Cash and cash equivalents	17	9,872	9,606
		57,496	**48,260**
Total assets		**163,932**	**157,688**

	Note	2024 AED m	2023 AED m
EQUITY AND LIABILITIES			
Capital and reserves			
Capital	18	15,647	15,647
Other reserves	19	4,238	928
Retained earnings		25,841	10,669
Attributable to Emirates' Owner		**45,726**	**27,244**
Non-controlling interests		738	675
Total equity		**46,464**	**27,919**
Non-current liabilities			
Trade and other payables	24	164	347
Borrowings and lease liabilities	20	50,085	65,084
Derivative financial instruments	27	5	1
Provisions	21	5,829	6,137
Deferred tax liabilities	23	57	-
		56,140	**71,569**
Current liabilities			
Trade and other payables	24	19,013	20,202
Deferred revenue	22	22,257	20,429
Borrowings and lease liabilities	20	18,067	16,460
Derivative financial instruments	27	13	366
Provisions	21	1,837	645
Current tax liabilities		141	98
		61,328	**58,200**
Total liabilities		**117,468**	**129,769**
Total equity and liabilities		**163,932**	**157,688**

The consolidated financial statements were approved on 3 May 2024 and signed by:

Sheikh Ahmed bin Saeed Al Maktoum
Chairman and Chief Executive

Timothy Clark
President

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2024

	Attributable to Emirates' Owner					
	Capital AED m	**Other reserves** AED m	**Retained earnings** AED m	**Total** AED m	**Non-controlling interests** AED m	**Total equity** AED m
1 April 2022	**15,647**	**504**	**3,582**	**19,733**	**580**	**20,313**
Profit for the year	-	-	10,581	10,581	129	10,710
Other comprehensive income for the year	-	424	6	430	-	430
Total comprehensive income for the year	**-**	**424**	**10,587**	**11,011**	**129**	**11,140**
Other capital contributions	-	-	-	-	6	6
Dividends	-	-	(3,500)	(3,500)	(40)	(3,540)
Transactions with owners in their capacity as owners	**-**	**-**	**(3,500)**	**(3,500)**	**(34)**	**(3,534)**
31 March 2023	**15,647**	**928**	**10,669**	**27,244**	**675**	**27,919**
Profit for the year	-	-	17,233	17,233	244	17,477
Other comprehensive income for the year	-	3,310	(74)	3,236	(1)	3,235
Total comprehensive income for the year	**-**	**3,310**	**17,159**	**20,469**	**243**	**20,712**
Dividends	-	-	(2,000)	(2,000)	(159)	(2,159)
Loss of control of a subsidiary	-	-	-	-	(8)	(8)
Acquired from non-controlling interests	-	-	(6)	(6)	6	-
Transfers	-	-	19	19	(19)	-
Transactions with owners in their capacity as owners	**-**	**-**	**(1,987)**	**(1,987)**	**(180)**	**(2,167)**
31 March 2024	**15,647**	**4,238**	**25,841**	**45,726**	**738**	**46,464**

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 AED m	2023 AED m
Operating activities			
Profit before income tax		17,654	10,870
Adjustments for:			
Depreciation and amortisation	7	17,599	19,389
Provision for retirement benefit obligations	7 (b)	811	674
Net loss allowance for trade receivables	7	16	24
Finance costs - net	8	2,538	3,176
Net loss on disposals / write offs of non-current assets		107	57
Exchange gains on leases and term loans		(77)	(101)
Share of results of investments accounted for using the equity method	14	(228)	(169)
Lease rental waivers		-	(12)
Payments of retirement benefit obligations		(671)	(573)
Income tax paid		(80)	(81)
Change in inventories		(731)	(633)
Change in trade and other receivables		(1,830)	(346)
Change in trade & other payables and provision for aircraft return conditions		699	3,836
Change in deferred revenue		1,828	8,172
Net cash generated from operating activities		**37,635**	**44,283**

	Note	2024 AED m	2023 AED m
Investing activities			
Additions to property, plant and equipment	11	(7,496)	(4,397)
Payments for intangible assets		(867)	(2,296)
Proceeds from sale of property, plant and equipment		12	9
Investments in associates and joint ventures	14	(6)	(49)
Movement in short term bank deposits		(5,318)	(10,832)
Interest received		1,720	422
Dividends from investments accounted for using the equity method	14	162	157
Loans to related parties - net	29	-	(32)
Net cash used in investing activities		**(11,793)**	**(17,018)**
Financing activities			
Proceeds from term loans	20 (b)	-	1,236
Repayment of bonds and term loans (principal)		(8,834)	(11,107)
Principal element of lease payments		(8,048)	(7,984)
Interest paid		(4,040)	(3,718)
Capital contributed by non-controlling interests		-	6
Dividends paid to Emirates' Owner		(4,500)	-
Dividends paid to non-controlling interests		(159)	(40)
Net cash used in financing activities		**(25,581)**	**(21,607)**
Net change in cash and cash equivalents		**261**	**5,658**
Cash and cash equivalents at beginning of the year		9,606	3,966
Effect of exchange rate changes on cash and cash equivalents		5	(18)
Cash and cash equivalents at end of the year	17	**9,872**	**9,606**

The accompanying notes are an integral part of these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1. General information

Emirates comprises Emirates and its subsidiaries. Emirates was incorporated, with limited liability, by an Emiri Decree issued by H. H. Sheikh Maktoum bin Rashid Al Maktoum on 26 June 1985 and is wholly owned by the Investment Corporation of Dubai ('the parent company' / 'Owner'), a Government of Dubai entity. Emirates commenced commercial operations on 25 October 1985 and is designated as the International Airline of the UAE.

Emirates is incorporated and domiciled in Dubai, UAE. The address of its registered office is Emirates Group Headquarters, PO Box 686, Dubai, UAE.

The main activities of Emirates are:

- commercial air transportation which includes passenger and cargo services
- wholesale and retail of food and beverages
- catering operations
- hotel operations
- travel services

2. Summary of material accounting policies

A summary of the material accounting policies, which have been applied consistently in the preparation of these consolidated financial statements are set out below.

Basis of preparation

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards. IFRS Accounting Standards comprise the following authoritative literature:

- IFRS Accounting Standards
- IAS Standards
- Interpretations developed by the IFRS Interpretations Committee (IFRIC Interpretations) or its predecessor body, the Standing Interpretations Committee (SIC Interpretations).

The consolidated financial statements have been prepared under the historical cost convention, except for certain financial assets and financial liabilities (including derivative instruments) that are measured at fair value, as stated in the accounting policies.

All amounts are presented in millions of UAE Dirham ('AED m').

New standards, amendments to published standards and interpretations that are relevant to Emirates

Effective and adopted in the current year

At the date of authorisation of these consolidated financial statements certain new standards and amendments to existing standards have been published and are mandatory for the current accounting period. These amendments did not have a material impact on the consolidated financial statements and are set out below:

- IFRS 17 Insurance Contracts;
- Definitions of Accounting Estimates – Amendments to IAS 8;
- International Tax Reform – Pillar Two Model Rules – Amendments to IAS 12;
- Deferred Tax related to Assets and Liabilities arising from a Single Transaction – Amendments to IAS 12; and
- Disclosure of Accounting Policies – Amendments to IAS 1 and IFRS Practice Statement 2.

Not yet effective and have not been early adopted

At the date of authorisation of these consolidated financial statements, certain new amendments to accounting standards and interpretations have been published but are not effective for the current financial year. None of these have been early adopted and are not expected to have a material impact on Emirates.

2. Summary of material accounting policies (continued)

Basis of consolidation and equity accounting

i.) Subsidiaries

Subsidiaries are those entities (including structured entities) over which Emirates has control. Control is exercised when Emirates is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over that entity. Subsidiaries are fully consolidated from the date on which control is transferred to Emirates and are deconsolidated from the date on which control ceases.

The acquisition method of accounting is used to account for business combinations by Emirates, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of a subsidiary comprises the fair value of the assets transferred, liabilities incurred to the former owners of the acquired business, equity interest issued, the fair value of assets or liabilities resulting from any contingent consideration arrangement and the fair value of any pre-existing equity interest in the subsidiary.

Identifiable assets acquired, liabilities and contingent liabilities, if any, incurred or assumed in a business combination, with limited exceptions, are measured initially at their fair values at the acquisition date. Any non-controlling interest in the subsidiary is recognised on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interests' proportionate share of recognised amounts of subsidiaries' net identifiable assets. Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated income statement, consolidated statement of comprehensive income, consolidated statement of financial position and consolidated statement of changes in equity, respectively.

Acquisition-related costs are expensed as incurred.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquired entity, and the acquisition-date fair value of any previous equity interest in the acquired entity; over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised directly in the consolidated income statement as a bargain purchase.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the acquirer's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Contingent consideration is classified either as equity or financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value, with changes in fair value recognised in the consolidated income statement.

An option to acquire a non-controlling interest is recognised as a financial liability and is subsequently remeasured to fair value with changes in fair value recognised in the consolidated income statement.

If the business combination is achieved in stages, the acquisition date carrying value of Emirates' previously held equity interest in the acquiree is remeasured to fair value at the acquisition date. Any gains or losses arising from such remeasurement are recognised in the consolidated income statement as 'Other operating income'.

Inter-company transactions, balances and unrealised gains on transactions between Emirates and its subsidiaries are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset.

ii.) Associates

Associates are those entities over which Emirates has significant influence but not control or joint control, generally accompanying a shareholding between 20% and 50% of the voting rights. Significant influence is the power to participate in the financial and operating policy decisions of the entity, without the power to control or joint control over those policies. Investments in associates are accounted for using the equity method of accounting and include goodwill (net of accumulated impairment loss, if any) identified on acquisition, after initially being recorded at cost.

iii.) Joint ventures

Joint ventures are contractual arrangements which establish joint control and where Emirates has rights to the net assets of the arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control. Investments in joint ventures are accounted for using the equity method of accounting and include goodwill (net of accumulated impairment loss, if any) identified on acquisition, after initially being recognised at cost.

2. Summary of material accounting policies (continued)

Basis of consolidation and equity accounting (continued)

iv.) Equity method of accounting

Under the equity method of accounting, the investments are initially recorded at cost and adjusted thereafter to recognise Emirates' share of the post-acquisition profits or losses of the investee in the consolidated income statement, and Emirates' share of movements in other comprehensive income of the investee in the consolidated statement of comprehensive income. Dividends received or receivable from associates and joint ventures are recognised as a reduction in the carrying amount of the investment. Emirates' share in the associate's or joint venture's transactions with their respective owners are accounted in Emirates' consolidated statement of changes in equity as share of other changes in equity.

When Emirates' share of losses in an equity-accounted investment equals or exceed its interest in the entity, including any other unsecured long-term receivable in the nature of an investment, Emirates does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity.

All material unrealised gains arising on transactions between Emirates and its associates and joint ventures are eliminated to the extent of Emirates' interest in these entities. All material unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

v.) Change in ownership interests

Emirates treats transactions with non-controlling interests that do not result in loss of control as transactions with the owners. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid is recorded in 'Other reserves' within equity attributable to Emirates' Owner.

When Emirates ceases to have control, joint control or significant influence, any retained interest in the entity or business is remeasured to its fair value, with the change in the carrying amount recognised in the consolidated income statement. The fair value becomes the initial carrying amount for the purposes of subsequent accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity or business are accounted for as if the related assets or liabilities have been directly disposed of. This may result in amounts previously recognised in other comprehensive income to be reclassified to the consolidated income statement.

If the ownership in a joint venture or an associate is reduced but joint control or significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to the consolidated income statement where appropriate.

Accounting policies of subsidiaries, associates and joint ventures have been changed where necessary to ensure consistency with Emirates' accounting policies.

Foreign currency translation

Emirates' consolidated financial statements are presented in UAE Dirham ("AED"), which is also it's functional currency. Emirates' subsidiaries, associates and joint ventures determine their own functional currency related to the primary economic environment in which they operate.

i.) Transactions and balances

Foreign currency transactions are translated into the functional currency at the exchange rates prevailing at the transaction dates. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the translation of monetary assets and liabilities denominated in foreign currencies are retranslated into the functional currency at the exchange rates prevailing at the end of the reporting period, are recognised in the consolidated income statement. They are deferred in equity if they relate to qualifying cash flow hedges, qualifying net investment hedges or are attributable to part of the net investment in a foreign operation.

ii.) Group companies

For the purpose of consolidation, where functional currencies of subsidiaries (none of which has the currency of hyperinflationary economy) are different from AED, income, comprehensive income and cash flow statements of subsidiaries are translated into AED at average exchange rates for the year that approximate the cumulative effect of rates prevailing on the transaction dates. Their assets and liabilities at the reporting date are translated at the closing exchange rates at that date. The resulting exchange differences are recognised in other comprehensive income.

Share of results and share of movement in other comprehensive income of investments accounted for using the equity method are translated into AED at average exchange rates whereas Emirates' share of net investments is translated at the exchange rate prevailing at the end of the reporting period. Translation differences relating to investments in associates, joint ventures and monetary assets and liabilities that form part of a net investment in a foreign operation are recognised in other comprehensive income.

2. Summary of material accounting policies (continued)

Foreign currency translation (continued)

When investments in subsidiaries, associates or joint ventures are disposed, the related translation differences previously recorded in equity are then recognised in the consolidated income statement as part of the gain or loss on disposal.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the exchange rates prevailing at the end of reporting period. Exchange differences arising are recognised in other comprehensive income.

Revenue

i.) Transport revenue

Transport revenue comprises airline passenger and cargo sales. These are recognised as revenue when each performance obligation for the transportation service is fulfilled and is presented net of discounts and taxes. The transaction price is allocated to each performance obligation based on the relative stand-alone selling price related to each performance obligation. Revenue documents (e.g., tickets or airway bills) sold but unused are held in the consolidated statement of financial position under current liabilities as 'Passenger and cargo sales in advance' within 'Deferred revenue'. Revenue related breakage is estimated based on historical trends and recognised in the consolidated income statement proportionally with each transfer of service to the customer.

ii.) Non-transport revenue

Revenue other than passenger and cargo sales is defined as non-transport revenue and primarily comprises the sale of food and beverages, catering, travel services and hotel operations.

Revenue from the sale of food and beverages and catering operations is recognised when the control of goods is transferred to the customer and is stated net of discounts, taxes and returns.

Revenue from travel services includes the sale of travel holiday packages and individual travel component bookings. Revenue is recognised on the performance of the related service obligation. Until then, any amounts received are held in the consolidated statement of financial position under current liabilities as 'Sales in advance from travel services' within 'Deferred revenue'.

All other non-transport revenues, including revenue from hotel operations, are recognised net of discounts and taxes, when the respective performance obligations are satisfied.

For both transport and non-transport revenue, where Emirates acts as a principal in an arrangement, the total consideration received is treated as revenue and allocated to the separate performance obligations based on relative stand-alone selling prices. The allocated revenue from such contracts is recognised in the consolidated income statement on the satisfaction of each performance obligation, and where Emirates acts as an agent between the service provider and the end customer, the net commission is recognised as revenue on the satisfaction of the performance obligation.

Frequent flyer programme ('Skywards')

Emirates operates a frequent flyer programme that provides a variety of awards to programme members based on a mileage credit for flights on Emirates and other airlines that participate in the programme. Members can also accrue miles by utilising the services of non-airline programme participants.

Emirates accounts for Skywards miles (predominantly accrued through sale of flight tickets or purchase of miles by programme partners) as a separately identifiable component of the sales transaction in which they are granted. The consideration in respect of the initial sale allocated to Skywards miles is based on their relative stand-alone selling price, adjusted for expected expiry and the extent to which the demand for an award cannot be met, and is recorded under current liabilities as 'Frequent flyer programme' within 'Deferred revenue'. The stand-alone selling price is determined based on an adjusted market assessment approach, using estimation techniques and taking into consideration the various redemption options available to Skywards members. Marketing income earned from partners associated with the programme is recognised when the miles are issued.

Revenue from redemption of miles is recognised in the consolidated income statement under passenger revenue only when Emirates fulfils its obligations by supplying free or discounted goods or services on redemption of the miles accrued.

Liquidated damages

Claims for liquidated damages on aircraft and related assets is recognised in the consolidated income statement as 'Other operating income' only to the extent that they relate to compensation for incremental operating costs, when a contractual entitlement exists, amounts can be reliably measured and receipt is virtually certain. When such claims do not relate towards incremental operating costs, the amounts are taken to the consolidated statement of financial position. These are recorded as a reduction in the cost of the related asset and depreciated over the remaining useful life of the asset.

2. Summary of material accounting policies (continued)

Finance income and costs

Interest income and costs are recognised on a time proportion basis using the effective interest method.

Income tax

The tax expense or credit for the year comprises current and deferred tax.

The income tax expense or credit for the year is the tax payable on the current period's taxable income, based on the applicable income tax rate for each jurisdiction, adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where Emirates operates and generates taxable income.

Deferred tax is recognised in full on temporary differences arising between the tax base of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax is not recognised if it arises from initial recognition of an asset or liability in a single transaction other than a business combination, at the time of the transaction affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences. Also, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill in a business combination.

Deferred tax is determined using tax rates (and laws) that have been enacted or substantively enacted in the jurisdiction of the individual companies by the end of the reporting period and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax is recognised on temporary differences arising on investments in subsidiaries, associates and joint ventures, except where the timing of the reversal of the temporary difference is controlled by Emirates and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised.

Deferred tax assets and liabilities are offset where there is a legally enforceable right to offset current tax assets against current tax liabilities and where the deferred tax assets and liabilities relate to income tax levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the current tax asset and liability balances on a net basis.

Current and deferred tax is recognised in the consolidated income statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Property, plant and equipment

Property, plant and equipment is stated at cost less accumulated depreciation and impairment. Cost consists of the purchase cost, together with any incidental expenses of acquisition. Where Emirates receives credits from manufacturers in connection with the acquisition of certain aircraft and engines, these credits are recorded as a reduction to the cost of the related assets.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Emirates and the cost can be measured reliably. Repairs and routine maintenance are charged to the consolidated income statement during the reporting period in which they are incurred.

Depreciation on items of property, plant and equipment is calculated using the straight-line method to allocate their cost, less estimated residual values, over the estimated useful lives of the assets (or the lease term, if shorter) except for land which is not depreciated.

The estimated useful lives and residual values are:

Aircraft	15 – 18 years (residual value nil - 10%)
Aircraft spare engines and parts	5 – 17 years
Buildings	15 – 40 years
Other property, plant and equipment	3 – 20 years or over the lease term, if shorter

Costs for aircraft and engine related major overhaul events are capitalised and depreciated over the shorter of the period to the next major overhaul, the remaining lease term or the useful life of the asset concerned. All other costs relating to asset maintenance (including maintenance provided under 'pay-as-you-go' contracts) are charged to the consolidated income statement as incurred.

The assets' residual values and useful lives are reviewed at least annually, and adjusted if appropriate.

2. Summary of material accounting policies (continued)

Property, plant and equipment (continued)

Capital projects are stated at cost. When the asset is ready for its intended use, it is transferred from capital projects to the appropriate category under property, plant and equipment and depreciated in accordance with Emirates' policies.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains and losses on derecognition are determined by comparing proceeds with the carrying amount and are recognised in the consolidated income statement.

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are added to the cost of the asset until such time that the asset is ready for its intended use. Borrowing costs capitalised are calculated at the weighted average rate of general borrowing costs and applied to the expenditure on qualifying assets, except to the extent that funds are borrowed specifically for the purpose of obtaining a qualifying asset. Where this occurs, actual borrowings costs incurred on these specific borrowings less any investment income earned on temporary surplus funds are capitalised as part of the qualifying asset. Other borrowing costs are expensed in the period in which they are incurred.

Leases

Right-of-use assets are capitalised at the commencement of the lease and recognised at cost, comprising the present value of payments to be made to the lessor, any prepayments made at commencement, together with the initial direct costs incurred by Emirates in respect of acquiring the lease and the present value of an estimate of costs to be incurred to meet the contractual restoration obligations, less any lease incentives received.

For contracts which contain one or more lease or non-lease components, the consideration in the contract is allocated to each component on the basis of their relative stand-alone price determined based on estimated observable information.

Right-of-use assets are depreciated over the useful life or lease term (whichever is lower), unless the underlying lease contract provides an option to Emirates to acquire the asset at the end of the lease term and it is highly certain for Emirates to exercise that option. In such cases, the right-of-use asset is depreciated over the useful life in accordance with Emirates' policies applicable to property, plant and equipment.

Emirates acquires the right to purchase aircraft and related assets which are manufactured as per bespoke specifications and design, and are delivered through various financing arrangements. Where it is certain that the title of these assets will eventually be transferred to Emirates at the end of the financing term, these fall within the definition of 'in-substance purchases' and are hence accounted as property, plant and equipment under IAS 16. Accordingly, the related liabilities are treated as term loans under IFRS 9.

Emirates avails two exemptions as permitted under IFRS 16 for not capitalising the leased asset i.e., short-term leases (with a lease term of 12 months or less) and lease contracts for which the value of the underlying asset is materially low (primarily comprising some office spaces and equipment). For these leases, none of which relate to aircraft, the lease rental charges are recognised on a straight-line basis over the lease term, and included within operating costs in the consolidated income statement.

At the lease commencement date, the lease liability is measured at the present value of the future lease payments (including payments for reasonably certain extension/ termination options), discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, Emirates' incremental borrowing rate for borrowing funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions. The future lease payments comprise fixed payments and variable payments that are dependent on an index (e.g., SOFR) less any lease incentives receivable. All other variable lease payments are not included in the lease liability measurement and are charged to the consolidated income statement in the period in which the conditions that trigger those payments occur.

Subsequent changes resulting from reassessments, lease modifications that are not accounted for as separate leases, or lease extensions/ renewals that were not part of the original lease term (together referred as 'remeasurements') are accounted as adjustments to the carrying value of the lease liability with a corresponding impact to the related right-of-use asset.

Sale and leaseback transactions are tested under IFRS 15 at the date of the transaction, and if the transaction qualifies as a sale, the underlying asset is derecognised and a right-of-use asset with a corresponding liability is recognised equal to the retained interest in the asset. Any gain or loss is recognised immediately in the consolidated income statement for the interest in the asset transferred to the lessor. If the transaction does not qualify as a sale under IFRS 15, a financial liability equal to the sale value is recognised in the consolidated financial statements under 'Term loans' within 'Borrowings and lease liabilities'.

2. Summary of material accounting policies (continued)

Goodwill

Goodwill is recognised and measured on business combinations acquired by Emirates, as described within the 'Basis of consolidation and equity accounting' policy. Goodwill on acquisitions of subsidiaries is included in intangible assets in the consolidated statement of financial position.

Goodwill is not amortised but is tested for impairment annually or more frequently if events or changes in circumstances indicate a potential impairment and is carried at cost less accumulated impairment losses. For the purpose of impairment testing, goodwill is allocated to cash generating units or a group of cash generating units that are expected to benefit from the business combination in which the goodwill arose. An impairment loss is recognised when the carrying value of the cash generating units or a group of cash generating units exceeds its recoverable amount. Impairment losses on goodwill are not reversed.

Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Other intangible assets

Intangible assets are capitalised at cost only when future economic benefits are probable. Cost includes the purchase price together with any directly attributable expenditure.

Intangible assets acquired in a business combination are recognised at fair value at the acquisition date. They generally have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses.

In case of internally developed computer software, development expenditure is capitalised if costs can be measured reliably, the product is technically and commercially feasible, future economic benefits are probable, and there exists an intent and ability to complete the development and to use or sell the asset. Other research and development expenditure not meeting the criteria for capitalisation are recognised in the consolidated income statement as incurred.

Intangible assets are generally amortised on a straight-line basis over their estimated useful lives which are:

Contractual rights	10 to 15 years, or based on the usage pattern of the underlying contract
Computer software	5 – 10 years
Service rights	15 years
Trade names	20 years

The intangible assets' useful lives are reviewed at least annually, and adjusted if appropriate.

An intangible asset is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains and losses on derecognition are determined by comparing proceeds with the carrying amount and are recognised in the consolidated income statement.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the weighted average cost basis.

Impairment of non-financial assets

Non-financial assets (including 'Investments accounted for using the equity method') other than goodwill are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purpose of assessing impairment, non-aircraft related assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units). In respect of aircraft and related assets (including right-of-use-assets), these assets are assessed for impairment at Emirates' network level. Non-financial assets other than goodwill are reviewed for possible reversals of historic impairment losses at the end of each reporting period.

2. Summary of material accounting policies (continued)

Financial assets

Financial assets are classified in accordance with IFRS 9 as 'Financial assets at amortised cost' which consists of financial assets that are debt instruments and are intended to be held to maturity on the basis of Emirates' business model. Furthermore, these instruments have fixed payment terms and meet the criteria for cash flow characteristics i.e., contractual payments of principal and interest. This category includes trade and other receivables (excluding prepayments), short term bank deposits and cash and cash equivalents. They are classified as non-current or current assets according to their remaining maturity at the reporting date.

Trade receivables

Trade receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components when they are recognised at fair value. They are subsequently measured at amortised cost using the effective interest method, less any loss allowance. Emirates applies the simplified approach to measure expected credit losses which uses lifetime expected loss allowances to calculate the impairment provisions on trade receivables. To measure the expected credit losses, trade receivables are grouped based on shared credit risk characteristics and the days past due. The expected loss rates are determined by analysing historical payment profiles and corresponding credit losses incurred and are adjusted to reflect current and forward-looking information affecting the ability of customers to settle the receivable. Specific loss allowances are also recognised when Emirates becomes aware of a customer experiencing financial difficulty. Trade receivables are written off once management has determined that such amount will not be recovered.

Cash and cash equivalents

Cash and cash equivalents comprise cash and liquid funds with an original maturity of three months or less. Other bank deposits with maturities of less than one year are classified as short term bank deposits. Bank overdrafts are shown within current 'Borrowings and lease liabilities' in the consolidated statement of financial position.

Cash and bank balances are also subject to impairment requirements. However, Emirates considers these to have low credit risk based on external credit ratings of the counterparties as listed in Note 30.

Derivative financial instruments

Derivative financial instruments are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value at the end of the reporting period. Derivatives are mostly designated as a hedge of the exposure to variability in cash flows that is attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction (cash flow hedge). Fair values are obtained from quoted market prices or dealer quotes for similar instruments, discounted cash flow models and option pricing models as appropriate. All derivatives are carried as assets when the fair value is positive and as liabilities when the fair value is negative.

Emirates' criteria to account for a derivative financial instrument as a hedge include:

- the hedging relationship consists only of eligible hedging instruments and eligible hedged items; and
- at the inception of the hedging relationship there is a formal designation and documentation of the hedging relationship, including Emirates' risk management objective and strategy for undertaking the hedge, identification of the hedging instrument, the hedged item, the nature of the risk being hedged, and how Emirates will assess the hedging instrument's effectiveness; and
- there is an economic relationship between the hedged item and the hedging instrument; and
- the effect of credit risk does not 'dominate the value changes' that results from the economic relationship. The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that Emirates actually hedges and the quantity of the hedging instrument that Emirates actually uses to hedge that quantity for the hedged item.

Changes in the fair value of derivatives that are designated and qualify as cash flow hedges and that prove to be highly effective in relation to the hedged risk are recognised in other comprehensive income. When the forecasted transaction results in the recognition of a non-financial asset or a non-financial liability, the gains and losses previously recognised in other comprehensive income are re-classified and included in the initial carrying amount of the asset or liability. In all other cases, amounts previously recognised in other comprehensive income are transferred to the consolidated income statement in the period during which the forecasted transaction affects the consolidated income statement and are presented in the same line item as the gains and losses from hedged items.

2. Summary of material accounting policies (continued)

Derivative financial instruments (continued)

Where option contracts are used to hedge forecast transactions, Emirates designates only the intrinsic value of the options as the hedging instrument. Gains or losses relating to the effective portion of the change in intrinsic value of the options are recognised in the cash flow hedge reserve within equity. The changes in the time value of the options that relate to the hedged item ('aligned time value') are recognised within OCI in the costs of hedging reserve within equity.

When a cash flow hedging instrument expires or is sold, terminated or exercised, or when a hedge no longer meets the criteria for hedge accounting under IFRS 9, any cumulative gain or loss existing in equity at that time is retained in equity and is ultimately recognised in the consolidated income statement when the forecast transaction or part of a volume of a forecast transaction occurs. If a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the consolidated income statement. The gain or loss on any hedge ineffectiveness is immediately recognised in the consolidated income statement.

Hedge relationships are sometimes rebalanced for the purposes of maintaining a hedge ratio which is consistent with Emirates' risk management objectives. Any resulting ineffectiveness upon rebalancing is also recognised in the consolidated income statement.

Changes in the fair value of derivative instruments that do not qualify for hedge accounting and are entered into as economic hedges are recognised immediately in the consolidated income statement.

Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost with any difference between the proceeds (net of transaction costs) and the redemption value recognised in the consolidated income statement over the period of the borrowings using the effective interest method. Borrowings are classified as current liabilities unless Emirates has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

Provisions

Provisions are recognised when Emirates has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated.

Retirement benefit obligations

Emirates operates or participates in various end of service benefit plans, which are classified either as defined contribution or defined benefit plans.

For defined contribution plans, Emirates pays fixed contributions and has no further payment obligations once the contributions have been paid. Contributions to the defined contribution plan are charged to the consolidated income statement in the period in which they fall due.

A defined benefit plan is a plan which is not a defined contribution plan. The liability recognised in the consolidated statement of financial position for a defined benefit plan is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets at that date. The defined benefit obligation is calculated by independent actuaries using the projected unit credit method.

The present value of the defined benefit obligation is determined by discounting estimated future cash outflows using market yields at the end of the reporting period of high quality corporate bonds that are denominated in the currency in which the benefits will be paid and have terms approximating to the estimated term of the retirement benefit obligations.

Actuarial gains and losses arising from changes in actuarial assumptions and experience adjustments are recognised in retained earnings through the consolidated statement of comprehensive income in the period in which they arise.

Provision for aircraft return conditions

Provision for aircraft return conditions (restoration obligations) represents the estimate of the cost to meet the contractual lease end obligations on certain aircraft and engines at the time of re-delivery. At lease commencement, the present value of the expected cost for each restoration obligation is recognised as a provision and capitalised as part of the right-of-use asset and depreciated over the lease term.

2. Summary of material accounting policies (continued)

Provision for aircraft return conditions (continued)

Unwinding of the associated discount is recognised as a finance cost (within 'Other finance costs') over the lease term. Subsequent changes to the estimated cost for each restoration obligation is accounted for as a remeasurement to the provision for aircraft return conditions with a corresponding impact to the related right-of-use asset, if available, and depreciated over the remaining lease term. Otherwise, the remeasurement is accounted as a credit to the consolidated income statement within 'Operating costs'.

Trade payables

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method. Trade and other payables are presented as current liabilities unless the payment is not due within 12 months after the reporting period.

Offsetting of financial assets and liabilities

Financial assets and liabilities are offset and the net amount is reported in the consolidated statement of financial position only when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy.

Derecognition of financial assets and financial liabilities

Financial assets are derecognised only when the contractual rights to the cash flows expire or substantially all the risks and rewards of ownership are transferred along with the contractual rights to receive cash flows. Financial liabilities are derecognised only when they are extinguished i.e., when the obligations specified in the contract are discharged or cancelled or expired.

Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision maker is considered to be Emirates' leadership team who make strategic decisions and are responsible for allocating resources and assessing performance of the operating segments.

Dividend distribution

Dividend distribution to equity holders is recognised as a liability in the consolidated financial statements in the period in which the dividends are approved.

3. Critical accounting estimates and judgements

In the preparation of these consolidated financial statements, a number of estimates and accounting judgements have been made relating to the application of accounting policies and reported amounts of assets, liabilities, income and expense. The significant judgements made by management in applying the accounting policies are assessed on an ongoing basis and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The following narrative addresses the accounting policies that require subjective and complex judgements, often as a result of the need to make accounting estimates.

Revenue recognition – Transport revenue

Passenger and cargo sales are recognised as revenue when each performance obligation for the transportation service is fulfilled. The value of unused revenue documents is held in the consolidated statement of financial position under current liabilities as 'Passenger and cargo sales in advance' within 'Deferred revenue'. Passenger ticket related breakage is estimated based on historical trends and recognised in the consolidated income statement proportionally with each transfer of service to the customer. A 5% change to the breakage percentage will not result in a material change to the transport revenue.

Frequent flyer programme ('Skywards')

Emirates accounts for Skywards miles (predominantly accrued through sale of flight tickets or purchase of miles by programme partners) as a separately identifiable component of the sales transaction in which they are granted. The consideration in respect of the initial sale allocated to Skywards miles is based on their stand-alone value and is recorded under current liabilities as 'Frequent flyer programme' within 'Deferred revenue'.

3. Critical accounting estimates and judgements (continued)

Frequent flyer programme ('Skywards') (continued)

The stand-alone selling price is determined using the adjusted market assessment approach. This approach involves estimation techniques to determine the stand-alone selling price of Skywards miles and reflects the weighted average of a number of factors i.e., fare per sector, flight upgrades and partner rewards based on historical trends. Adjustments to the stand-alone selling price of miles are also made for miles not expected to be redeemed by members and the extent to which the demand for an award cannot be met.

A level of judgement is exercised by management due to the diversity of inputs that go into determining the stand-alone selling price of miles. A reasonably possible change to any single assumption will not result in a material change to the deferred revenue.

Useful lives and residual values of aircraft and related assets

Management assigns useful lives and residual values to aircraft and related assets based on the intended use and the economic lives of those assets. Subsequent changes in circumstances such as technological advances or prospective utilisation of the assets concerned could result in the actual useful lives or residual values differing from initial estimates.

Leases

While determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

To ascertain whether it is reasonably certain for Emirates to exercise these options, management takes into consideration any lease termination penalties that would be incurred, leasehold improvements that are estimated to have significant remaining value, historical lease durations and the cost associated to business disruption caused by replacing the leased asset.

Provision for aircraft return conditions

The measurement of the contractual provision for aircraft return conditions includes assumptions relating to expected costs, escalation rates, discount rates commensurate with the expected obligation maturity and long-term maintenance schedules. An estimate is therefore made at each reporting date to ensure that the provision corresponds to the present value of the expected costs to be borne by Emirates. A level of judgement is exercised by management given the long-term nature and diversity of assumptions that go into the determination of the provision. A reasonably possible change in any single assumption will not result in a material change to the provision.

Valuation of defined benefit obligations

The present value of the defined benefit obligations is determined on an actuarial basis using various assumptions that may differ from actual developments in the future. These assumptions include the determination of the discount rate and expected salary increases which are reviewed at each reporting date. Due to the complexities involved in the valuation and its long-term nature, defined benefit obligations are sensitive to changes in these assumptions. A sensitivity analysis of changes in defined benefit obligations due to a reasonably possible change in these assumptions is set out in Note 21(a).

4. Fair value estimation

The levels of fair value hierarchy are defined as follows:

Level 1: Measurement is made by using quoted prices (unadjusted) from an active market.
Level 2: Measurement is made by means of valuation methods with parameters derived directly or indirectly from observable market data.
Level 3: Measurement is made by means of valuation methods with parameters not based exclusively on observable market data.

Derivatives and option to acquire non-controlling interest are the only financial instruments which are carried at fair value.

Derivatives comprise interest rate swaps, commodity forwards, currency forwards and options and fall into level 2 of the fair value hierarchy. Interest rate swaps are fair valued using forward interest rates extracted from observable yield curves. Commodity and currency forwards are fair valued based on future prices quoted in an active market. The fair values of option to acquire non-controlling interests are determined by using valuation techniques based on entity specific estimates. These estimates are not based on observable market data and hence classified under level 3 of the fair value hierarchy.

5. Revenue

	2024 AED m	2023 AED m
Transport revenue		
Passenger	100,752	84,793
Cargo	13,593	17,196
	114,345	**101,989**
Non-transport revenue		
Food and beverage	2,923	2,471
Catering operations	970	739
Hotel operations	660	675
Travel services	633	557
Others	341	271
	5,527	**4,713**
	119,872	**106,702**

6. Other operating income

	2024 AED m	2023 AED m
Liquidated damages and other aircraft related compensation	809	96
Others	540	558
	1,349	**654**

7. Operating costs

	2024 AED m	2023 AED m
Jet fuel	34,184	33,664
Depreciation and amortisation (see (a))	17,599	19,389
Employee (see (b))	16,300	13,579
Sales and marketing	5,747	4,928
Handling	5,639	4,503
Aircraft maintenance	4,409	2,929
Inflight catering	4,054	3,010
Overflying	2,786	2,243
Landing and parking	2,260	1,856
Cost of goods sold	1,971	1,768
Facilities	1,097	972
Information technology	709	619
Contracted workforce	626	629
Crew layover	515	390
Net foreign exchange loss	370	420
Net loss allowance for trade receivables (Note 16)	16	24
Other operating costs	1,644	1,270
Corporate overheads	1,331	1,286
	101,257	**93,479**

(a) Depreciation and amortisation includes:

	2024 AED m	2023 AED m
Depreciation of:		
- Property, plant and equipment (Note 11)	8,648	10,009
- Right-of-use assets (Note 12)	8,054	8,432
Amortisation of intangible assets (Note 13)	897	948
	17,599	**19,389**

(b) Employee costs include AED 811 m (2023: AED 674 m) in respect of retirement benefit obligations (Note 21 (a)).

(c) Operating costs include expenses related to short term leases of AED 308 m (2023: AED 225 m), non-index based variable leases of AED 219 m (2023: AED 181 m) and low value leases of AED 77 m (2023: AED 104 m).

8. Finance income and costs

	2024 AED m	2023 AED m
Finance income		
Interest income on bank deposits:		
Related parties (Note 29)	684	351
Others	1,309	506
	1,993	**857**
Finance costs		
Interest expense on lease liabilities:		
Aircraft	(1,563)	(1,780)
Non-aircraft	(146)	(122)
	(1,709)	**(1,902)**
Interest expense on term loans and bonds	**(2,439)**	**(1,852)**
Other finance costs	**(383)**	**(279)**
	(4,531)	**(4,033)**
Finance costs - net	**(2,538)**	**(3,176)**

Interest expense on term loans and bonds includes interest on borrowings related to assets subject to financing agreements which are 'in-substance purchases' as defined in Emirates' accounting policies. It also includes amortisation of transaction costs.

Finance costs include an amount of AED 285 m (2023: AED 653 m) on borrowings and lease liabilities from companies under common control (Note 29).

9. Income taxes

	2024 AED m	2023 AED m
Current tax expense	123	154
Deferred tax charge (Note 23)	54	6
	177	**160**

UAE Corporate Tax

On 16 January 2023, the UAE government published a Cabinet Decision setting the threshold at which the new Corporate Income Tax will apply. This event made Corporate Income Tax substantively enacted and enacted within the meaning of IAS 12. Current taxes will only be payable for financial years beginning on or after 1 June 2023, therefore Emirates will be subject to current tax for the first time during the year ending 31 March 2025. However, enactment of the legislations require Emirates to record deferred taxes in certain circumstances using the enacted rate of 9%. The deferred tax impact as at 31 March 2024 has been recognised in the consolidated financial statements. The impact of any future changes in the enacted law will be accounted for when such changes are substantively enacted or enacted.

OECD Pillar Two model rules

Emirates is within the scope of OECD Pillar Two rules and Pillar Two legislations were enacted in certain jurisdictions in which the Group operates. Since the legislations are not effective at the reporing date, Emirates has no current tax exposure. Emirates applies the exception to recognising and disclosing information about deferred tax and liabilities related to Pillar Two income taxes, as provided in the amendments to IAS 12.

Emirates is in the process of assessing its exposure to the Pillar Two for when it comes into effect. Due to the complexities in applying the legislations and calculating GloBE income, the quantitative impact of the enacted or substantively enacted legislations are not yet reasonably estimable. Emirates is currently engaged with tax specialists to assist in application of the legislations.

10. Segment information

Emirates' leadership team monitors the operating results of its business units for the purpose of making decisions about resource allocation and performance assessment. The airline business unit, which provides commercial air transportation including passenger and cargo services, is the main reportable segment. Catering operations is another reportable segment which provides in-flight and institutional catering services. 'Others' comprise various businesses not allocated to a reportable segment primarily in relation to hotel operations, wholesale and retail of food and beverages and travel services.

The performance of the airline and catering operations is evaluated based on segment revenue and profit or loss. Segment results are measured consistently with that for the year in the consolidated income statement.

Segment revenue is measured in a manner consistent with that in the consolidated income statement, with the exception of notional revenues and costs in the airline segment arising from the usage of transportation services e.g. leave passage of staff and duty travel of staff and consultants that are eliminated when preparing the consolidated financial statements. This adjustment is presented as a reconciling item. The breakdown of revenue from external customers by nature of business activity is provided in Note 5.

Inter-segment loans and receivables, which are included under segment assets are eliminated on consolidation and are presented as a reconciling item.

The segment information for the year ended 31 March 2024 is as follows:

	Airline AED m	**Catering operations** AED m	**Others** AED m	**Recon-ciliation** AED m	**Total** AED m
Total segment revenue	114,915	3,875	4,631	(229)	123,192
Inter-segment revenue	-	(2,905)	(415)	-	(3,320)
Revenue from external customers	114,915	970	4,216	(229)	119,872
Segment profit for the year	16,394	416	667	-	17,477
Finance income	1,899	80	21	(7)	1,993
Finance costs	(4,476)	(19)	(43)	7	(4,531)
Income tax expense - net	(112)	(33)	(32)	-	(177)
Depreciation and amortisation	(17,137)	(192)	(270)	-	(17,599)
Share of results of investments accounted for using the equity method	-	-	228	-	228
Segment assets	154,131	4,376	6,308	(883)	163,932
Investments accounted for using the equity method	-	-	822	-	822
Additions to property, plant and equipment	7,318	42	136	-	7,496
Additions to right-of-use-assets	2,100	5	421	-	2,526
Additions to intangible assets	488	2	9	-	499

10. Segment information (continued)

The segment information for the year ended 31 March 2023 is as follows:

	Airline AED m	**Catering operations** AED m	**Others** AED m	**Recon-ciliation** AED m	**Total** AED m
Total segment revenue	102,464	2,710	4,167	(204)	109,137
Inter-segment revenue	-	(1,971)	(464)	-	(2,435)
Revenue from external customers	102,464	739	3,703	(204)	106,702
Segment profit for the year	10,081	259	370	-	10,710
Finance income	841	19	1	(4)	857
Finance costs	(3,990)	(21)	(26)	4	(4,033)
Income tax expense - net	(136)	-	(24)	-	(160)
Depreciation and amortisation	(18,866)	(192)	(331)	-	(19,389)
Share of results of investments accounted for using the equity method	-	-	169	-	169
Segment assets	148,579	4,172	5,953	(1,016)	157,688
Investments accounted for using the equity method	-	-	776	-	776
Additions to property, plant and equipment	4,277	35	85	-	4,397
Additions to right-of-use-assets	491	19	75	-	585
Additions to intangible assets	895	-	7	-	902

Geographical information

	2024 AED m	**2023** AED m
Revenue from external customers:		
Europe	37,323	34,004
East Asia and Australasia	32,799	26,261
Americas	20,174	18,527
West Asia and Indian Ocean	11,731	11,572
Africa	9,246	8,594
Middle East	8,599	7,744
	119,872	**106,702**

Revenue from inbound and outbound airline operations between the UAE and an overseas point is attributed to the geographical area in which the respective overseas points are located. Revenue from other segments is reported based upon the geographical area in which sales are made or services are rendered.

Emirates' major revenue earning asset is its aircraft fleet, which is registered in the UAE. Since the aircraft fleet is deployed flexibly across Emirates' route network, providing information on non-current assets by geographical areas is not considered meaningful.

No single external customer contributes 10% or more of Emirates' revenues.

11. Property, plant and equipment

	Aircraft	Aircraft spare engines and parts	Aircraft and engine overhaul events	Land and buildings	Other property, plant and equipment	Capital projects	Total
	AED m	AED m	AED m	AED m	AED m	AED m	AED m
Cost							
1 April 2023	**106,153**	**7,426**	**7,680**	**13,798**	**7,280**	**1,868**	**144,205**
Additions	-	687	1,249	4	240	5,316	7,496
Transfer from capital projects	439	-	-	-	331	(770)	-
Disposals / write-offs	-	(234)	(1,080)	(6)	(345)	-	(1,665)
Currency translation differences	-	-	-	(11)	(5)	-	(16)
31 March 2024	**106,592**	**7,879**	**7,849**	**13,785**	**7,501**	**6,414**	**150,020**
Accumulated depreciation and impairment							
1 April 2023	**51,407**	**4,145**	**5,612**	**6,716**	**5,866**	**-**	**73,746**
Charge for the year (Note 7(a))	6,101	558	1,166	437	386	-	8,648
Disposals / write-offs	-	(140)	(1,080)	(6)	(325)	-	(1,551)
Currency translation differences	-	-	-	(11)	(5)	-	(16)
31 March 2024	**57,508**	**4,563**	**5,698**	**7,136**	**5,922**	**-**	**80,827**
Net book amount							
31 March 2024	**49,084**	**3,316**	**2,151**	**6,649**	**1,579**	**6,414**	**69,193**

The net book amount of aircraft includes an amount of AED 43,074 m (2023: AED 49,047 m) in respect of assets provided as security against financing obligations.

Land of AED 560 m (2023: AED 560 m) is carried at cost and is not depreciated.

Property, plant and equipment includes borrowing costs capitalised during the year amounting to AED 136 m (2023: AED 19 m). The interest on general borrowings for qualifying assets was capitalised using an annual weighted average capitalisation rate of 5.6% (2023: 4.3%).

Other property, plant and equipment primarily consists of leasehold improvements, aircraft simulators, airport ground support equipment, computer hardware, motor vehicles and office furniture.

Capital projects include pre-delivery payments of AED 5,288 m in respect of aircraft due for delivery between financial years 2024-25 and 2034-35.

11. Property, plant and equipment (continued)

	Aircraft	Aircraft spare engines and parts	Aircraft and engine overhaul events	Land and buildings	Other property, plant and equipment	Capital projects	Total
	AED m	AED m	AED m	AED m	AED m	AED m	AED m
Cost							
1 April 2022	**105,429**	**7,121**	**7,532**	**13,766**	**7,264**	**2,868**	**143,980**
Additions	-	299	2,984	15	158	941	4,397
Transfer from capital projects	1,444	169	-	134	194	(1,941)	-
Disposals / write-offs	(720)	(163)	(2,836)	(80)	(320)	-	(4,119)
Currency translation differences	-	-	-	(37)	(16)	-	(53)
31 March 2023	**106,153**	**7,426**	**7,680**	**13,798**	**7,280**	**1,868**	**144,205**
Accumulated depreciation and impairment							
1 April 2022	**45,960**	**3,747**	**6,012**	**6,310**	**5,807**	**-**	**67,836**
Charge for the year (Note 7(a))	6,167	506	2,436	516	384	-	10,009
Disposals / write-offs	(720)	(108)	(2,836)	(80)	(311)	-	(4,055)
Currency translation differences	-	-	-	(30)	(14)	-	(44)
31 March 2023	**51,407**	**4,145**	**5,612**	**6,716**	**5,866**	**-**	**73,746**
Net book amount							
31 March 2023	**54,746**	**3,281**	**2,068**	**7,082**	**1,414**	**1,868**	**70,459**

12. Right-of-use assets

	Aircraft	Aircraft engines and parts	Land and buildings	Others	Total
	AED m	AED m	AED m	AED m	AED m
Net book amount at 1 April 2022	**32,244**	**32**	**4,432**	**7**	**36,715**
Additions	-	-	585	-	585
Remeasurements	2,895	5	(30)	-	2,870
Depreciation charge for the year (Note 7(a))	(7,425)	(28)	(975)	(4)	(8,432)
Currency translation differences	-	-	(2)	-	(2)
Net book amount at 31 March 2023	**27,714**	**9**	**4,010**	**3**	**31,736**
Additions	-	-	2,521	5	2,526
Remeasurements	2,130	57	(12)	-	2,175
Depreciation charge for the year (Note 7(a))	(6,921)	(44)	(1,085)	(4)	(8,054)
Currency translation differences	-	-	(5)	-	(5)
Net book amount at 31 March 2024	**22,923**	**22**	**5,429**	**4**	**28,378**

Emirates obtains aircraft, aircraft spare engines, land and buildings, vehicles and airport equipment among other assets on lease. In terms of land and buildings, Emirates mainly leases airport infrastructure assets, including airport lounges, as well as other buildings used for office, retail and employee accommodation purposes.

No depreciation is charged on land amounting to AED 478 m (2023: AED 478 m) as the legal title will be transferred to Emirates upon completion of the lease term.

13. Intangible assets

	Goodwill	Contractual rights	Computer software	Service rights	Trade names	Total
	AED m	AED m	AED m	AED m	AED m	AED m
Cost						
1 April 2023	**725**	**6,211**	**2,493**	**282**	**6**	**9,717**
Additions	-	275	223	-	1	499
Disposals	-	-	(24)	-	-	(24)
Currency translation differences	(11)	1	2	-	-	(8)
31 March 2024	**714**	**6,487**	**2,694**	**282**	**7**	**10,184**
Accumulated amortisation and impairment						
1 April 2023	**3**	**1,948**	**1,895**	**216**	**3**	**4,065**
Charge for the year (Note 7(a))	-	689	199	8	1	897
Disposals	-	-	(19)	-	-	(19)
Currency translation differences	-	-	2	-	-	2
31 March 2024	**3**	**2,637**	**2,077**	**224**	**4**	**4,945**
Net book amount						
31 March 2024	**711**	**3,850**	**617**	**58**	**3**	**5,239**

Computer software includes an amount of AED 230 m (2023: AED 115 m) in respect of projects under implementation.

For the purpose of testing goodwill impairment, the recoverable amounts for cash generating units have been determined on the basis of value-in-use calculations using cash flow forecasts approved by management covering a three year period. Cash flows beyond the three year period have been extrapolated using long term terminal growth rates. The key assumptions used in the value-in-use calculations include risk adjusted pre-tax discount rates, EBITDA margins consistent with historical trends and growth rates based on management's expectations for market development. The long term terminal growth rates do not exceed the long term average growth rate for the markets in which the cash generating units operate. Any reasonably possible change to the assumptions will not lead to a material impairment charge.

13. Intangible assets (continued)

The goodwill allocated to the cash generating unit or groups of cash generating units is as follows:

Cash generating unit	Location	Goodwill 2024	Goodwill 2023	Discount rate	Terminal growth rate
		AED m	AED m	%	%
Catering operations	UAE	369	369	11.5	1.5
Food and beverage	UAE	181	185	11.5	1.5
Food and beverage	USA	119	119	11.3	1.5
Food and beverage	Various	42	49	18.0-19.0	1.5-3.0
		711	**722**		

	Goodwill	Contractual rights	Computer software	Service rights	Trade names	Total
	AED m	AED m	AED m	AED m	AED m	AED m
Cost						
1 April 2022	**729**	**5,501**	**2,407**	**282**	**6**	**8,925**
Additions	-	752	150	-	-	902
Disposals	-	(41)	(62)	-	-	(103)
Currency translation differences	(4)	(1)	(2)	-	-	(7)
31 March 2023	**725**	**6,211**	**2,493**	**282**	**6**	**9,717**
Accumulated amortisation and impairment						
1 April 2022	**3**	**1,256**	**1,752**	**208**	**2**	**3,221**
Charge for the year (Note 7(a))	-	732	207	8	1	948
Disposals	-	(39)	(62)	-	-	(101)
Currency translation differences	-	(1)	(2)	-	-	(3)
31 March 2023	**3**	**1,948**	**1,895**	**216**	**3**	**4,065**
Net book amount						
31 March 2023	**722**	**4,263**	**598**	**66**	**3**	**5,652**

14. Investments in subsidiaries, associates and joint ventures

	Percentage of equity owned	Principal activities	Country of incorporation and principal operations
Material subsidiaries			
Emirates Flight Catering Company L.L.C.	90	In-flight and institutional catering	UAE
Maritime & Mercantile International L.L.C.	68.7	Wholesale and retail of food and beverages	UAE
Emirates Leisure Retail L.L.C.	68.8	Food and beverage operations	UAE
Emirates Leisure Retail (Singapore) Pte Ltd.	100	Food and beverage operations	Singapore
Emirates Leisure Retail (Australia) Pty Ltd.	100	Food and beverage operations	Australia
Air Ventures LLC.	75	Food and beverage operations	USA
Emirates Holidays (U.K.) Limited	100	Travel services	UK
Emirates Hotel L.L.C.	100	Hotel operations	UAE

None of the subsidiaries have non-controlling interests that are individually material to Emirates. Further, no individual associate or joint venture is material to Emirates.

14. Investments in subsidiaries, associates and joint ventures (continued)

Movement of investments accounted for using the equity method

	2024 AED m	2023 AED m
Balance brought forward	**776**	**693**
Additions	6	49
Share of results	228	169
Dividends	(162)	(157)
Currency translation differences	(26)	22
Balance carried forward	**822**	**776**

The aggregate financial information of associates is set out below:

	2024 AED m	2023 AED m
Share of results of associates	62	51
Share of total comprehensive income of associates	**62**	**51**
Aggregate carrying value of investments in associates	**53**	**47**

The aggregate financial information of joint ventures is set out below:

	2024 AED m	2023 AED m
Share of results of joint ventures	166	118
Share of total comprehensive income of joint ventures	**166**	**118**
Aggregate carrying value of investments in joint ventures	**769**	**729**

15. Inventories

	2024 AED m	2023 AED m
In-flight consumables	1,190	1,199
Food and beverages	982	868
Engineering	1,380	742
Others	156	168
	3,708	**2,977**

In-flight consumables include AED 816 m (2023: AED 916 m) relating to items which are not expected to be consumed within twelve months after the reporting period.

16. Trade and other receivables

	2024	2023
	AED m	AED m
Trade receivables - net of loss allowance	5,596	4,846
Accrued income	1,626	581
Prepayments	901	730
Related parties (Note 29)	405	481
Lease and other deposits	244	217
Other receivables	889	757
	9,661	**7,612**
Less: Receivables over one year	(740)	(46)
	8,921	**7,566**

The carrying amounts of trade, related party, accrued income and other receivables (including deposits) approximate their fair values which fall into level 3 of the fair value hierarchy. Any change to the valuation method will not result in a significant change to the fair value of these receivables.

For the purpose of calculating expected credit losses, Emirates categorises its trade receivables by IATA agents, credit card service providers and others.

The loss allowance for trade receivables recognised in the consolidated income statement during the year primarily relates to ticketing agents who are in unexpected difficult economic situations and are unable to meet their obligations under the IATA agency programme. Amounts charged to the provision account are written off when there is no expectation of further recovery.

Expected credit losses for related party and other receivables are not material as the balances are held with companies holding high credit ratings with no material balances overdue. These receivables are presented net of the loss allowance.

16. Trade and other receivables (continued)

The loss allowance is determined as follows:

Description	Current	Below 3 months past due	3 - 6 months past due	Above 6 months past due	Total
	AED m	AED m	AED m	AED m	AED m
2024					
Gross carrying amount - trade receivables	4,751	613	39	301	5,704
Expected loss rate	0.2%	1%	5%	29%	
Loss allowance	10	8	2	88	108
2023					
Gross carrying amount - trade receivables	4,411	164	65	320	4,960
Expected loss rate	0.3%	0.6%	6%	30%	
Loss allowance	13	1	4	96	114

Movement in the loss allowance of trade receivables is as follows:

	2024	2023
	AED m	AED m
Balance brought forward	**114**	**109**
Charge for the year - net	16	24
Amounts written off as uncollectible	(17)	(16)
Currency translation differences	(5)	(3)
Balance carried forward	**108**	**114**

The loss allowance for trade receivables of AED 16 m (2023: AED 24 m) is included in operating costs (Note 7).

The maximum exposure to credit risk on trade and other receivables (excluding prepayments) at the reporting date is the carrying value of each class of receivable.

For further details on credit risk management, refer Note 30.

17. Short term bank deposits and cash and cash equivalents

	2024 AED m	2023 AED m
Bank deposits	33,161	31,827
Cash and bank	9,775	5,525
Cash and bank balances	**42,936**	**37,352**
Less: Short term bank deposits - with original maturity of more than 3 months	(33,064)	(27,746)
Cash and cash equivalents as per the consolidated statements of financial position and cash flows	**9,872**	**9,606**

Bank deposits earned an effective interest rate of 5.6% (2023: 3.1%) per annum.

Cash and bank balances include AED 12,934 m (2023: AED 15,498 m) held with financial institutions under common control.

18. Capital

Capital represents the permanent capital of Emirates.

19. Other reserves

	Capital reserve	Cash flow hedge reserve	Translation reserve	Total
	AED m	AED m	AED m	AED m
1 April 2022	**(84)**	**608**	**(20)**	**504**
Net gain on fair value of cash flow hedges	-	984	-	984
Transferred to the consolidated income statement upon settlement	-	(563)	-	(563)
Currency translation differences	-	-	3	3
31 March 2023	**(84)**	**1,029**	**(17)**	**928**
Net gain on fair value of cash flow hedges	-	4,399	-	4,399
Transferred to the consolidated income statement upon settlement	-	(1,113)	-	(1,113)
Currency translation differences	-	-	24	24
31 March 2024	**(84)**	**4,315**	**7**	**4,238**

The amounts transferred to the consolidated income statement upon settlement have been credited / (debited) to the following line items:

	2024	2023
	AED m	AED m
Revenue (Transport revenue)	(37)	147
Operating costs (Jet fuel)	903	349
Finance costs	247	67
	1,113	**563**

20. Borrowings and lease liabilities

	Non-current	Current	Total
	AED m	AED m	AED m
2024			
Lease liabilities (Note 20 (a))	20,793	7,726	28,519
Term loans (Note 20 (b))	28,670	9,869	38,539
Bonds (Note 20 (c))	622	472	1,094
	50,085	**18,067**	**68,152**
2023			
Lease liabilities (Note 20 (a))	25,624	7,622	33,246
Term loans (Note 20 (b))	38,369	8,364	46,733
Bonds (Note 20 (c))	1,091	474	1,565
	65,084	**16,460**	**81,544**

	2024	2023
	AED m	AED m
Borrowings and lease liabilities are denominated in the following currencies:		
US Dollar	56,875	69,892
UAE Dirham	6,170	5,453
Euro	3,187	3,644
Japanese Yen	872	1,256
Pound Sterling	807	1,119
Others	241	180
	68,152	**81,544**

The effective interest rate per annum on lease liabilities was 5.5% (2023: 5.3%), term loans was 5.7% (2023: 3.5%) and bonds was 4.5% (2023: 4.0%).

20 (a). Lease liabilities

	2024	2023
	AED m	AED m
Balance brought forward	**33,246**	**38,243**
Additions	2,526	585
Interest (Note 8)	1,709	1,902
Remeasurements	876	2,656
Waivers	-	(12)
Repayments	(9,690)	(9,826)
Currency translation differences	(148)	(302)
Balance carried forward	**28,519**	**33,246**
Gross lease liabilities:		
Within one year	9,108	9,205
Between 2 and 5 years	21,656	24,709
After 5 years	1,433	4,093
	32,197	**38,007**
Future interest	(3,678)	(4,761)
Present value of lease liabilities	**28,519**	**33,246**
The present value of lease liabilities relate to:		
Aircraft	24,743	30,645
Non-aircraft	3,776	2,601
Repayable as follows:		
Within one year (Note 20)	**7,726**	**7,622**
Between 2 and 5 years	19,438	21,695
After 5 years	1,355	3,929
Total over one year (Note 20)	**20,793**	**25,624**

20 (a). Lease liabilities (continued)

	2024	2023
	AED m	AED m
The present value of lease liabilities are denominated in the following currencies:		
US Dollar	21,777	26,568
UAE Dirham	3,237	2,216
Euro	1,585	1,907
Japanese Yen	872	1,256
Pound Sterling	807	1,119
Others	241	180
	28,519	**33,246**

Lease liabilities include AED 912 m (2023: 1,462 m) payable to companies under common control on normal commercial terms.

20 (b). Term loans

	2024	2023
	AED m	AED m
Balance brought forward	**47,156**	**56,107**
Additions	-	1,236
Interest	2,462	1,941
Repayments	(10,696)	(12,083)
Currency translation differences	(19)	(45)
Balance carried forward	**38,903**	**47,156**
Less: Transaction costs	(364)	(423)
	38,539	**46,733**
Term loans are repayable as follows:		
Within one year (Note 20)	**9,869**	**8,364**
Between 2 and 5 years	21,668	27,070
After 5 years	7,002	11,299
Total over one year (Note 20)	**28,670**	**38,369**
Term loans are denominated in the following currencies:		
US Dollar	34,004	41,759
UAE Dirham	2,933	3,237
Euro	1,602	1,737
	38,539	**46,733**

20 (b). Term loans (continued)

Contractual repricing dates are set at three to six month intervals. Term loans amounting to AED 33,097 m (2023: AED 40,095 m) are secured on aircraft, plant & equipment and certain receivable balances.

The fair value of the term loans amounts to AED 38,962 m (2023: AED 47,524 m). The fair value is determined by discounting projected cash flows using the interest rate yield curve for the remaining term to maturities and currencies adjusted for credit spread. The fair value of the term loans fall into level 2 of the fair value hierarchy.

Term loans include AED 2,517 m (2023: AED 4,350 m) provided by financial institutions under common control on normal commercial terms.

20 (c). Bonds

	2024 AED m	2023 AED m
Balance brought forward	**1,574**	**2,395**
Interest	62	79
Repayments	(536)	(900)
Balance carried forward	**1,100**	**1,574**
Less: Transaction costs	(6)	(9)
	1,094	**1,565**
Bonds are repayable as follows:		
Within one year (Note 20)	**472**	**474**
Between 2 and 5 years	622	1,091
Total over one year (Note 20)	**622**	**1,091**

Bonds are denominated in USD and are subject to fixed interest rates.

The fair value of the bonds is AED 1,061 m (2023: AED 1,535 m) based on listed prices and falls into level 1 of the fair value hierarchy.

21. Provisions

	2024 AED m	2023 AED m
Non-current		
Retirement benefit obligations (Note 21 (a))	1,765	1,550
Aircraft return conditions (Note 21 (b))	4,064	4,587
	5,829	**6,137**
Current		
Aircraft return conditions (Note 21 (b))	1,837	645
	7,666	**6,782**

21 (a). Retirement benefit obligations

In accordance with the provisions of IAS 19, management has carried out an exercise to assess the present value of its defined benefit obligations at 31 March 2024 in respect of retirement benefit obligations under relevant local regulations and contractual arrangements. The assessment assumed expected long term salary increase of 4.0% (2023: 4.0%) and a discount rate of 5.0% (2023: 5.0%) per annum. The present values of the defined benefit obligations at 31 March 2024 were computed using the actuarial assumptions set out above.

The liabilities recognised in the consolidated statement of financial position are:

	2024 AED m	**2023** AED m
Funded scheme		
Present value of defined benefit obligations	3,017	2,505
Less: Fair value of plan assets	(3,001)	(2,487)
	16	**18**
Unfunded schemes		
Present value of defined benefit obligations	**1,749**	**1,532**
Provision recognised in the consolidated statement of financial position	**1,765**	**1,550**

The above liability is presented as a non-current provision within the consolidated statement of financial position as Emirates expects to settle this liability over a long term period.

(i) Funded scheme

Senior employees based in the UAE participate in a defined benefit provident scheme to which Emirates contributes a specified percentage of basic salary based upon the employee’s grade and duration of service. Amounts contributed are invested in a trustee administered scheme and accumulate along with returns earned on investments. Contributions are made on a monthly basis irrespective of fund performance and are not pooled, but are separately identifiable and attributable to each participant. The fund comprises a diverse mix of funds and investment decisions are controlled directly by the participating employees.

Benefits receivable under the provident scheme are subject to vesting rules, which are dependent upon a participating employee's length of service. If at the time an employee leaves employment, the accumulated vested amount, including investment returns, is less than the end of service benefits that would have been payable to that employee under relevant local regulations, Emirates pays the shortfall amount directly to the employee. However, if the accumulated vested amount exceeds the end of service benefits that would have been payable to an employee under relevant local regulations, the employee receives either seventy five or one hundred percent of their fund balance depending on their length of service. Vested assets of the scheme are not available to Emirates or its creditors in any circumstances.

The liability of AED 16 m (2023: AED 18 m) represents the amount that will not be settled from plan assets and is calculated as the excess of the present value of the defined benefit obligation for an individual employee over the fair value of the employee's plan assets at the end of the reporting period.

21 (a). Retirement benefit obligations (continued)

(i) Funded scheme (continued)

The movement in the fair value of the plan assets is as follows:

	2024 AED m	2023 AED m
Balance brought forward	**2,487**	**2,491**
Contributions received	321	282
Benefits paid	(141)	(166)
Change in fair value	334	(120)
Balance carried forward	**3,001**	**2,487**

Contributions received include the transfer of accumulated benefits from unfunded scheme. Emirates expects to contribute approximately AED 318 m for existing plan members during the year ending 31 March 2025.

Actuarial gains and losses and the expected return on plan assets are not calculated given that investment decisions relating to plan assets are under the direct control of participating employees.

(ii) Unfunded schemes

End of service benefits for employees who do not participate in the provident scheme or other defined contribution plans follow relevant local regulations, which are mainly based on periods of cumulative service and levels of employees' final basic salaries. The liability recognised in the consolidated statement of financial position is the present value of the defined benefit obligation at the end of the reporting period.

The movement in the present value of defined benefit obligation is as follows:

	2024 AED m	2023 AED m
Balance brought forward	**1,532**	**1,446**
Current service cost	187	166
Interest cost	65	52
Remeasurement :		
- changes in experience / demographic assumptions	75	60
- changes in financial assumptions	-	(66)
Payments made during the year	(110)	(126)
Balance carried forward	**1,749**	**1,532**

Payments made during the year include transfer of accumulated benefits to Emirates' funded scheme.

21 (a). Retirement benefit obligations (continued)

(iii) Defined contribution plans

Emirates pays fixed contributions to certain defined contribution plans and has no legal or constructive obligation to pay further contributions to settle the benefits relating to employees' service in the current and prior periods.

The total amount recognised in the consolidated income statement in respect of all the plans is as follows:

	2024 AED m	2023 AED m
Defined benefit plan		
Funded scheme		
Contributions expensed	300	257
Net change in the present value of defined benefit obligations over plan assets	(2)	9
	298	**266**
Unfunded schemes		
Current service cost	187	166
Interest cost	65	52
	252	**218**
Defined contribution plans		
Contributions expensed	261	190
Recognised in the consolidated income statement (Note 7 (b))	**811**	**674**

The sensitivity of the unfunded schemes to changes in the principal assumptions is set out below:

Assumptions	**Change**	**Effect on unfunded schemes** AED m
Discount rate	+ 0.5%	(81)
	- 0.5%	87
Expected salary increases	+ 0.5%	87
	- 0.5%	(81)

The above sensitivity analysis is based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. In calculating the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period.

The weighted average duration of the unfunded schemes is 10 years (2023: 9 years).

Through its defined benefit plans Emirates is exposed to a number of risks, the most significant of which are detailed below:

a) Change in discount rate: Retirement benefit obligations will increase due to a decrease in market yields of high quality corporate bonds.

b) Expected salary increases: The present value of the defined benefit obligation is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants above the expected rate of salary increases will increase the retirement benefit obligations.

21 (b). Aircraft return conditions

	2024	2023
	AED m	AED m
Balance brought forward	**5,232**	**5,754**
Unwinding of discount	377	278
Utilised on return of aircraft & engines	(540)	(667)
Unutilised amounts reversed	(285)	(78)
Remeasurements	1,117	(55)
Balance carried forward	**5,901**	**5,232**
The provision is expected to be utilised as follows:		
Within one year (Note 21)	**1,837**	**645**
Over one year (Note 21)	**4,064**	**4,587**

22. Deferred revenue

	2024	2023
	AED m	AED m
Passenger and cargo sales in advance (Note 22 (a))	19,117	17,888
Frequent flyer programme (Note 22 (b))	2,968	2,412
Sales in advance from travel services	172	129
	22,257	**20,429**

22 (a). Passenger and cargo sales in advance

Passenger and cargo sales in advance represents revenue documents sold but unused as at the reporting date. Except for refunds, revenue is recognised when Emirates fulfils its performance obligations for the respective transportation services. These performance obligations are expected to be fulfilled within the next year.

22 (b). Frequent flyer programme

	2024	2023
	AED m	AED m
Balance brought forward	**2,412**	**2,073**
Additions	2,342	2,188
Recognised	(1,786)	(1,849)
Balance carried forward	**2,968**	**2,412**

Deferred revenue with respect to the frequent flyer programme represents the fair value of outstanding award credits. Revenue is recognised when Emirates fulfils its obligations by supplying free or discounted goods or services upon the redemption of the award credits.

23. Deferred taxes

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred taxes relate to the same income tax authority.

	2024 AED m	2023 AED m
Deferred tax asset	55	42
Deferred tax liability	(57)	-
	(2)	**42**
The movement in deferred taxes are as follows:		
Balance brought forward	**42**	**53**
Tax consolidation adjustments	13	-
Charged to the consolidated income statement (Note 9)	(54)	(6)
Currency translation differences	(3)	(5)
Balance carried forward	**(2)**	**42**

Deferred tax assets amounting to AED 45 m have not been recognised in respect of carried forward tax losses.

24. Trade and other payables

	2024 AED m	2023 AED m
Trade payables and accruals	16,896	16,073
Related parties (Note 29)	1,281	976
Dividend payable	1,000	3,500
	19,177	**20,549**
Less: Payables over one year	(164)	(347)
	19,013	**20,202**

The carrying amount of trade and other payables approximate their fair value which fall into level 3 of the fair value hierarchy. Any change to the valuation method will not result in a significant change to the fair value of these payables.

25. Guarantees

	2024 AED m	2023 AED m
Guarantees and letters of credit provided by banks in the normal course of business	**1,025**	**922**

Guarantees and letters of credit include AED 101 m (2023: AED 124 m) provided by companies under common control on normal commercial terms.

26. Commitments

	2024 AED m	2023 AED m
Aircraft	251,902	143,610
Non-aircraft	3,670	1,315
Joint ventures	34	24
	255,606	**144,949**

Aircraft related capital commitments (both contracted and non-contracted) pertain to future deliveries of 310 aircraft as at 31 March 2024 and includes commitments for aircraft spare engines, simulators and retrofits.

27. Derivative financial instruments

	2024		2023	
	Term	AED m	Term	AED m
Cash flow hedge				
Non-current assets				
Jet fuel forwards	FY26-FY28	1,710	FY25-FY26	421
Interest rate swaps	FY26-FY32	289	FY25-FY32	295
Currency forwards	FY26	10	FY25	1
		2,009		**717**
Current assets				
Jet fuel forwards		1,615		22
Interest rate swaps		168		212
Currency forwards		148		131
		1,931		**365**
Cash flow hedge				
Non-current liabilities				
Currency forwards	FY26	(5)	FY25	(1)
		(5)		**(1)**
Current liabilities				
Jet fuel forwards		(1)		-
Currency forwards		(12)		(366)
		(13)		**(366)**

	2024	2023
	AED m	AED m
Jet fuel forwards		
Change in fair value of hedging instruments since 1 April	3,784	443
Hedge ratio	1:1	1:1
Weighted average hedged rate - brent (in USD per barrel)	70	68
Weighted average hedged rate - crack (in USD per barrel)	16	16

	2024	2023
	AED m	AED m
Interest rate swaps		
Change in fair value of hedging instruments since 1 April	197	388
Hedge ratio	1:1	1:1
Weighted average hedged rate	1.8%	1.9%

	2024	2023
	AED m	AED m
Currency forwards		
Change in fair value of hedging instruments since 1 April	257	(175)
Hedge ratio	1:1	1:1
Weighted average hedged rates for key currencies (against USD)		
EUR	1.1	1.1
GBP	1.3	1.2
AUD	0.7	0.7

The notional principal amounts outstanding are:

	2024	2023
	AED m	AED m
Jet fuel forwards	29,074	16,210
Interest rate swaps	6,351	7,365
Currency forwards	19,847	23,866

The notional principal amounts and positive fair value of outstanding derivative financial instruments include AED 3,096 m (2023: AED 4,531 m) and AED 277 m (2023: AED 457 m) respectively against derivatives entered into with companies under common control.

The maximum exposure to credit risk at the reporting date is the fair value of the derivative assets in the consolidated statement of financial position.

28. Classification of financial instruments

The accounting policies for financial instruments have been applied to the line items below:

	Financial assets at amortised cost	Derivative financial instruments	Financial assets and liabilities at fair value through profit or loss	Financial liabilities at amortised cost	Total
	AED m	AED m	AED m	AED m	AED m
2024					
Assets					
Derivative financial instruments	-	3,940	-	-	3,940
Trade and other receivables (excluding prepayments)	8,760	-	-	-	8,760
Short term bank deposits	33,064	-	-	-	33,064
Cash and cash equivalents	9,872	-	-	-	9,872
Total	**51,696**	**3,940**	**-**	**-**	**55,636**
Liabilities					
Borrowings and lease liabilities	-	-	-	68,152	68,152
Provision for aircraft return conditions	-	-	-	5,901	5,901
Trade and other payables	-	-	77	19,100	19,177
Derivative financial instruments	-	18	-	-	18
Total	**-**	**18**	**77**	**93,153**	**93,248**

28. Classification of financial instruments (continued)

	Financial assets at amortised cost	**Derivative financial instruments**	**Financial assets and liabilities at fair value through profit or loss**	**Financial liabilities at amortised cost**	**Total**
	AED m	AED m	AED m	AED m	AED m
2023					
Assets					
Derivative financial instruments	-	1,082	-	-	1,082
Trade and other receivables (excluding prepayments)	6,882	-	-	-	6,882
Short term bank deposits	27,746	-	-	-	27,746
Cash and cash equivalents	9,606	-	-	-	9,606
Total	**44,234**	**1,082**	**-**	**-**	**45,316**
Liabilities					
Borrowings and lease liabilities	-	-	-	81,544	81,544
Provision for aircraft return conditions	-	-	-	5,232	5,232
Trade and other payables	-	-	73	20,476	20,549
Derivative financial instruments	-	367	-	-	367
Total	-	**367**	**73**	**107,252**	**107,692**

29. Related party transactions and balances

Emirates transacts with its associates, joint ventures and with companies under common control within the scope of its ordinary business activities. Companies under common control comprise Emirates' parent and its subsidiaries, associates and joint ventures.

Emirates and dnata (a company under common control) share central corporate functions such as information technology, facilities, human resources, finance, legal and other functions. Where such functions are shared, the costs are allocated between Emirates and dnata based on activity levels.

Other than these shared service arrangements, the following transactions have taken place on an arm's length basis.

	2024 AED m	2023 AED m
Trading transactions:		
(i) Sale of goods and services		
Sale of goods - Companies under common control	501	441
Sale of goods - Joint ventures	47	32
Sale of goods / services - Associates	113	50
Services rendered - Companies under common control	333	305
Services rendered - Joint ventures	12	11
Sale of frequent flyer miles - Companies under common control	710	554
	1,716	**1,393**
(ii) Purchase of goods and services		
Purchase of goods - Companies under common control	9,214	8,804
Purchase of goods - Associates	124	138
Services received - Companies under common control	2,787	2,683
	12,125	**11,625**

	2024 AED m	2023 AED m
Other transactions:		
(i) Finance income		
Companies under common control (Note 8)	684	351
(ii) Finance cost		
Companies under common control (Note 8)	285	653
(iii) Compensation to key management personnel		
Salaries and short term employee benefits	337	294
Post-employment benefits	13	14
	350	**308**

Emirates also uses a number of public utilities provided by Government controlled entities for its operations in Dubai where these entities are the sole providers of the relevant services. This includes the supply of electricity, water and airport services. Transactions falling in these expense categories are individually insignificant and carried out on an arm's length basis.

29. Related party transactions and balances (continued)

	2024 AED m	2023 AED m
Year end balances		
(i) Receivables - sale of goods and services (Note 16)		
Companies under common control	334	412
Joint ventures	13	18
Associates	16	8
	363	**438**
(ii) Other receivables (Note 16)		
Companies under common control	8	7
	8	**7**

The amounts outstanding at year end are unsecured and will be settled in cash. No impairment charge has been recognised during the year in respect of amounts owed by related parties.

	2024 AED m	2023 AED m
(iii) Loans and advances (Note 16)		
Key management personnel	1	1
Joint ventures	33	35
Movements in the loan and advances are as follows:		
Balance brought forward	**36**	**4**
Additions	5	35
Repayments	(5)	(3)
Currency translation differences	(2)	-
Balance carried forward	**34**	**36**
Receivable within one year	**9**	**1**
Receivable over one year	**25**	**35**
(v) Payables - purchase of goods and services (Note 24)		
Companies under common control	1,270	956
Associates	6	8
	1,276	**964**
(vi) Other payables (Note 24)		
Companies under common control	5	12

30. Financial risk management

Financial risk factors

Emirates is exposed to a variety of financial risks through its operations. In the areas where financial risks exist, the aim has been to achieve an appropriate balance between risk and return and minimise potential adverse effects on Emirates’ financial performance.

Emirates' risk management procedures are designed to identify and analyse these risks, to set appropriate risk limits and controls, and to monitor the risks and adherence to limits by means of reliable and up-to-date information. Emirates regularly reviews its risk management procedures and systems to reflect changes in markets, products and emerging best practice. Emirates uses derivative and non-derivative financial instruments to hedge certain risk exposures.

A risk management programme is carried out under guidelines that are approved by a steering group comprising senior management. Identification, evaluation and hedging of financial risks is done in close cooperation with the operating units. Senior management is also responsible for the review of risk management and the control environment. The various financial risk elements are discussed below:

(i) Credit risk

Emirates is exposed to credit risk, which is the risk that a counterparty will cause a financial loss to Emirates by failing to fulfil its obligation. Emirates’ credit risk mainly arises from deposits with banks and other financial institutions, derivative financial assets held by counterparties, receivables from agents selling commercial air transportation as well as other receivables. Emirates uses external ratings such as S&P Global Ratings ('S&P') or its equivalent in order to measure and monitor its credit risk exposures towards financial institutions. In the absence of independent ratings, credit quality is assessed based on the counterparty's financial position, past experience and other factors.

In the normal course of business, Emirates places significant deposits and procures derivative financial instruments from banks and financial institutions with good credit ratings. Exposure to credit risk is also managed through regular analysis of the ability of counterparties and potential counterparties to meet their obligations. As of 31 March 2024, approximately 94% (2023: 94%) of cash and bank balances are held with financial institutions based in the UAE.

The table below presents an analysis of short-term bank deposits and bank balances at the end of the reporting period based on 'S&P' ratings or its equivalent for Emirates' main banking relationships:

	2024 AED m	2023 AED m
AA- to AA+	4,455	2,695
A- to A+	35,083	33,648
BBB+	2,888	402
Lower than BBB+	66	284
Unrated	426	305

The sale of passenger and cargo transportation is largely achieved through International Air Transport Association (IATA) approved sales agents, Emirates’ area offices, retail stores and through online channels. All IATA agents have to meet a minimum financial criterion applicable to their country of operation to remain accredited. Adherence to the financial criteria is monitored on an ongoing basis by IATA through their Agency Program. The credit risk associated with such sales agents and the related balances within trade receivables is therefore low and further reduced by the credit risk analytics performed by Emirates. There are no significant concentrations of credit risk, whether through exposure to individual customers and/or regions. Sales through area offices, retail stores and through online channels are required to be settled in cash or using major credit cards, thus mitigating credit risk. For some trade receivables, Emirates obtains security in the form of guarantees, cash deposits etc., which can be called upon if the counterparty is in default under the terms of the agreement.

Significant balances in other receivables are held with companies given a high credit rating by leading international rating agencies.

30. Financial risk management (continued)

(i) Credit risk (continued)

The impairment loss recognised on financial assets is based on assumptions about the risk of default and expected loss rates. Emirates uses judgement in making these assumptions and selecting inputs to the impairment calculation based on history, existing market conditions as well as forward-looking estimates at the end of each reporting period. These judgements are continually reassessed due to the changing economic environment. As of 31 March 2024, the loss allowance for trade and other receivables amounted to AED 108 m (2023: AED 114 m) and has been disclosed under Note 16. The note also discloses the loss rates applied on trade receivables falling in different age brackets.

While cash assets are also subject to the impairment requirements of IFRS 9, the identified impairment loss on these balances was immaterial.

(ii) Market risk

Emirates is exposed to market risk, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises jet fuel price risk, currency risk and interest rate risk.

Jet fuel price risk

Emirates is exposed to the volatility in the price of jet fuel, which is primarily driven by the movement in ICE Brent crude oil and the jet fuel refining margin (crack spread) as its two significant components, and closely monitors the actual cost against the forecast. To manage this risk, Emirates has formulated its risk management objective and strategy according to which the airline considers hedging part of its highly probable forecast purchases of jet fuel up to 36 months in advance using commodity futures, options and swaps, as and when opportunity arises and depending on the market conditions. Fuel accounted for 34% of Emirates' operating costs during the year (2023: 36%).

Currency risk

Emirates is exposed to the effects of fluctuation in the prevailing foreign currency exchange rates. Exposure arises due to exchange rate fluctuations between the UAE Dirham and other currencies in which Emirates' revenue is earned and costs are incurred. Long term debt obligations are mainly denominated in UAE Dirham or in US Dollar to which the UAE Dirham is pegged. Additionally, some lease liabilities and term loans are denominated in Euro, Pound Sterling and Japanese Yen and provide a natural hedge against revenue inflows in these currencies. Senior management monitors currency positions on a regular basis.

Emirates is in a net deficit position with respect to the US Dollar and UAE Dirham and in a net surplus position for other currencies. Currency surpluses are converted to US Dollar and UAE Dirham funds based on operational requirements. Currency risks arise mainly in Euro, Pound Sterling, Japanese Yen and Indian Rupee and are hedged dynamically using forwards and options, as appropriate, as well as through natural hedges of foreign currency inflows.

Emirates is also subject to the risk that countries in which it earns revenues may impose restrictions or prohibition on the repatriation of those funds. Emirates seeks to minimise this risk by repatriating surplus funds to the UAE on a periodic basis. Cash and cash equivalents for the current year include AED 436 m (2023: AED 481 m) held in countries where exchange controls and other restrictions apply.

Interest rate risk

Interest rate risk arises primarily from the possibility that changes in interest rates will affect future profitability or the fair values of financial instruments. Emirates is exposed to the effects of fluctuations in the prevailing levels of interest rates in the international financial markets on borrowings, lease liabilities and investments. This is applicable to its long term debt and lease liabilities portfolio along with interest income on its bank deposits. The key reference rates based on which interest costs are determined are SOFR for US Dollar, EIBOR for UAE Dirham and EURIBOR for Euro denominated borrowings. Borrowings taken at variable rates expose Emirates to cash flow interest rate risk while borrowings issued at fixed rates expose Emirates to fair value interest rate risk. In order to manage interest rate risk, Emirates targets a balanced portfolio approach, and also uses appropriate hedging solutions including interest rate swaps. Variable rate debt and bank deposits are mainly denominated in UAE Dirham and US Dollar.

30. Financial risk management (continued)

(ii) Market risk (continued)

Sensitivity analysis of market risk

The following sensitivity analysis, relating to existing financial instruments, shows how profit and equity would change if the market risk variables had been different at the end of the reporting period with all other variables held constant and has been computed on the basis of assumptions and indices used and considered by other market participants.

	2024		2023	
	Effect on profit AED m	Effect on equity AED m	Effect on profit AED m	Effect on equity AED m
Jet fuel price risk				
+ USD 1 on price	-	(463)	-	(237)
- USD 1 on price	-	463	-	237

	2024		2023	
	Effect on profit AED m	Effect on equity AED m	Effect on profit AED m	Effect on equity AED m
Currency risk				
Euro				
+ 1%	9	(92)	7	(112)
- 1%	(9)	92	(7)	112
Pound Sterling				
+ 1%	2	(42)	(1)	(68)
- 1%	(2)	42	1	68
Australian Dollar				
+ 1%	1	(27)	(1)	(33)
- 1%	(1)	27	1	33
Indian Rupee				
+ 1%	5	(22)	3	23
- 1%	(5)	22	(3)	(23)

	2024		2023	
	Effect on profit AED m	Effect on equity AED m	Effect on profit AED m	Effect on equity AED m
Interest rate risk				
Interest cost				
- 25 basis points				
UAE Dirham	7	7	8	8
US Dollar	59	34	74	4
	66	**41**	**82**	**12**
+ 25 basis points				
UAE Dirham	(7)	(7)	(8)	(8)
US Dollar	(59)	(3)	(74)	(37)
	(66)	**(10)**	**(82)**	**(45)**
Interest income				
- 25 basis points	(33)	(33)	(29)	(29)
+ 25 basis points	33	33	29	29

30. Financial risk management (continued)

(iii) Liquidity risk

Liquidity risk is the risk that Emirates is unable to meet its payment obligations associated with its financial liabilities when they fall due and to replace funds when they are withdrawn.

Emirates' liquidity management process as monitored by senior management, includes the following:

- Day to day funding is managed by monitoring future cash flows to ensure that cash requirements can be met.
- Maintaining rolling forecasts of Emirates' liquidity position on the basis of expected cash flows.
- Monitoring and optimising working capital needs.
- Monitoring liquidity ratios and net curent assets against internal and industry standards.
- Maintaining debt financing plans.
- Maintaining diversified credit lines, including stand-by credit facility arrangements.

Sources of liquidity are regularly reviewed as required by senior management to maintain a diversification by geography, provider, product and term.

Summarised in the table is the maturity profile of financial liabilities and derivative financial liabilities based on the remaining period at the end of reporting period to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

	Less than 1 year AED m	**2 - 5 years** AED m	**Over 5 years** AED m	**Total** AED m
2024				
Borrowings and lease liabilities	21,424	48,115	9,194	78,733
Derivative financial instruments	13	5	-	18
Provision for aircraft return conditions	1,893	4,382	426	6,701
Trade and other payables	19,013	164	-	19,177
	42,343	**52,666**	**9,620**	**104,629**
2023				
Borrowings and lease liabilities	20,275	57,759	16,271	94,305
Derivative financial instruments	366	1	-	367
Provision for aircraft return conditions	663	4,440	1,034	6,137
Trade and other payables	20,202	347	-	20,549
	41,506	**62,547**	**17,305**	**121,358**

Derivative financial instruments include currency forwards that are gross settled, with an expected outflow of AED 3,965 m and inflow of AED 3,947 m.

31. Capital management

Emirates' objective when managing capital is to safeguard its ability to continue as a going concern in order to provide returns for its Owner and to maintain an optimal capital structure to reduce the cost of capital.

Emirates monitors the return on Owner's equity, which is defined as the profit attributable to the Owner expressed as a percentage of average Owner's equity. Emirates seeks to provide a better return to the Owner by borrowing funds and taking aircraft on leases to meet its growth plans. In 2024, Emirates achieved a return on Owner's equity funds of 47.2% (2023: 45.0%).

Emirates also monitors capital on the basis of a gearing ratio which is calculated as the ratio of borrowings and lease liabilities, net of cash assets to total equity. As at 31 March 2024, this ratio is 54.3% (2023: 158.3%).

32. Comparatives

Certain prior year comparatives have been reclassified, where necessary, in order to conform to the current year's presentation. Such classifications did not result in changes to previously reported primary financial statements:

a) Note 7: To appropriately reflect the nature of the transactions, a new note line was introduced for 'Contracted workforce' and the prior year comparatives for 'Corporate overheads' (AED 442 m) and 'Information technology' (AED 187 m) have been reclassified accordingly. Further, AED 544 m has been reclassified from 'Corporate overheads' to 'Information technology' (AED 21 m) and 'Other operating costs' (AED 523 m).

b) Note 16: A new note line was introduced for 'Accrued income' and AED 581 m has been reclassified from 'Other receivables' to 'Accrued income'.

c) Statement of cash flows: For better presentation, 'Change in trade & other payables, deferred revenue and provision for return conditions' (AED 12,008 m) forming part of operating activities have been split into 'Change in trade & other payables and provision for aircraft return conditions' (AED 3,836 m) and 'Change in deferred revenue' (AED 8,172 m).

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INDEPENDENT AUDITOR'S REPORT TO THE OWNER OF DNATA

Our opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of dnata and its subsidiaries (together referred to as "dnata") as at 31 March 2024, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards.

What we have audited

dnata's consolidated financial statements comprise:

- the consolidated income statement for the year ended 31 March 2024;
- the consolidated statement of comprehensive income for the year ended 31 March 2024;
- the consolidated statement of financial position as at 31 March 2024;
- the consolidated statement of changes in equity for the year ended 31 March 2024;
- the consolidated statement of cash flows for the year ended 31 March 2024; and
- the notes to the consolidated financial statements, comprising material accounting policy information and other explanatory information

.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of dnata in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code) and the ethical requirements that are relevant to our audit of the consolidated financial statements in the United Arab Emirates. We have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Our audit approach

Overview

Key audit matter	• Impairment of goodwill

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the consolidated financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of dnata, the accounting processes and controls, and the industry in which dnata operates.

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INDEPENDENT AUDITOR'S REPORT TO THE OWNER OF DNATA (CONTINUED)

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current year. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the Key audit matter
Impairment of goodwill As at 31 March 2024, the carrying value of goodwill was AED 1,633 million. Refer to notes 2, 3 and 11 to the consolidated financial statements. Goodwill is not subject to amortisation and, as a result, in accordance with IAS 36 "Impairment of assets" is required to be tested annually for impairment. The recoverable amount attributable to a cash generating unit to which goodwill is allocated is determined as being the higher of the fair value less the costs of disposal and the value in use. The recoverable amount is compared to the carrying value of the cash generating unit to which goodwill is allocated in order to assess whether an impairment exists. The value in use is determined by calculating the discounted cash flows of the cash generating unit. The calculation of value in use incorporates key assumptions including discount rates, revenue growth, EBITDA margins and long term terminal growth rates. The impairment model prepared by management in respect of its cash generating units containing goodwill determined that adequate headroom existed and no impairment charge was required. We focused on this area because the determination of whether an impairment loss should be recognised is inherently complex and required management to exercise significant judgement over the calculation of value in use.	We obtained an understanding of management's impairment models including the identification of cash generating units and the key assumptions in the models. We then tested these impairment models, in particular, with regard to the appropriateness of the key assumptions used as follows: • we utilised our internal valuation experts to perform independent calculations of the discount rates, with particular reference to comparable companies and compared these to the discount rates used by management; • we agreed the cash flows used in management's impairment models to cash flow forecasts approved by management covering a three year period; • we compared long term terminal growth rates to in management's impairment models to external sources of information including economic forecasts or industry reports where available; • we compared future expected revenue growth rates and EBITDA margins used in management's cash flow forecasts to historical trends and/or external sources of information including economic forecasts or industry reports where available. We reviewed whether management's estimates made in prior periods were reasonable compared to actual performance; • we performed sensitivity analysis of key assumptions and applied our own independent sensitivities by replacing key assumptions with alternative scenarios to ascertain the extent of change in those assumptions that, either individually or collectively, would be required for the assets to be impaired; and • we tested the mathematical accuracy of the models. We assessed whether the related disclosures in notes 2, 3 and 11 to the consolidated financial statements are consistent with the requirements of IFRS Accounting Standards.

INDEPENDENT AUDITOR'S REPORT TO THE OWNER OF DNATA (CONTINUED)

Other information

Management is responsible for the other information. The other information comprises the information included in the Annual Report (but does not include the consolidated financial statements and our auditor's report thereon).

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing dnata's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate dnata or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing dnata's financial reporting process.

INDEPENDENT AUDITOR'S REPORT TO THE OWNER OF DNATA (CONTINUED)

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Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of dnata's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on dnata's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause dnata to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within dnata to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the dnata audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current year and are therefore the Key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

PricewaterhouseCoopers Limited Partnership Dubai Branch
3 May 2024

Douglas O'Mahony
Registered Auditor Number 834
Dubai, United Arab Emirates

CONSOLIDATED INCOME STATEMENT FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 AED m	2023 AED m
Revenue	5	18,875	14,617
Other operating income		366	282
Operating costs	6	(17,795)	(14,571)
Net loss allowance for trade receivables	14	(30)	(13)
Operating profit		**1,416**	**315**
Finance income		161	100
Finance costs		(169)	(141)
Share of results of investments accounted for using the equity method	12	141	120
Profit before income tax		**1,549**	**394**
Income tax expense - net	7	(81)	(52)
Profit for the year		**1,468**	**342**
Profit attributable to non-controlling interests		46	11
Profit attributable to dnata's Owner		**1,422**	**331**

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2024

Profit for the year		**1,468**	**342**
Items that will not be reclassified to the consolidated income statement			
Remeasurement of retirement benefit obligations - net of deferred tax		(27)	27
Share of other comprehensive income of investments accounted for using the equity method - net of deferred tax		(4)	(12)
Items that may be reclassified subsequently to the consolidated income statement			
Currency translation differences		(10)	(36)
Net gain / (loss) on cash flow hedges	16	10	(25)
Loss on net investment hedge	16	(1)	(1)
Share of other comprehensive income of investments accounted for using the equity method - net of deferred tax		-	(2)
Other comprehensive income for the year - net of tax		**(32)**	**(49)**
Total comprehensive income for the year		**1,436**	**293**
Total comprehensive income attributable to non-controlling interests		48	8
Total comprehensive income attributable to dnata's Owner		**1,388**	**285**

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2024

	Note	2024 AED m	2023 AED m
ASSETS			
Non-current assets			
Property, plant and equipment	8	1,688	1,683
Right-of-use assets	9	2,437	1,950
Investment properties	10	414	490
Intangible assets	11	2,293	1,909
Investments accounted for using the equity method	12	439	385
Trade and other receivables	14	20	20
Deferred tax assets	21	145	170
		7,436	**6,607**
Current assets			
Inventories	13	261	278
Trade and other receivables	14	3,260	2,845
Current tax assets		11	5
Derivative financial instruments	25	20	27
Short term bank deposits	22	1,412	2,895
Cash and cash equivalents	22	2,758	2,233
		7,722	**8,283**
Total assets		**15,158**	**14,890**

	Note	2024 AED m	2023 AED m
EQUITY AND LIABILITIES			
Capital and reserves			
Capital	15	63	63
Other reserves	16	(476)	(402)
Retained earnings		5,480	6,145
Attributable to dnata's Owner		**5,067**	**5,806**
Non-controlling interests		(55)	(52)
Total equity		**5,012**	**5,754**
Non-current liabilities			
Trade and other payables	17	144	40
Borrowings and lease liabilities	20	2,796	2,053
Provisions	19	624	533
Deferred tax liabilities	21	86	70
		3,650	**2,696**
Current liabilities			
Trade and other payables	17	4,495	4,252
Deferred revenue	18	1,035	671
Borrowings and lease liabilities	20	831	1,294
Derivative financial instruments	25	25	45
Provisions	19	91	100
Current tax liabilities		19	78
		6,496	**6,440**
Total liabilities		**10,146**	**9,136**
Total equity and liabilities		**15,158**	**14,890**

The consolidated financial statements were approved on 3 May 2024 and signed by:

Sheikh Ahmed bin Saeed Al Maktoum
Chairman and Chief Executive

Michael Doersam
Chief Financial and Group Services Officer

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2024

		Attributable to dnata's Owner					
	Note	**Capital** AED m	**Other reserves** AED m	**Retained earnings** AED m	**Total** AED m	**Non-controlling interests** AED m	**Total equity** AED m
1 April 2022		**63**	**(346)**	**6,825**	**6,542**	**(15)**	**6,527**
Profit for the year		-	-	331	331	11	342
Other comprehensive income for the year - net of tax		-	(61)	15	(46)	(3)	(49)
Total comprehensive income for the year		**-**	**(61)**	**346**	**285**	**8**	**293**
Dividends		-	-	(1,000)	(1,000)	(43)	(1,043)
Acquired from non-controlling interests		-	1	(22)	(21)	(2)	(23)
Transactions with owners in their capacity as owners		**-**	**1**	**(1,022)**	**(1,021)**	**(45)**	**(1,066)**
Transfers		-	4	(4)	-	-	-
31 March 2023		**63**	**(402)**	**6,145**	**5,806**	**(52)**	**5,754**
Profit for the year		-	-	1,422	1,422	46	1,468
Other comprehensive income for the year - net of tax		-	(3)	(31)	(34)	2	(32)
Total comprehensive income for the year		**-**	**(3)**	**1,391**	**1,388**	**48**	**1,436**
Dividends		-	-	(2,000)	(2,000)	(56)	(2,056)
Acquired from non-controlling interests		-	-	2	2	(2)	-
Non-controlling interests on acquisition of subsidiaries	30	-	-	-	-	7	7
Option to acquire non-controlling interests	30	-	(129)	-	(129)	-	(129)
Transactions with owners in their capacity as owners		**-**	**(129)**	**(1,998)**	**(2,127)**	**(51)**	**(2,178)**
Transfers		-	58	(58)	-	-	-
31 March 2024		**63**	**(476)**	**5,480**	**5,067**	**(55)**	**5,012**

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 AED m	2023 AED m
Operating activities			
Profit before income tax		1,549	394
Adjustments for:			
Depreciation, amortisation and impairment	6 (b)	928	908
Net gain on fair value remeasurement on acquisition of investment accounted for using the equity method	30	(168)	-
Finance costs - net		8	41
Share of results of investments accounted for using the equity method	12	(141)	(120)
Net gain on sale of investments accounted for using the equity method	12	(6)	-
Net gain on disposals / write-offs of property, plant and equipment and intangible assets		(28)	(4)
Net loss allowance for trade receivables	14	30	13
Provision for retirement benefit obligations	6 (a)	358	294
Lease rental waivers	20 (b)	-	(1)
Payments of retirement benefit obligations		(335)	(273)
Income tax paid		(117)	(25)
Change in inventories		17	(134)
Change in trade and other receivables, net of acquisition		(248)	(7)
Change in trade & other payables and other provisions, net of acquisition		98	454
Change in deferred revenue, net of acquisition		(82)	(122)
Net cash generated from operating activities		**1,863**	**1,418**

	Note	2024 AED m	2023 AED m
Investing activities			
Additions to property, plant and equipment	8	(288)	(227)
Additions to investment properties	10	(2)	(84)
Additions to intangible assets	11	(79)	(90)
Dividends from investments accounted for using the equity method		69	62
Proceeds from sale of property, plant and equipment and intangible assets		38	17
Movement in short term bank deposits		1,483	845
Interest received		199	58
Acquisition of subsidiaries, net of cash acquired	30	15	(35)
Settlement of contingent consideration		-	(13)
Investments in associates and joint ventures	12	(4)	(2)
Loans to related parties - net	27	1	(3)
Proceeds from sale of investments accounted for using the equity method	12	22	-
Net cash generated from investing activities		**1,454**	**528**
Financing activities			
Proceeds from term loans	20 (a)	281	2
Repayment of term loans (principal)		(376)	(314)
Principal elements of lease payments		(410)	(401)
Interest paid		(150)	(133)
Non-controlling interests acquired		(1)	(17)
Dividends paid to non-controlling interests		(50)	(43)
Dividends paid to dnata's Owner		(2,000)	-
Net cash used in financing activities		**(2,706)**	**(906)**
Net change in cash and cash equivalents		**611**	**1,040**
Cash and cash equivalents at beginning of the year		2,052	1,030
Effect of exchange rate changes on cash and cash equivalents		1	(18)
Cash and cash equivalents at end of the year	22	**2,664**	**2,052**

The accompanying notes are an integral part of these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1. General information

dnata comprises dnata and its subsidiaries. dnata was incorporated with limited liability, by an Emiri Decree issued by H.H. Sheikh Maktoum bin Rashid Al Maktoum on 4 April 1987. On that date, the total assets and liabilities of Dubai National Air Travel Agency were transferred to dnata, with effect from 1 April 1987. dnata is wholly owned by the Investment Corporation of Dubai ('the parent company' / 'Owner'), a Government of Dubai entity.

dnata is incorporated and domiciled in Dubai, UAE. The address of its registered office is dnata Travel Centre, PO Box 1515, Dubai, UAE.

The main activities of dnata are:

- airport ground and cargo handling services
- inflight catering and retail
- travel services

2. Summary of material accounting policies

A summary of the material accounting policies, which have been applied consistently in the preparation of these consolidated financial statements are set out below.

Basis of preparation

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards. IFRS Accounting Standards comprise the following authoritative literature:

- IFRS Accounting Standards
- IAS Standards
- Interpretations developed by the IFRS Interpretations Committee (IFRIC Interpretations) or its predecessor body, the Standing Interpretations Committee (SIC Interpretations).

The consolidated financial statements have been prepared under the historical cost convention, except for certain financial assets and financial liabilities (including derivative instruments) that are measured at fair value, as stated in the accounting policies.

All amounts are presented in millions of UAE Dirham ('AED m').

New standards, amendments to published standards and interpretations that are relevant to dnata

Effective and adopted in the current year

At the date of authorisation of these consolidated financial statements certain new standard and amendments to existing standards have been published and are mandatory for the current accounting period. These did not have a material impact on the consolidated financial statements and are set out below:

- IFRS 17 Insurance Contracts;
- Definitions of Accounting Estimates – Amendments to IAS 8;
- International Tax Reform – Pillar Two Model Rules – Amendments to IAS 12;
- Deferred Tax related to Assets and Liabilities arising from a Single Transaction – Amendments to IAS 12; and
- Disclosure of Accounting Policies – Amendments to IAS 1 and IFRS Practice Statement 2.

Not yet effective and have not been early adopted

At the date of authorisation of these consolidated financial statements, certain new amendments to accounting standards and interpretations have been published but are not effective for the current financial year. None of these have been early adopted and are not expected to have a material impact on dnata.

2. Summary of material accounting policies (continued)

Basis of consolidation and equity accounting

i.) Subsidiaries

Subsidiaries are those entities over which dnata has control. Control is exercised when dnata is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over that entity. Subsidiaries are fully consolidated from the date on which control is transferred to dnata and are deconsolidated from the date on which control ceases.

The acquisition method of accounting is used to account for business combinations by dnata, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of a subsidiary comprises the fair value of the assets transferred, liabilities incurred to the former owners of the acquired business, equity interest issued, the fair value of assets or liabilities resulting from any contingent consideration arrangements and the fair value of any pre-existing equity interest in the subsidiary.

Identifiable assets acquired, liabilities and contingent liabilities, if any, incurred or assumed in a business combination, with limited exceptions, are measured initially at their fair values at the acquisition date. Any non-controlling interest in the subsidiary is recognised on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interests' proportionate share of recognised amounts of subsidiaries' net identifiable assets. Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated income statement, consolidated statement of comprehensive income, consolidated statement of financial position and consolidated statement of changes in equity respectively.

Acquisition-related costs are expensed as incurred.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquired entity, and the acquisition-date fair value of any previous equity interest in the acquired entity; over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised directly in the consolidated income statement as a bargain purchase.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the acquirer's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Contingent consideration is classified either as equity or financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value, with changes in fair value recognised in the consolidated income statement.

An option to acquire a non-controlling interest is recognised as a financial liability and is subsequently remeasured to fair value with changes in fair value recognised in the consolidated income statement.

If the business combination is achieved in stages, the acquisition date carrying value of dnata's previously held equity interest in the acquiree is remeasured at fair value at the acquisition date. Any gains or losses arising from such remeasurement are recognised in the consolidated income statement as 'Other operating income'.

Inter-company transactions, balances and unrealised gains on transactions between dnata and its subsidiaries are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset.

ii.) Associates

Associates are those entities over which dnata has significant influence but not control or joint control, generally accompanying a shareholding between 20% and 50% of the voting rights. Significant influence is the power to participate in the financial and operating policy decisions of the entity without the power to control or joint control over those policies. Investments in associates are accounted for using the equity method of accounting and include goodwill (net of accumulated impairment loss, if any) identified on acquisition, after initially being recorded at cost.

iii.) Joint ventures

Joint ventures are contractual arrangements which establish joint control and where dnata has rights to the net assets of the arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control. Investments in joint ventures are accounted for using the equity method of accounting and include goodwill (net of accumulated impairment loss, if any) identified on acquisition after initially being recognised at cost.

2. Summary of material accounting policies (continued)

Basis of consolidation and equity accounting (continued)

iv.) Equity method of accounting

Under the equity method of accounting, investments are initially recorded at cost and adjusted thereafter to recognise dnata's share of the post-acquisition profits or losses of the investee in the consolidated income statement, and dnata's share of movements in other comprehensive income of the investee in the consolidated statement of comprehensive income. Dividends received or receivable from associates and joint ventures are recognised as a reduction in the carrying amount of the investment. dnata's share in the associate's or joint venture's transactions with their respective owners are accounted in dnata's consolidated statement of changes in equity as share of other changes in equity.

When dnata's share of losses in an equity-accounted investment equals or exceed its interest in the investee, including any other unsecured long-term receivable in the nature of an investment, dnata does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity.

All material unrealised gains arising on transactions between dnata and its associates and joint ventures are eliminated to the extent of dnata's interest in these entities. All material unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

v.) Change in ownership interests

dnata treats transactions with non-controlling interests that do not result in loss of control as transactions with the owners. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid is recorded in 'Other reserves' within equity attributable to dnata's Owner.

When dnata ceases to have control, joint control or significant influence, any retained interest in the entity or business is remeasured to its fair value when the control is lost, with the change in the carrying amount recognised in the consolidated income statement. The fair value becomes the initial carrying amount for the purposes of subsequent accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity or business are accounted for as if the related assets or liabilities have been directly disposed of. This may result in amounts previously recognised in other comprehensive income to be reclassified to the consolidated income statement.

If the ownership in a joint venture or an associate is reduced but joint control or significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to the consolidated income statement where appropriate.

Accounting policies of subsidiaries, associates and joint ventures have been changed where necessary to ensure consistency with dnata's accounting policies.

Foreign currency translation

dnata's consolidated financial statements are presented in UAE Dirham ("AED"), which is also it's functional currency. dnata's subsidiaries, associates and joint ventures determine their own functional currency related to the primary economic environment in which they operate.

i.) Transactions and balances

Foreign currency transactions are translated into the functional currency at the exchange rates prevailing at the transaction dates. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the translation of monetary assets and liabilities denominated in foreign currencies at the exchange rates prevailing at the end of the reporting period, are recognised in the consolidated income statement. They are deferred in equity if they relate to qualifying cash flow hedges, qualifying net investment hedges or are attributable to part of the net investment in a foreign operation.

ii.) Group companies

For the purposes of consolidation, where functional currencies of subsidiaries (none of which has the currency of hyperinflationary economy) are different from AED, income, other comprehensive income and cash flow statements of subsidiaries are translated into AED at average exchange rates for the year that approximate the cumulative effect of rates prevailing on the transaction dates. Their assets and liabilities at the reporting date are translated at the closing exchange rates at that date. The resulting exchange differences are recognised in other comprehensive income.

Share of results and share of movement in other comprehensive income of investments accounted for using the equity method are translated into AED at average exchange rates whereas dnata's share of net investments is translated at the exchange rate prevailing at the end of the reporting period. Translation differences relating to investments in associates, joint ventures and monetary assets and liabilities that form part of a net investment in a foreign operation are recognised in other comprehensive income.

2. Summary of material accounting policies (continued)

Foreign currency translation (continued)

When investments in subsidiaries, associates or joint ventures are disposed, the related translation differences previously recorded in equity are then recognised in the consolidated income statement as part of the gain or loss on disposal.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the exchange rates prevailing at the end of the reporting period. Exchange differences arising are recognised in other comprehensive income.

Revenue

i.) Airport operations revenue

Airport operations revenue comprises airport ground and cargo related handling services. The transaction price is allocated to each performance obligation based on the relative stand-alone selling price related to each performance obligation. These are recognised as revenue when each performance obligation for the related service is fulfilled and is presented net of discounts and taxes in the consolidated income statement.

ii.) Inflight catering and retail

Inflight catering and retail revenue comprises revenue from sale of inflight meals and food and beverages. Revenue is recognised when the control of goods is transferred to the customer and is stated net of discounts, taxes and returns.

iii.) Travel services

Revenue from travel services includes sale of travel holiday packages and individual travel component bookings. Revenue is recognised on the performance of the related service obligation. Until then, any amounts received are held in the consolidated statement of financial position under current liabilities as 'Deferred revenue'.

Where dnata acts as principal in an arrangement, the total consideration received is treated as revenue and allocated to separate performance obligations based on relative stand-alone selling prices. The allocated revenue from such contracts is recognised in the consolidated income statement on the satisfaction of each performance obligation. Where dnata acts as an agent between the service provider and the end customer, net commission is recognised as revenue in the consolidated income statement on the satisfaction of the performance obligation.

Finance income and costs

Interest income and costs are recognised on a time proportion basis using the effective interest method.

Income tax

The tax expense or credit for the year comprises current and deferred tax.

The income tax expense or credit for the year is the tax payable on the current year's taxable income, based on the applicable income tax rate for each jurisdiction, adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where dnata operates and generates taxable income.

Deferred tax is recognised in full on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax is not recognised if it arises from initial recognition of an asset or liability in a single transaction other than a business combination; at the time of the transaction affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences. Also, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill in a business combination.

Deferred tax is determined using tax rates (and laws) that have been enacted or substantively enacted in the jurisdiction of the individual companies by the end of the reporting period and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax is recognised on temporary differences arising on investments in subsidiaries, associates and joint ventures, except where the timing of the reversal of the temporary difference is controlled by dnata and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised.

Deferred tax assets and liabilities are offset where there is a legally enforceable right to offset current tax assets against current tax liabilities and where the deferred tax assets and liabilities relate to income tax levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the current tax asset and liability balances on a net basis.

2. Summary of material accounting policies (continued)

Income tax (continued)

Current and deferred tax is recognised in the consolidated income statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Property, plant and equipment

Property, plant and equipment is stated at cost less accumulated depreciation and impairment. Cost consists of the purchase cost, together with any incidental expenses of acquisition. Where dnata receives credit from a supplier in connection with the acquisition or development of property, plant and equipment, these credits are recorded as a reduction to the cost of related asset.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the items will flow to dnata and the cost can be measured reliably. Repairs and maintenance are charged to the consolidated income statement during the reporting period in which they are incurred.

Depreciation on items of property, plant and equipment is calculated using the straight-line method to allocate their cost, less estimated residual values, over the estimated useful lives of the assets (or the lease term, if shorter) except for land which is not depreciated.

The estimated useful lives are:

Plant and machinery	4 - 15 years
Buildings	15 - 33 years
Leasehold improvements	shorter of useful life or lease term
Office equipment and furniture	3 - 6 years
Motor vehicles	5 - 10 years

The assets' useful lives are reviewed at least annually and adjusted if appropriate.

Capital projects are stated at cost. When the asset is ready for its intended use, it is transferred from capital projects to the appropriate category under property, plant and equipment and depreciated in accordance with dnata's policies.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains and losses on derecognition are determined by comparing proceeds with the carrying amount and are recognised in the consolidated income statement.

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are added to the cost of the asset until such time that the asset is ready for its intended use. Borrowing costs capitalised are calculated at the weighted average rate of general borrowings and applied to the expenditure on qualifying assets, except to the extent that funds are borrowed specifically for the purpose of obtaining a qualifying asset. Where this occurs, actual borrowings costs incurred on these specific borrowings less any investment income earned on temporary surplus funds are capitalised as part of the qualifying asset. Other borrowing costs are expensed in the period in which they are incurred.

Leases

Right-of-use assets are capitalised at the commencement of the lease and recognised at cost, comprising the present value of payments to be made to the lessor, any prepayments made at commencement, together with the initial direct costs incurred by dnata in respect of acquiring the lease and the present value of an estimate of costs to be incurred to meet the contractual lease-end restoration obligations less any lease incentives received.

For contracts which contain one or more lease or non-lease components, the consideration in the contract is allocated to each component on the basis of their relative stand-alone price determined based on estimated observable information.

Right-of-use assets are depreciated over the useful life or lease term (whichever is lower), unless the underlying lease contract provides an option to dnata to acquire the asset at the end of the lease term and it is highly certain for dnata to exercise that option. In such cases, the right-of-use asset is depreciated over the useful life in accordance with dnata's policies applicable to property, plant and equipment. Right-of-use assets held for generating rental income are classified under 'Investment property' in the consolidated statement of financial position.

dnata avails two exemptions as permitted under IFRS 16 for not capitalising the leased asset i.e., short term leases (with a lease term of 12 months or less) and lease contracts for which the value of the underlying asset is materially low (primarily comprising some office spaces and equipment). For these leases, the lease rental charges are recognised on a straight-line basis over the lease term and included within operating costs in the consolidated income statement.

2. Summary of material accounting policies (continued)

Leases (continued)

At the lease commencement date, the lease liability is measured at the present value of the future lease payments (including payments for reasonably certain extension / termination options), discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, dnata's incremental borrowing rate for borrowing funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions. The future lease payments comprise fixed payments, variable payments that are dependent on an index (e.g. SOFR) less any lease incentives receivable. All other variable lease payments are not included in the lease liability measurement and are charged to the consolidated income statement in the period in which the conditions that trigger those payments occur.

Subsequent changes resulting from reassessments, lease modifications that are not accounted for as separate leases, or lease extensions / renewals that were not part of the original lease term (together referred as 'remeasurements') are accounted as adjustments to the carrying value of the lease liability with a corresponding impact to the related right-of-use asset.

Sale and leaseback transactions are tested under IFRS 15 at the date of the transaction, and if qualified as a sale, the underlying asset is derecognised and a right-of-use asset with a corresponding liability is recognised equal to the retained interest in the asset. Any gain or loss is recognised immediately in the consolidated income statement for the interest in the asset transferred to the lessor. If the transaction does not qualify as a sale under IFRS 15, a financial liability equal to the sale value is recognised in the consolidated financial statements under "Term loans" within 'Borrowings and lease liabilities'.

Investment properties

Property held for long term rental yields or capital appreciation or both, and not occupied by dnata, is classified as investment property.

Land and buildings owned by dnata and classified as investment property are measured and accounted as per dnata's accounting policies applicable to 'property, plant and equipment'.

The assets' useful lives are reviewed at least annually and adjusted if appropriate.

Goodwill

Goodwill is recognised and measured on business combinations acquired by dnata, as described within the 'Basis of consolidation and equity accounting' policy. Goodwill on acquisitions of subsidiaries is included in intangible assets in the consolidated statement of financial position.

Goodwill is not amortised but is tested for impairment annually or more frequently if events or changes in circumstances indicate a potential impairment and is carried at cost less accumulated impairment losses. For the purpose of impairment testing, goodwill is allocated to cash generating unit or group of cash generating units that are expected to benefit from the business combination in which the goodwill arose. An impairment loss is recognised when the carrying value of the cash generating unit or group of cash generating units exceeds its recoverable amount. Impairment losses on goodwill are not reversed.

Gains and losses on disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Other intangible assets

Intangible assets are capitalised at cost only when future economic benefits are probable. Cost includes purchase price together with any directly attributable expenditure.

Intangible assets acquired in a business combination are recognised at fair value at the acquisition date. They generally have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses.

In case of internally developed computer software, development expenditure is capitalised if costs can be measured reliably, the product is technically and commercially feasible, future economic benefits are probable, and there exists an intent and ability to complete the development and to use or sell the asset. Other research and development expenditure not meeting the criteria for capitalisation are recognised in the consolidated income statement as incurred.

Intangible assets are amortised on a straight-line basis over their estimated useful lives which are:

Computer software	3 - 10 years
Customer relationships	3 - 15 years
Contractual rights	over the expected term of the rights
Trade names	10 years

2. Summary of material accounting policies (continued)

Other intangible assets (continued)

The intangible assets' useful lives are reviewed at least annually and adjusted if appropriate.

An intangible asset is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains and losses on derecognition are determined by comparing proceeds with the carrying amount and are recognised in the consolidated income statement.

Inventories

Inventories are stated at the lower of cost and estimated net realisable value. Cost is determined on the weighted average cost basis.

Impairment of non-financial assets

Non-financial assets (including 'Investments accounted for using the equity method') other than goodwill are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purpose of assessing impairment, these assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units). Non-financial assets other than goodwill are reviewed for possible reversals of historic impairment losses at the end of each reporting period.

Financial assets

Financial assets are classified in accordance with IFRS 9 as 'Financial assets at amortised cost' which consists of financial assets that are debt instruments and are intended to be held to maturity on the basis of dnata's business model. Furthermore, these instruments have fixed payment terms and meet the criteria for cash flow characteristics i.e., contractual payments of principal and interest. This category includes trade and other receivables (excluding prepayments), short term bank deposits and cash and cash equivalents. They are classified as non-current or current assets according to their remaining maturity at the reporting date.

Trade receivables

Trade receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components when they are recognised at fair value. They are subsequently measured at amortised cost using the effective interest method, less any loss allowance. dnata applies the simplified approach to measure expected credit losses which uses lifetime expected loss allowances to calculate the impairment provision on trade receivables. To measure the expected credit losses, trade receivables are grouped based on shared credit risk characteristics and the days past due. The expected loss rates are determined by analysing historical payment profiles and corresponding credit losses incurred and are adjusted to reflect current and forward-looking information affecting the ability of customers to settle the receivable. Specific loss allowances are also recognised when dnata becomes aware of a customer experiencing financial difficulty. Trade receivables are written off once management has determined that such amount will not be recovered.

Cash and cash equivalents

Cash and cash equivalents comprise all cash and liquid funds with an original maturity of three months or less. Other bank deposits with maturities of less than a year are classified as short term bank deposits. Bank overdrafts are shown within current 'Borrowings and lease liabilities' in the consolidated statement of financial position.

Cash and bank balances are also subject to impairment requirements. However, dnata considers these to have low credit risk based on external credit ratings of the counterparties as listed in Note 28.

Trade payables

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method. Trade and other payables are presented as current liabilities unless the payment is not due within 12 months after the reporting period.

Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost with any difference between the proceeds (net of transaction costs) and the redemption value recognised in the consolidated income statement over the period of the borrowings using the effective interest method. Borrowings are classified as current liabilities unless dnata has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

2. Summary of material accounting policies (continued)

Retirement benefit obligations

dnata operates or participates in various end of service benefit plans, which are classified either as defined contribution or defined benefit plans.

For defined contribution plans, dnata pays fixed contributions and has no further payment obligations once the contributions have been paid. Contributions to the defined contribution plan are charged to the consolidated income statement in the period in which they fall due.

A defined benefit plan is a plan which is not a defined contribution plan. The liability recognised in the consolidated statement of financial position for a defined benefit plan is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets at that date. The defined benefit obligation is calculated by independent actuaries using the projected unit credit method.

The present value of the defined benefit obligation is determined by discounting estimated future cash outflows using market yields of high quality corporate bonds at the end of the reporting period that are denominated in currency in which the benefits will be paid and have terms approximating to the estimated term of the retirement benefit obligations.

Actuarial gains and losses arising from changes in actuarial assumptions and experience adjustments are recognised in retained earnings through other comprehensive income in the period in which they arise.

Provisions

Provisions other than retirement benefit obligations are recognised when dnata has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Such provisions are measured at the present value of the expenditures expected to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and risks specific to the obligation.

Derivative financial instruments

Derivative financial instruments are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value at the end of the reporting period. Derivatives are mostly designated as a hedge of the exposure to variability in cash flows that is attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction (cash flow hedge). Fair values are obtained from quoted market prices or dealer quotes for similar instruments, discounted cash flow models and option pricing models as appropriate. All derivatives are carried as assets when the fair value is positive and as liabilities when the fair value is negative.

dnata’s criteria to account for a derivative financial instrument as a hedge include:

- the hedging relationship consists only of eligible hedging instruments and eligible hedged items; and
- at the inception of the hedging relationship there is a formal designation and documentation of the hedging relationship, including dnata risk management objective and strategy for undertaking the hedge, identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how dnata will assess the hedging instrument's effectiveness; and
- there is an economic relationship between the hedged item and the hedging instrument; and
- the effect of credit risk does not ‘dominate the value changes’ that results from the economic relationship. The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that dnata actually hedges and the quantity of the hedging instrument that dnata actually uses to hedge that quantity for the hedged item.

Changes in the fair value of derivatives that are designated and qualify as cash flow hedges and that prove to be highly effective in relation to the hedged risk are recognised in other comprehensive income. When the forecasted transaction results in the recognition of a non-financial asset or a non-financial liability, the gains and losses previously recognised in other comprehensive income are re-classified and included in the initial carrying amount of the asset or liability. These gains and losses are ultimately recognised in the consolidated income statement in the same period during which the asset or liability affects profit or loss. In all other cases, amounts previously recognised in other comprehensive income are transferred to the consolidated income statement in the period during which the forecasted transaction affects the consolidated income statement and are presented in the same line item as the gains and losses from hedged items.

When a cash flow hedging instrument expires or is sold, terminated or exercised, or when a hedge no longer meets the criteria for hedge accounting under IFRS 9, any cumulative gain or loss existing in equity at that time is retained in equity and is ultimately recognised in the consolidated income statement when the forecasted transaction occurs or part of a volume of a forecast transaction occurs. If a forecasted transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the consolidated income statement.

2. Summary of material accounting policies (continued)

Derivative financial instruments (continued)

The gain or loss on the ineffective portion is immediately recognised in the consolidated income statement.

Hedge relationships are sometimes rebalanced for the purposes of maintaining a hedge ratio which is consistent with dnata's risk management objectives. Any resulting ineffectiveness upon rebalancing is also recognised in consolidated income statement.

Changes in the fair value of derivative instruments that do not qualify for hedge accounting are recognised immediately in the consolidated income statement.

Dividend distribution

Dividend distribution is recognised as a liability in the consolidated financial statements in the period in which the dividends are approved.

Offsetting of financial assets and liabilities

Financial assets and liabilities are offset and the net amount is reported in the consolidated statement of financial position only when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy.

Derecognition of financial assets and financial liabilities

Financial assets are derecognised only when the contractual rights to the cash flows expire or substantially all the risks and rewards of ownership are transferred along with the contractual rights to receive cash flows. Financial liabilities are derecognised only when they are extinguished i.e., when the obligations specified in the contract are discharged or cancelled or expired.

3. Critical accounting estimates and judgements

In the preparation of these consolidated financial statements, a number of estimates and accounting judgements have been made relating to the application of accounting policies and reported amounts of assets, liabilities, income and expense. The significant judgements made by management in applying the accounting policies are assessed on an ongoing basis and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The following narrative addresses the accounting policies that require subjective and complex judgements, often as a result of the need to make accounting estimates.

Valuation of intangible assets on acquisition

For each business acquisition, management assesses the fair value of intangible assets acquired. Where an active market does not exist to value an intangible asset, fair values are arrived at using established valuation techniques that use estimated future cash flows and the useful life related to the asset based on management's experience and expectations at the time of acquisition. Discount rates applied to future cash flows are also subject to judgement.

Impairment of goodwill

Determining whether goodwill is impaired requires an estimation of the value-in-use of the cash generating units or group of cash generating units to which goodwill has been allocated. The value-in-use calculation requires management to estimate the future cash flows expected to arise from the cash generating unit and use a discount rate in order to calculate present value. The estimates made in arriving at the value-in-use calculation and associated sensitivities are set out in Note 11.

Valuation of defined benefit obligations

The present value of the defined benefit obligations is determined on an actuarial basis using various assumptions that may differ from actual developments in the future. These assumptions include the determination of the discount rate and expected salary increases which are reviewed at each reporting date. Due to the complexities involved in the valuation and its long-term nature, defined benefit obligations are sensitive to changes in these assumptions. A sensitivity analysis of changes in defined benefit obligations due to a reasonably possible change in these assumptions are set out in Note 19(a).

Leases

While determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

To ascertain whether it is reasonably certain for dnata to exercise these options, management takes into consideration any lease termination penalties that would be incurred, leasehold improvements that are estimated to have significant remaining value, historical lease durations and the cost associated to business disruption caused by replacing the leased asset.

4. Fair value estimation

The levels of fair value hierarchy are defined as follows:

Level 1: Measurement is made by using quoted prices (unadjusted) from the active market.

Level 2: Measurement is made by means of valuation methods with parameters derived directly or indirectly from observable market data.

Level 3: Measurement is made by means of valuation methods with parameters not based exclusively on observable market data.

Derivatives, contingent consideration and option to acquire non-controlling interest are carried at fair value.

Derivatives comprise forward exchange contracts and fall into level 2 of the fair value hierarchy. Forward exchange contracts are fair valued using forward exchange rates that are quoted in an active market.

The fair values of contingent consideration and the option to acquire non-controlling interests are determined by using valuation techniques based on entity specific estimates. These estimates are not based on observable market data and hence classified under level 3 of the fair value hierarchy.

The changes in the fair value of level 3 instruments are set out in Note 17.

5. Revenue

	2024 AED m	2023 AED m
Services		
Airport operations	8,843	7,396
Travel	3,490	2,354
Others	56	71
	12,389	**9,821**
Sale of goods		
Inflight catering and retail	6,486	4,796
	6,486	**4,796**
	18,875	**14,617**

6. Operating costs

	2024 AED m	2023 AED m
Employee (see (a))	7,047	5,898
Cost of goods sold	2,531	1,965
Travel services	2,490	1,666
Depreciation, amortisation and impairment (see (b))	928	908
Contracted workforce	862	815
Vehicle and equipment	711	623
Sales and marketing	692	493
Facilities	607	503
Information technology	439	395
Concession fees	158	119
Other direct operating costs	567	494
Corporate overheads	763	692
	17,795	**14,571**

(a) Employee costs include AED 358 m (2023: AED 294 m) in respect of retirement benefit obligations (Note 19 (a)).

(b) Depreciation, amortisation and impairment includes:

	2024 AED m	2023 AED m
Depreciation of:		
- Right-of-use assets (Note 9)	454	415
- Property, plant and equipment (Note 8)	270	277
- Investment properties (Note 10)	27	17
Amortisation of intangible assets (Note 11)	126	113
Impairment on:		
- Property, plant and equipment (Note 8)	-	43
- Investment properties (Note 10)	51	-
- Intangible assets (Note 11)	-	43
	928	**908**

(c) Operating costs include expenses related to short term leases of AED 206 m (2023: AED 165 m), low value leases of AED 10 m (2023: AED 8 m) and non-index based variable lease payments of AED 49 m (2023: AED 48 m).

7. Income taxes

	2024	2023
	AED m	AED m
Current tax expense	73	89
Deferred tax charge / (credit) (Note 21)	8	(37)
	81	**52**
The income tax for the year can be reconciled to the accounting profit before tax as follows:		
Profit before income tax	1,549	394
Income tax calculated at domestic tax rates applicable in respective tax jurisdictions	**21**	**(181)**
Effect of tax losses for which no deferred tax asset has been recognised	54	160
Effect of non-deductible expenses	6	10
Previously unrecognised tax losses used to reduce deferred tax expense	-	(4)
De-recognition of previously recognised deferred tax assets	29	-
Re-measurement of deferred tax - effects of changes in tax rate	3	(3)
Effect of adjustments for current tax of prior periods	(1)	71
Previously unrecognised tax losses now recouped to reduce current tax expense	(31)	(1)
Income tax expense - net	**81**	**52**

UAE Corporate Tax

On 16 January 2023, the UAE government published a Cabinet Decision setting the threshold at which the new Corporate Income Tax will apply. This event made Corporate Income Tax substantively enacted and enacted within the meaning of IAS 12. Current taxes will only be payable for financial years beginning on or after 1 June 2023, therefore dnata will be subject to current tax for the first time during the year ending 31 March 2025. However, enactment of the legislations require dnata to record deferred taxes in certain circumstances using the enacted rate of 9%. The deferred tax impact as at 31 March 2024 has been recognised in the consolidated financial statements. The impact of any future changes in the enacted law will be accounted for when such changes are substantively enacted or enacted.

OECD Pillar Two model rules

dnata is within the scope of OECD Pillar Two rules and Pillar Two legislations were enacted in certain jurisdictions in which the Group operates. Since the legislations are not effective at the reporting date, dnata has no current tax exposure. dnata applies the exception to recognising and disclosing information about deferred tax and liabilities related to Pillar Two income taxes, as provided in the amendments to IAS 12.

dnata is in the process of assessing its exposure to the Pillar Two for when it comes into effect. Due to the complexities in applying the legislations and calculating GloBE income, the quantitative impact of the enacted or substantively enacted legislations are not yet reasonably estimable. dnata is currently engaged with tax specialists to assist in application of the legislations.

8. Property, plant and equipment

	Plant and machinery AED m	Land, buildings and leasehold improvements AED m	Office equipment and furniture AED m	Motor vehicles AED m	Capital projects AED m	Total AED m
Cost						
1 April 2023	**2,287**	**1,587**	**635**	**179**	**115**	**4,803**
Acquisition (Note 30)	-	3	4	-	-	7
Additions	77	13	29	6	163	288
Transfer from capital projects	23	3	7	1	(34)	-
Disposals / write-offs	(81)	(17)	(41)	(7)	-	(146)
Currency translation differences	-	(13)	-	(9)	(8)	(30)
31 March 2024	**2,306**	**1,576**	**634**	**170**	**236**	**4,922**
Accumulated depreciation and impairment						
1 April 2023	**1,607**	**873**	**506**	**134**	**-**	**3,120**
Acquisition (Note 30)	-	1	1	-	-	2
Charge for the year (Note 6(b))	152	63	43	12	-	270
Disposals / write-offs	(78)	(10)	(41)	(7)	-	(136)
Currency translation differences	-	(13)	-	(9)	-	(22)
31 March 2024	**1,681**	**914**	**509**	**130**	**-**	**3,234**
Net book amount at 31 March 2024	**625**	**662**	**125**	**40**	**236**	**1,688**

Land of AED 19 m (2023: AED 19 m) is carried at cost and is not depreciated.

8. Property, plant and equipment (continued)

	Plant and machinery AED m	Land, buildings and leasehold improvements AED m	Office equipment and furniture AED m	Motor vehicles AED m	Capital projects AED m	Total AED m
Cost						
1 April 2022	**2,299**	**1,608**	**622**	**177**	**100**	**4,806**
Acquisition	-	-	5	-	-	5
Additions	78	17	42	8	82	227
Transfer from capital projects	31	20	10	1	(62)	-
Disposals / write-offs	(53)	(5)	(27)	(5)	-	(90)
Currency translation differences	(68)	(53)	(17)	(2)	(5)	(145)
31 March 2023	**2,287**	**1,587**	**635**	**179**	**115**	**4,803**
Accumulated depreciation and impairment						
1 April 2022	**1,538**	**798**	**504**	**128**	**-**	**2,968**
Acquisition	-	-	2	-	-	2
Charge for the year (Note 6(b))	159	64	42	12	-	277
Impairment loss (Note 6(b))	-	43	-	-	-	43
Disposals / write-offs	(51)	(3)	(27)	(4)	-	(85)
Currency translation differences	(39)	(29)	(15)	(2)	-	(85)
31 March 2023	**1,607**	**873**	**506**	**134**	**-**	**3,120**
Net book amount at						
31 March 2023	**680**	**714**	**129**	**45**	**115**	**1,683**

9. Right-of-use assets

	Land and buildings AED m	Plant and machinery AED m	Others AED m	Total AED m
Net book amount at 1 April 2022	**1,862**	**164**	**7**	**2,033**
Acquisition	21	-	-	21
Additions	279	66	8	353
Remeasurements	21	(19)	22	24
Depreciation charge for the year (Note 6(b))	(361)	(45)	(9)	(415)
Currency translation differences	(57)	(8)	(1)	(66)
Net book amount at 31 March 2023	**1,765**	**158**	**27**	**1,950**
Acquisition (Note 30)	4	-	-	4
Additions	639	111	13	763
Remeasurements	175	(2)	-	173
Depreciation charge for the year (Note 6(b))	(390)	(53)	(11)	(454)
Currency translation differences	3	(2)	-	1
Net book amount at 31 March 2024	**2,196**	**212**	**29**	**2,437**

Right-of-use assets primarily consist of airport infrastructure assets, ground support equipment, retail outlets and office space for administrative purposes.

10. Investment properties

	Land AED m	Buildings AED m	Total AED m
Cost			
1 April 2022	**146**	**420**	**566**
Additions	-	84	84
Transfers	(9)	9	-
Derecognition	-	(52)	(52)
31 March 2023	**137**	**461**	**598**
Accumulated depreciation			
1 April 2022	**-**	**108**	**108**
Charge for the year (Note 6(b))	-	17	17
Derecognition	-	(17)	(17)
31 March 2023	**-**	**108**	**108**
Net book amount at 31 March 2023	**137**	**353**	**490**
Cost			
1 April 2023	**137**	**461**	**598**
Additions	-	2	2
31 March 2024	**137**	**463**	**600**
Accumulated depreciation and impairment			
1 April 2023	**-**	**108**	**108**
Charge for the year (Note 6(b))	-	27	27
Impairment loss (Note 6(b))	-	51	51
31 March 2024	**-**	**186**	**186**
Net book amount at 31 March 2024	**137**	**277**	**414**

Buildings include an amount of AED 125 m (2023: AED 123 m) in respect of projects under construction.

Investment properties comprise rental properties in Dubai, leased to one of dnata's joint ventures. The fair value of investment properties as at 31 March 2024 is AED 416 m (2023: AED 560 m), and was determined based on internal valuations as there is no active market for such properties. The fair value has been computed by discounting the future lease rentals at a discount rate of 12% (2023: 11%). As part of this valuation exercise, an impairment loss of AED 51 m was recognised in the current year. These estimates are not based on observable market data and hence are classified under level 3 of the fair value hierarchy.

Revenue from rental income earned during the year amounting to AED 40 m (2023: AED 48 m) is recognised in the consolidated income statement as revenue from 'Services - Others'.

11. Intangible assets

	Goodwill	Computer software	Customer relationships	Contractual rights	Trade names	Total
	AED m	AED m	AED m	AED m	AED m	AED m
Cost						
1 April 2022	**2,279**	**710**	**689**	**673**	**131**	**4,482**
Acquisition	15	-	15	11	-	41
Additions	-	90	-	-	-	90
Disposals / write-offs	-	(8)	-	(1)	-	(9)
Currency translation differences	(77)	4	(18)	18	(7)	(80)
31 March 2023	**2,217**	**796**	**686**	**701**	**124**	**4,524**
Accumulated amortisation and impairment						
1 April 2022	**832**	**454**	**437**	**659**	**98**	**2,480**
Charge for the year (Note 6(b))	-	56	48	1	8	113
Impairment loss (Note 6(b))	4	17	4	15	3	43
Disposals / write off	-	(1)	-	-	-	(1)
Currency translation differences	(25)	3	(11)	18	(5)	(20)
31 March 2023	**811**	**529**	**478**	**693**	**104**	**2,615**
Net book amount at 31 March 2023	**1,406**	**267**	**208**	**8**	**20**	**1,909**
Cost						
1 April 2023	**2,217**	**796**	**686**	**701**	**124**	**4,524**
Acquisition (Note 30)	235	7	85	-	113	440
Additions	-	79	-	-	-	79
Disposals / write-offs	-	(3)	-	-	-	(3)
Currency translation differences	(5)	2	1	(1)	1	(2)
31 March 2024	**2,447**	**881**	**772**	**700**	**238**	**5,038**
Accumulated amortisation and impairment						
1 April 2023	**811**	**529**	**478**	**693**	**104**	**2,615**
Acquisition (Note 30)	-	2	-	-	-	2
Charge for the year (Note 6(b))	-	61	51	1	13	126
Disposals / write-offs	-	(3)	-	-	-	(3)
Currency translation differences	3	1	1	-	-	5
31 March 2024	**814**	**590**	**530**	**694**	**117**	**2,745**
Net book amount at 31 March 2024	**1,633**	**291**	**242**	**6**	**121**	**2,293**

Computer software includes an amount of AED 76 m (2023: AED 74 m) in respect of projects under implementation.

11. Intangible assets (continued)

For the purpose of carrying out the impairment test of goodwill, the recoverable amounts for cash generating units or groups of cash generating units have been determined on the basis of value-in-use calculations using cash flow forecasts approved by management covering a three year period. Cash flows beyond the three year period have been extrapolated using terminal growth rates stated below. The key assumptions used in the value-in-use calculations include discount rates, EBITDA margins and revenue growth. During the three year forecast period, EBITDA margins are typically expected to grow on average by 3.5% points with revenues growing on average by 6% year-on-year. The long term terminal growth rate does not exceed the long term average growth rate for the markets in which the cash generating units or groups of cash generating units operate.

The goodwill allocated to cash generating units or groups of cash generating units and the key assumptions used in the value-in-use calculations are as follows:

Cash generating unit / Group of cash generating units	Location	Goodwill		Discount rate	Terminal growth rate
		2024	2023		
		AED m	AED m	%	%
Airport operations	USA	308	308	10.5	2.0
Airport operations	Switzerland	147	145	9.8	2.0
Airport operations	Singapore	92	94	8.8	2.0
Airport operations	Netherlands	57	58	11.5	1.5
Inflight catering and retail	Australia	291	300	11.0	1.5
Inflight catering and retail	Italy	66	67	13.0	1.5
Inflight catering and retail	Romania	46	47	13.3	1.5
Travel services - B2C	UK	157	155	12.0	1.5
Travel services - B2B	UK	123	120	12.0	1.5
Travel services - Cruise holidays	UK	234	-	12.0	1.5
Others	Various	112	112	8.8 - 16.8	1.5
		1,633	**1,406**		

Goodwill pertaining to Airport Operations, USA includes AED 300 m (2023: AED 300 m) for Ground Services International Inc. & Metro Air Service Inc. and AED 8 m (2023: AED 8 m) for ALX Cargo Center IAH LLC. The key assumptions used in the value-in-use calculations for both these cash generating units are similar.

The recoverable value of cash generating units or group of cash generating units would not fall materially below their carrying amount with a 1% reduction in the terminal growth rate or a 1% increase in the discount rate.

12. Investments in subsidiaries, associates and joint ventures

Material subsidiaries, associates and joint ventures

	Percentage of equity owned	**Principal activities**	**Country of incorporation and principal operations**
Airport Handling SpA	70	Ground handling services	Italy
dnata Pty Ltd	100	Ground and cargo handling services	Australia
dnata BV	100	Ground and cargo handling services	Netherlands
dnata Limited	100	Ground and cargo handling services	United Kingdom
dnata Singapore Pte Ltd	100	Ground, cargo handling and catering services	Singapore
Dnata Switzerland AG	100	Ground and cargo handling services	Switzerland
Ground Services International Inc.	100	Ground handling services	United States of America
Metro Air Service Inc.	100	Mail handling services	United States of America
RM Servicos Auxilliares de Transporte Aereo Ltda	100	Ground handling services	Brazil
Dnata for Airport Services Ltd	75	Ground and cargo handling services	Iraq
Dubai Express LLC	100	Freight clearing and forwarding	United Arab Emirates
Freightworks Logistics LLC	100	Freight clearing and forwarding	United Arab Emirates
dnata Catering US LLC	84.5	Inflight catering services	United States of America
Alpha Flight Services Pty Ltd	100	Inflight catering and retail services	Australia
dnata s.r.l.	100	Inflight catering services	Italy
dnata Catering SRL	64.2	Inflight catering and retail services	Romania
dnata Catering Australia Subsidiary 2 Pty Ltd	100	Inflight catering and retail services	Australia
dnata Catering UK Limited	100	Inflight catering and retail services	United Kingdom
En Route International Limited	100	Bakery and food solutions	United Kingdom
Snap Fresh Pty Ltd	100	Inflight catering and retail services	Australia
Gold Medal Travel Group Ltd	100	Travel agency	United Kingdom
Travel Republic Ltd	100	Online travel services	United Kingdom
Travelbag Limited	100	Travel agency	United Kingdom
Imagine Enterprises Limited	81.4	Travel services	United Kingdom
Transecure LLC	100	Leasing services	United Arab Emirates
Transguard Group LLC	50	Security and workforce solutions	United Arab Emirates

None of the subsidiaries have non-controlling interests that are individually material to dnata. Further, except for Transguard Group LLC, no other individual associate or joint venture is material to dnata.

12. Investments in subsidiaries, associates and joint ventures (continued)

Movement of investments accounted for using the equity method

	2024 AED m	2023 AED m
Balance brought forward	**385**	**391**
Additions	4	2
Share of results	141	120
Share of other comprehensive income - net of deferred tax	(4)	(14)
Dividends	(71)	(62)
Disposal	(16)	-
Other movements	-	(44)
Currency translation differences	-	(8)
Balance carried forward	**439**	**385**

During the year, dnata sold its interest in an associate, Guangzhou Baiyun International Airport Ground Handling Services Co., Ltd for a cash consideration of AED 22 m resulting in a net gain of AED 6 m, which is included in 'Other operating income' in the consolidated income statement.

The aggregate financial information of associates is set out below:

	2024 AED m	2023 AED m
Share of results of associates	5	(5)
Share of total comprehensive income of associates	**5**	**(5)**
Aggregate carrying value of investments in associates	**4**	**17**

The aggregate financial information of joint ventures is set out below:

	2024 AED m	2023 AED m
Share of results of joint ventures	136	125
Share of other comprehensive income - net of deferred tax	(4)	(14)
Share of total comprehensive income of joint ventures	**132**	**111**
Aggregate carrying value of investments in joint ventures	**435**	**368**

12. Investments in subsidiaries, associates and joint ventures (continued)

Interest in a joint venture

The below table provides summarised financial information for Transguard Group LLC. The information disclosed reflects the amounts presented in consolidated financial statements of Transguard Group LLC and not dnata's share of those amounts.

	2024 AED m	2023 AED m
Summarised statement of financial position		
Cash and cash equivalents	151	96
Other current assets	887	834
Current assets	**1,038**	**930**
Non-current assets	**1,113**	**1,152**
Financial liabilities	263	251
Other current liabilities	460	413
Current liabilities	**723**	**664**
Financial liabilities	591	686
Other non-current liabilities	189	167
Non-current liabilities	**780**	**853**
Net assets	**648**	**565**
Reconciliation to carrying amounts:		
Net assets at 1 April	565	524
Profit for the year	209	172
Other comprehensive income	(6)	(31)
Dividends declared	(120)	(100)
Net assets at 31 March	**648**	**565**
dnata's share in %	50%	50%
dnata share in AED	324	283
Goodwill	12	12
Carrying amount	**336**	**295**

	2024 AED m	2023 AED m
Summarised statement of comprehensive income		
Revenue	2,766	2,507
Operating and other expenses	(2,391)	(2,190)
Interest income	2	-
Depreciation and amortisation	(114)	(102)
Interest expense	(54)	(43)
Profit for the year	**209**	**172**
Other comprehensive income	(6)	(31)
Total comprehensive income	**203**	**141**
Dividends received	**60**	**50**

13. Inventories

	2024 AED m	2023 AED m
Food and beverages	229	252
Spares and consumables	31	21
Others	1	5
	261	**278**

14. Trade and other receivables

	2024 AED m	2023 AED m
Trade receivables - net of loss allowance	1,793	1,664
Prepayments	687	492
Deposits and other receivables	397	371
Related parties (Note 27)	403	338
	3,280	**2,865**
Less: Receivables over one year	(20)	(20)
	3,260	**2,845**

The carrying amounts of trade, related party and other receivables (including deposits) approximate their fair values which fall into level 3 of the fair value hierarchy. Any change to the valuation method will not result in a significant change to the fair value of these receivables.

For the purpose of calculating expected credit losses on its trade receivables, dnata calculates the loss allowance at an amount equal to the lifetime expected credit loss which is based on recoverable and supportable forward looking information in addition to past events and current conditions.

Expected credit losses for related party and other receivables are not material as the balances are held with companies holding high credit ratings with no material balances overdue. These receivables are presented net of loss allowance.

The loss allowance is determined as follows:

Description	**Current** AED m	**Below 3 months past due** AED m	**3 - 6 months past due** AED m	**Above 6 months past due** AED m	**Total** AED m
2024					
Gross carrying amount - trade receivables	860	847	53	153	**1,913**
Expected loss rate	1%	1%	4%	66%	
Loss allowance	9	8	2	101	**120**
2023					
Gross carrying amount - trade receivables	838	701	76	160	**1,775**
Expected loss rate	1%	1%	2%	59%	
Loss allowance	8	7	2	94	**111**

Movement in the loss allowance of trade receivables is as follows:

	2024 AED m	2023 AED m
Balance brought forward	**111**	**185**
Charge for the year - net	30	13
Amounts written off as uncollectible	(21)	(79)
Currency translation differences	-	(8)
Balance carried forward	**120**	**111**

The maximum exposure to credit risk of trade and other receivables (excluding prepayments) at the reporting date is the carrying value of each class of receivable.

For further details on credit risk management, refer to Note 28.

15. Capital

Capital represents the permanent capital of dnata.

16. Other reserves

	Capital reserve AED m	Translation reserve AED m	Cash flow hedge reserve AED m	Others AED m	Total AED m
1 April 2022	**(70)**	**(292)**	**13**	**3**	**(346)**
Loss on net investment hedge (Note 20 (a))	-	(1)	-	-	(1)
Net gain on fair value of cash flow hedges	-	-	48	-	48
Transferred to the consolidated income statement upon settlement	-	-	(73)	-	(73)
Share of other comprehensive income of investments accounted for using the equity method - net of deferred tax	-	-	(2)	-	(2)
Currency translation differences	-	(33)	-	-	(33)
Recognised in other comprehensive income	**-**	**(34)**	**(27)**	**-**	**(61)**
Transfers	-	-	-	4	4
Acquired from non-controlling interest	1	-	-	-	1
31 March 2023	**(69)**	**(326)**	**(14)**	**7**	**(402)**
Loss on net investment hedge (Note 20 (a))	-	(1)	-	-	(1)
Net loss on fair value of cash flow hedges	-	-	(6)	-	(6)
Transferred to the consolidated income statement upon settlement	-	-	16	-	16
Transferred to the consolidated income statement due to change in ownership interest	-	6	-	-	6
Currency translation differences	-	(18)	-	-	(18)
Option to acquire non-controlling interests (Note 30)	(129)	-	-	-	(129)
Recognised in other comprehensive income	**(129)**	**(13)**	**10**	**-**	**(132)**
Transfers	56	-	-	2	58
31 March 2024	**(142)**	**(339)**	**(4)**	**9**	**(476)**

The capital reserve includes the fair value of options at the acquisition date issued by dnata to acquire the non-controlling interest in subsidiaries.

The amounts transferred to the consolidated income statement upon settlement / due to change in ownership interest have been (debited) / credited to the following line items:

	2024 AED m	2023 AED m
Revenue (Travel)	(20)	-
Other operating income	(2)	73
	(22)	**73**

17. Trade and other payables

	2024 AED m	2023 AED m
Trade payables and accruals	3,313	3,023
Dividend payable	1,006	1,000
Related parties (Note 27)	161	229
Other payables	159	40
	4,639	**4,292**
Less: Payables over one year	(144)	(40)
	4,495	**4,252**

The carrying amounts of trade and other payables approximate their fair values which fall into level 3 of the fair value hierarchy. Any change to the valuation method will not result in a significant change to the fair values of these payables.

Payables over one year include AED 132 m (2023: AED 25 m) relating to the non-current portion of acquisition related deferred or contingent consideration and the fair value of options issued to acquire non-controlling interests in subsidiaries.

The movement in the fair values of contingent consideration and options to acquire non-controlling interests are as follows:

	2024 AED m	2023 AED m
Balance brought forward	**25**	**49**
Acquisition (Note 30)	129	2
Interest charge	4	1
Payments	-	(15)
Remeasurement gain	-	(11)
Transfers	(6)	-
Currency translation differences	(5)	(1)
Balance carried forward	**147**	**25**

18. Deferred revenue

	2024 AED m	2023 AED m
Sales in advance from travel services	1,033	668
Lease rentals received in advance	2	3
	1,035	**671**
The deferred revenue is expected to be recognised as follows:		
Within one year	**1,035**	**671**

Revenue recognised during the year includes AED 671 m which was included in 'Deferred revenue' as at 31 March 2023.

Lease rentals received in advance pertain to a joint venture of dnata.

19. Provisions

	2024 AED m	2023 AED m
Non-current		
Retirement benefit obligations (Note 19 (a))	478	434
Other provisions (Note 19 (b))	146	99
	624	**533**
Current		
Other provisions (Note 19 (b))	91	100
	91	**100**
	715	**633**

19 (a). Retirement benefit obligations

In accordance with the provisions of IAS 19, management has carried out an exercise to assess the present value of its defined benefit obligations at 31 March 2024 in respect of retirement benefit obligations under relevant local regulations and contractual arrangements.

The liabilities recognised in the consolidated statement of financial position are:

	2024 AED m	2023 AED m
Funded schemes		
Present value of defined benefit obligations	558	507
Less: Fair value of plan assets	(503)	(456)
	55	**51**
Unfunded schemes		
Present value of defined benefit obligations	**423**	**383**
Provision recognised in consolidated statement of financial position	**478**	**434**

Funded schemes

a) Parent company

Senior employees based in the UAE participate in a defined benefit provident scheme to which dnata contributes a specified percentage of basic salary based upon the employee's grade and duration of service. Amounts contributed are invested in a trustee administered scheme and accumulate along with returns earned on investments. Contributions are made on a monthly basis irrespective of fund performance and are not pooled, but are separately identifiable and attributable to each participant. The fund comprises a diverse mix of funds and investment decisions are controlled directly by the participating employees.

Benefits receivable under the provident scheme are subject to vesting rules, which are dependent upon a participating employee's length of service. If at the time an employee leaves employment, the accumulated vested amount, including investment returns is less than the end of service benefits that would have been payable to that employee under relevant local regulations, dnata pays the shortfall amount directly to the employee. However, if the accumulated vested amount exceeds the end of service benefits that would have been payable to an employee under relevant local regulations, the employee receives either seventy five or one hundred percent of their fund balance depending on their length of service. Vested assets of the scheme are not available to dnata or its creditors in any circumstances.

The present value of obligations and the fair value of plan assets are as follows:

	2024 AED m	2023 AED m
Present value of funded defined benefit obligations	81	62
Less: Fair value of plan assets	(80)	(61)
	1	**1**

The assessment of the present value of defined benefit obligations assumed expected long term salary increase of 4.0% (2023: 4.0%) and a discount rate of 5.0% (2023: 5.0%) per annum. The present values of the defined benefit obligations at 31 March 2024 were computed using the actuarial assumptions set out above. These assumptions are also applicable for the unfunded schemes.

19 (a). Retirement benefit obligations (continued)

The liability of AED 1 m (2023: AED 1 m) represents the amount that will not be settled from plan assets and is calculated as the excess of the present value of the defined benefit obligation for an individual employee over the fair value of that employee's plan assets at the end of the reporting period.

Contributions received include the transfer of accumulated benefits from unfunded schemes.

Actuarial gains and losses and expected returns on plan assets are not calculated given that investment decisions relating to plan assets are under the direct control of participating employees.

The movement in the fair value of the plan assets is:

	2024 AED m	2023 AED m
Balance brought forward	**61**	**131**
Contributions received	10	10
Change in fair value	12	(69)
Benefits paid	(3)	(11)
Balance carried forward	**80**	**61**

b) Subsidiaries

(i) Swiss plan

Employees of a subsidiary in Switzerland participate in a defined benefit plan ("the Swiss plan"). The Swiss plan is funded by way of contributions to an insurance policy.

The present value of obligations and fair value of plan assets are as follows:

	2024 AED m	2023 AED m
Present value of funded defined benefit obligations	261	241
Less: Fair value of plan assets	(230)	(214)
	31	**27**

The actuarial valuation for the Swiss plan included assumptions relating to the discount rate of 1.5% (2023: 2.3%) and expected salary increase of 1.5% (2023: 1.5%) per annum.

The movement in the present value of defined benefit obligations of the Swiss plan is:

	2024 AED m	2023 AED m
Balance brought forward	**241**	**267**
Current service cost	12	14
Past service credit	(13)	-
Interest cost	5	2
Remeasurement loss / (gain)	22	(43)
Employee contributions	9	9
Benefits paid	(18)	(10)
Currency translation differences	3	2
Balance carried forward	**261**	**241**

The movement in the fair value of the plan assets of the Swiss plan is:

	2024 AED m	2023 AED m
Balance brought forward	**214**	**226**
Interest income	4	2
Remeasurement - return on plan assets, excluding amounts included in interest income	7	(26)
Employer contributions	11	11
Employee contributions	9	9
Benefits paid	(18)	(10)
Currency translation differences	3	2
Balance carried forward	**230**	**214**

19 (a). Retirement benefit obligations (continued)

(ii) Netherlands plan

Employees of a subsidiary in Netherlands participate in a defined benefit plan ("the Netherlands plan"). The Netherlands plan is funded by way of contribution to an insurance policy.

The present value of obligations and fair value of plan assets are as follows:

	2024 AED m	**2023** AED m
Present value of funded defined benefit obligations	216	204
Less: Fair value of plan assets	(193)	(181)
	23	**23**

The actuarial valuation for the Netherlands plan included an assumption relating to the discount rate of 3.2% (2023: 3.7%) per annum.

The movement in the present value of defined benefit obligations of the Netherlands plan is:

	2024 AED m	**2023** AED m
Balance brought forward	**204**	**313**
Interest cost	7	4
Remeasurement loss / (gain)	15	(96)
Benefits paid	(8)	(7)
Currency translation differences	(2)	(10)
Balance carried forward	**216**	**204**

The movement in the fair value of the plan assets of the Netherlands plan is:

	2024 AED m	**2023** AED m
Balance brought forward	**181**	**282**
Interest income	7	4
Remeasurement - return on plan assets, excluding amounts included in interest income	14	(89)
Employer contributions	1	1
Benefits paid	(8)	(7)
Currency translation differences	(2)	(10)
Balance carried forward	**193**	**181**

dnata expects to contribute, in respect of existing plan members of all its funded schemes, approximately AED 23 m during the year ending 31 March 2025.

Unfunded schemes

End of service benefits for employees who do not participate in the provident scheme, defined benefit plans or other defined contribution plans follow relevant local regulations, which are mainly based on periods of cumulative service and levels of employees' final basic salary. The liability recognised in the consolidated statement of financial position is the present value of the defined benefit obligation at the end of the reporting period.

The movement in the present value of defined benefit obligation is:

	2024 AED m	**2023** AED m
Balance brought forward	**383**	**374**
Current service cost	40	31
Interest cost	17	14
Remeasurement:		
- changes in experience / demographic assumptions	14	9
- changes in financial assumptions	-	(16)
Benefits paid	(22)	(26)
Currency translation differences	(9)	(3)
Balance carried forward	**423**	**383**

Payments made during the year include transfer of accumulated benefits to dnata parent's funded scheme.

19 (a). Retirement benefit obligations (continued)

Defined contribution plans

dnata pays fixed contributions to certain defined contribution plans and has no legal or constructive obligation to pay further contributions to settle the benefits relating to the employee's service in the current and prior periods.

The total amount recognised in the consolidated income statement in respect of all the plans is as follows:

	2024 AED m	2023 AED m
Defined benefit plans		
Funded schemes		
Contributions expensed	11	24
	11	**24**
Unfunded schemes		
Current service cost	40	31
Interest cost	17	14
	57	**45**
Defined contribution plans		
Contributions expensed	**290**	**225**
Recognised in the consolidated income statement (Note 6(a))	**358**	**294**

The sensitivity of the defined benefit obligation to changes in the principal assumptions are set out below:

Assumptions	**Change**	**Effect on defined benefit obligation**	
		Subsidiaries AED m	**Parent** AED m
Discount rate	+ 0.5%	**(33)**	**(18)**
	- 0.5%	**38**	**20**
Expected salary increases	+ 0.5%	**3**	**20**
	- 0.5%	**(3)**	**(17)**

The weighted average durations of the defined benefit obligations are set out below:

	2024 Years	**2023 Years**
Funded scheme - Swiss plan	**15.1**	14.5
Funded scheme - Netherlands plan	**14.5**	14.2
Unfunded schemes	**9.3**	9.1

The above sensitivity analysis is based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. In calculating the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period.

Through its defined benefit plans dnata is exposed to a number of risks, the most significant of which are detailed below:

a) Change in discount rate: Retirement benefit obligations will increase due to a decrease in market yields of high quality corporate bonds.

b) Expected salary increases: The present value of the defined benefit obligation is calculated by reference to the future salaries of plan participants. As such, an increase of the salary of the plan participants above the expected rate of salary increase will increase the retirement benefit obligations.

19 (b). Other provisions

	2024	2023
	AED m	AED m
Balance brought forward	**199**	**176**
Acquisition (Note 30)	1	2
Charge for the year	30	56
Utilised during the year	(22)	(17)
Unutilised amounts reversed	(2)	(9)
Remeasurement	35	-
Currency translation differences	(4)	(9)
Balance carried forward	**237**	**199**

Provisions are expected to be used as follows:

	2024	2023
	AED m	AED m
Within one year (Note 19)	91	100
Over one year (Note 19)	146	99
	237	**199**

Other provisions primarily include provisions recognised for dilapidations, legal disputes and employee related payments.

20. Borrowings and lease liabilities

	Non-current	Current	Total
2024	AED m	AED m	AED m
Term loans (Note 20 (a))	555	291	846
Lease liabilities (Note 20 (b))	2,241	446	2,687
Bank overdrafts (Note 22)	-	94	94
	2,796	**831**	**3,627**

	Non-current	Current	Total
2023	AED m	AED m	AED m
Term loans (Note 20 (a))	253	696	949
Lease liabilities (Note 20 (b))	1,800	417	2,217
Bank overdrafts (Note 22)	-	181	181
	2,053	**1,294**	**3,347**

Borrowings and lease liabilities are denominated in the following currencies:

	2024	2023
	AED m	AED m
Pound Sterling	1,025	958
US Dollar	680	704
Australian Dollar	612	735
Euro	577	199
UAE Dirham	377	366
Swiss Franc	158	171
Singapore Dollar	144	152
Others	54	62
	3,627	**3,347**

20 (a). Term loans

	2024 AED m	2023 AED m
Balance brought forward	**949**	**1,313**
Additions	281	2
Interest (see note below)	50	39
Repayments	(426)	(353)
Currency translation differences	(7)	(52)
	847	**949**
Less: Transaction costs	(1)	-
Balance carried forward	**846**	**949**
Term loans are repayable as follows:		
Within one year	**291**	**696**
Between 2 and 5 years	384	250
After 5 years	171	3
Total over one year	**555**	**253**
Term loans are denominated in the following currencies:		
US Dollar	288	320
Australian Dollar	251	282
Pound Sterling	123	135
Swiss Franc	89	101
Singapore Dollar	50	51
Euro	33	43
Others	12	17
	846	**949**

Contractual repricing dates are set at three to six month intervals. The effective interest rate on the term loans was 5.8% (2023: 3.2%). The carrying amounts of the term loans approximate their fair values. The fair values are determined by discounting projected cash flows using the interest rate yield curve applicable to different maturities and currencies adjusted for credit spread and falls within level 2 of the fair value hierarchy.

The term loan in Swiss Franc is designated as a hedge of the net investment by dnata Aviation Services Limited in dnata Switzerland AG. The foreign exchange movement on translation of the loan at the end of the reporting period is a loss of AED 1 m (2023: loss of AED 1 m), and is recognised in the translation reserve through other comprehensive income.

20 (b). Lease liabilities

	2024 AED m	2023 AED m
Balance brought forward	**2,217**	**2,343**
Acquisition (Note 30)	4	21
Additions	763	353
Interest	91	83
Repayments	(486)	(476)
Remeasurements	138	24
Waivers	-	(1)
Currency translation differences	(40)	(130)
Balance carried forward	**2,687**	**2,217**
Gross lease liabilities:		
Within one year	548	476
Between 2 and 5 years	1,432	1,180
After 5 years	1,311	836
	3,291	**2,492**
Future interest	(604)	(275)
Present value of lease liabilities	**2,687**	**2,217**
The present value of lease liabilities is repayable as follows:		
Within one year	**446**	**417**
Between 2 and 5 years	1,174	1,018
After 5 years	1,067	782
Total over one year	**2,241**	**1,800**
The present value of lease liabilities is denominated in the following currencies:		
Pound Sterling	879	735
Euro	518	146
US Dollar	392	384
UAE Dirham	377	366
Australian Dollar	355	406
Singapore Dollar	94	101
Swiss Franc	30	34
Others	42	45
	2,687	**2,217**

The effective interest rate on lease liabilities was 3.9% (2023: 3.7%).

21. Deferred taxes

	2024 AED m	2023 AED m
Deferred tax assets	145	170
Deferred tax liabilities	(86)	(70)
	59	**100**
Movements in the deferred tax account are as follows:		
Balance brought forward	**100**	**74**
Acquisition (Note 30)	(26)	(8)
(Charged) / credited to the consolidated income statement (Note 7)	(8)	37
Credited / (charged) to the consolidated statement of comprehensive income	3	(4)
Currency translation differences	(11)	2
Others	1	(1)
Balance carried forward	**59**	**100**

21. Deferred taxes (continued)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred taxes relate to the same income tax authority. The movements in deferred tax assets and liabilities during the year, before and after taking into consideration the offsetting of balances within the same tax jurisdiction, are as follows:

Deferred tax assets

	Tax losses AED m	Provisions AED m	Lease liabilities AED m	Others AED m	Total AED m	Offset AED m	Net AED m
1 April 2022	**49**	**69**	**157**	**73**	**348**		
Credited / (charged) to the consolidated income statement	20	5	(4)	(4)	17		
Charged to the consolidated statement of comprehensive income	-	(4)	-	-	(4)		
Currency translation differences	(1)	-	(8)	-	(9)		
Others	-	(1)	-	-	(1)		
31 March 2023	**68**	**69**	**145**	**69**	**351**	**(181)**	**170**
Acquisition (Note 30)	26	-	-	-	26		
(Charged) / credited to the consolidated income statement	(42)	5	103	11	77		
Credited to the consolidated statement of comprehensive income	-	3	-	-	3		
Currency translation differences	2	(5)	(5)	(8)	(16)		
Others	-	-	-	1	1		
31 March 2024	**54**	**72**	**243**	**73**	**442**	**(297)**	**145**

Deferred tax assets amounting to AED 564 m have not been recognised in respect of carried forward tax losses.

21. Deferred taxes (continued)

Deferred tax liabilities

	Property, plant and equipment AED m	**Intangible assets** AED m	**Right-of-use assets** AED m	**Others** AED m	**Total** AED m	**Offset** AED m	**Net** AED m
1 April 2022	**(73)**	**(63)**	**(137)**	**(1)**	**(274)**		
Acquisitions	-	(8)	-	-	(8)		
Credited / (charged) to the consolidated income statement	6	20	(6)	-	20		
Currency translation differences	-	3	8	-	11		
31 March 2023	**(67)**	**(48)**	**(135)**	**(1)**	**(251)**	**181**	**(70)**
Acquisition (Note 30)	-	(52)	-	-	(52)		
Credited / (charged) to the consolidated income statement	5	1	(90)	(1)	(85)		
Currency translation differences	-	1	4	-	5		
31 March 2024	**(62)**	**(98)**	**(221)**	**(2)**	**(383)**	**297**	**(86)**

22. Short term bank deposits and cash and cash equivalents

	2024 AED m	2023 AED m
Bank deposits	2,062	3,644
Cash and bank	2,108	1,484
Cash and bank balances	**4,170**	**5,128**
Less: Short term bank deposits - with original maturity of more than 3 months	(1,412)	(2,895)
Cash and cash equivalents as per the consolidated statement of financial position	**2,758**	**2,233**
Bank overdrafts (Note 20)	(94)	(181)
Cash and cash equivalents as per the consolidated statement of cash flows	**2,664**	**2,052**

Bank deposits earned an effective interest rate of 5.3% (2023: 2.8%).

Cash and bank balances include AED 1,175 m (2023: AED 2,452 m) held with financial institutions under common control.

Cash and cash equivalents at the reporting date includes AED 105 m (2023: AED 118 m) pertaining to certain travel services related cash deposits which have restrictions governing their use and are held in a trust account until the provision of travel services or settlement of certain supplier obligations.

23. Capital commitments

	2024 AED m	2023 AED m
dnata	184	193
Joint ventures	25	19
	209	**212**

24. Guarantees

	2024 AED m	2023 AED m
Guarantees and letters of credit provided by banks in the normal course of business	**261**	**219**

Guarantees and letters of credit include AED 47 m (2023: AED 47 m) provided by companies under common control on normal commercial terms.

25. Derivative financial instruments

	2024 AED m	2023 AED m
Current assets		
Currency forwards	20	27
	20	**27**
Current liabilities		
Currency forwards	25	45
	25	**45**

	2024 AED m	2023 AED m
Currency forwards		
Change in fair value of hedging instruments since 1 April	(6)	48
Hedge ratio	1:1	1:1
Weighted average hedged rates for key currencies (against USD)		
EUR	1.1	1.1
GBP	1.2	1.2

The notional principal amounts outstanding are:

	2024 AED m	2023 AED m
Currency forwards	3,866	2,866

26. Classification of financial instruments

The accounting policies for financial instruments have been applied to the following :

	Financial assets at amortised cost	Derivative financial instruments	Financial assets and liabilities at fair value through profit or loss	Financial liabilities at amortised cost	Total
	AED m	AED m	AED m	AED m	AED m
2024					
Assets					
Derivative financial instruments	-	20	-	-	20
Trade and other receivables (excluding prepayments)	2,593	-	-	-	2,593
Short term bank deposits	1,412	-	-	-	1,412
Cash and cash equivalents	2,758	-	-	-	2,758
Total	**6,763**	**20**	**-**	**-**	**6,783**
Liabilities					
Borrowings and lease liabilities	-	-	-	3,627	3,627
Trade and other payables	-	-	147	4,492	4,639
Derivative financial instruments	-	25	-	-	25
Total	**-**	**25**	**147**	**8,119**	**8,291**
2023					
Assets					
Derivative financial instruments	-	27	-	-	27
Trade and other receivables (excluding prepayments)	2,373	-	-	-	2,373
Short term bank deposits	2,895	-	-	-	2,895
Cash and cash equivalents	2,233	-	-	-	2,233
Total	**7,501**	**27**	**-**	**-**	**7,528**
Liabilities					
Borrowings and lease liabilities	-	-	-	3,347	3,347
Trade and other payables	-	-	25	4,267	4,292
Derivative financial instruments	-	45	-	-	45
Total	**-**	**45**	**25**	**7,614**	**7,684**

27. Related party transactions and balances

dnata transacts with its associates, joint ventures and with companies under common control within the scope of its ordinary business activities. Companies under common control comprise dnata's parent and its subsidiaries, associates and joint ventures.

dnata and Emirates (a company under common control) share central corporate functions such as information technology, facilities, human resources, finance, legal and other functions. Where such functions are shared, the costs are allocated between dnata and Emirates based on activity levels.

Other than these shared services arrangements, the following transactions have taken place on an arm's length basis.

	2024 AED m	2023 AED m
Trading transactions		
(i) Sale of goods and services		
Sale of goods - Companies under common control	812	583
Services rendered - Companies under common control	2,279	1,910
Services rendered - Joint ventures	60	54
Services rendered - Associates	1	15
	3,152	**2,562**
(ii) Purchase of goods and services		
Purchase of goods - Companies under common control	180	194
Services received - Companies under common control	273	215
Services received - Joint ventures	190	180
Purchase of goods - Associates	1	1
	644	**590**
Other transactions		
(i) Finance income		
Companies under common control	**60**	**63**
(ii) Compensation to key management personnel		
Salaries and short-term employee benefits	37	37
Post employment benefits	2	3
	39	**40**

dnata also uses public utilities provided by a number of Government controlled entities for its operations in Dubai, where these entities are the sole providers of the relevant services. This includes the supply of electricity, water and airport services. Transactions falling in these expense categories are individually insignificant and carried out on an arm's length basis.

	2024 AED m	2023 AED m
Year end balances		
(i) Receivables-sale of goods and services (Note 14)		
Companies under common control	333	268
Joint ventures	48	22
Associates	-	28
	381	**318**
(ii) Loans - receivables (Note 14)		
Joint ventures	**4**	**5**
Movements in the loans were as follows:		
Balance brought forward	**5**	**2**
Additions	4	3
Repayments	(5)	-
Balance carried forward	**4**	**5**
Receivable within one year	**4**	**5**
(iii) Other receivables (Note 14)		
Companies under common control	**18**	**15**
(iv) Payables-purchase of goods and services (Note 17)		
Companies under common control	148	220
Joint ventures	4	1
	152	**221**
(v) Other payables (Note 17)		
Companies under common control	**9**	**8**

28. Financial risk management

dnata is exposed to a variety of financial risks through its operations. In the areas where financial risks exist, the aim has been to achieve an appropriate balance between risk and return and minimise potential adverse effects on dnata's financial performance.

dnata's risk management procedures are designed to identify and analyse these risks, to set appropriate risk limits and controls, and to monitor the risks and adherence to limits through reliable and up-to-date information. dnata regularly reviews its risk management procedures and systems to reflect changes in markets, products and emerging best practices. dnata uses derivative and non-derivative financial instruments to hedge certain risk exposures.

A risk management programme is carried out under guidelines that are approved by a steering group comprising senior management. Identification, evaluation and hedging of financial risks are done in close cooperation with the operating units. Senior management is also responsible for the review of risk management and the control environment. The various financial risk elements are discussed below:

(i) Credit risk

dnata is exposed to credit risk, which is the risk that the counterparty will cause a financial loss to dnata by failing to fulfil its obligation. dnata's credit risk mainly arises from deposits with banks and other financial institutions, derivative financial assets held by counterparties, and trade & other receivables. dnata uses external rating agencies such as S&P Global Ratings ('S&P') or its equivalent to measure and monitor its credit risk exposures towards financial institutions. In the absence of independent ratings, credit quality is assessed based on the counterparty's financial position, past experience and other factors.

In the normal course of business, dnata places significant deposits and procures derivative financial instruments from banks and financial institutions with good credit ratings. Exposure to credit risk is also managed through regular analysis of the ability of counterparties and potential counterparties to meet their obligations. As of 31 March 2024, approximately 78% (2023: 85%) of cash and bank balances were held with financial institutions based in the UAE.

The table below presents an analysis of short-term bank deposits and bank balances at the end of the reporting period based on 'S&P' ratings or its equivalent for dnata's main banking relationships:

	2024 AED m	2023 AED m
AA- to AA+	50	119
A- to A+	3,828	4,307
BBB+	128	371
Lower than BBB+	82	315
Unrated	77	12

Policies are in place to ensure that sales are made to customers with an appropriate credit history, failing which, an appropriate level of security is obtained, and where necessary sales are made on cash terms. Credit limits are imposed to cap exposure to certain customers. dnata also manages the limits and controls the concentration of risk wherever they are identified.

Significant balances in other receivables are held with companies given a high credit rating by leading international rating agencies.

The impairment loss recognised on financial assets is based on assumptions about the risk of default and expected loss rates. dnata uses judgement in making these assumptions and selecting inputs to the impairment calculation based on history, existing market conditions as well as forward-looking estimates at the end of each reporting period. These judgements are continually reassessed due to the changing economic environment. As of 31 March 2024, the loss allowance for impairment of trade receivables amounted to AED 120 m (2023: AED 111 m) and has been disclosed under Note 14. The note also discloses the loss rates applied on trade receivables falling in different age buckets.

While cash and bank balances are also subject to the impairment requirements of IFRS 9, the identified impairment loss on these balances was immaterial.

28. Financial risk management (continued)

(ii) Market risk

dnata is exposed to market risk, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises currency risk and interest rate risk.

Currency risk

dnata does not have a significant currency risk exposure as most of its subsidiaries transact in respective local currencies.

There are only a few subsidiaries that are exposed to the effects of fluctuations in prevailing foreign currency exchange rates on the purchase or sale of services outside the source market. These subsidiaries manage such risks through currency forwards, where appropriate. One of the subsidiaries is also exposed to foreign currency risk on its long-term debt denominated in CHF. This loan has been designated as a net investment hedge against investment in dnata Switzerland AG.

A 1% change in the exchange rates for these currencies would not have a significant impact on profit or equity.

Interest rate risk

Interest rate risk arises from the possibility that changes in interest rates will affect future profitability or the fair values of financial instruments. dnata is exposed to the effects of fluctuations in the prevailing levels of interest rates in the international financial markets on borrowings and investments. This is applicable to its long-term borrowings and lease liabilities and bank deposits.

The key reference rates based on which interest costs are determined are SONIA for Pound Sterling, BBSY for Australian Dollar, Term SOFR for US Dollar, EURIBOR for Euro, SIBOR for Singapore Dollar and SARON for Swiss Franc denominated borrowings. Borrowings taken at variable rates expose dnata to cash flow interest rate risk while borrowings issued at fixed rates expose dnata to fair value interest rate risk. A 25 basis point change in these interest rates would not have a significant impact on profit or equity.

28. Financial risk management (continued)

(iii) Liquidity risk

Liquidity risk is the risk that dnata is unable to meet its payment obligations associated with its financial liabilities when they fall due and to replace funds when they are

dnata's liquidity management process as monitored by senior management, includes the following:

- Day to day funding is managed by monitoring future cash flows to ensure that cash requirements can be met.
- Maintaining rolling forecasts of dnata's liquidity position on the basis of expected cash flows.
- Monitoring and optimising working capital needs.
- Monitoring liquidity ratios and net curent assets against internal and industry standards.
- Maintaining debt financing plans.
- Maintaining diversified credit lines, including stand-by credit facility arrangements.

Sources of liquidity are regularly reviewed as required by senior management to maintain a diversification by geography, provider, product and term.

Summarised below in the table is the maturity profile of financial liabilities and derivative financial liabilities based on the remaining period at the end of reporting period to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

	Less than 1 year AED m	2 - 5 years AED m	Over 5 years AED m	Total AED m
2024				
Borrowings and lease liabilities	972	1,886	1,495	4,353
Derivative financial instruments	25	-	-	25
Trade and other payables	4,512	152	-	4,664
	5,509	**2,038**	**1,495**	**9,042**
2023				
Borrowings and lease liabilities	1,385	1,436	839	3,660
Derivative financial instruments	45	-	-	45
Trade and other payables	4,255	41	-	4,296
	5,685	**1,477**	**839**	**8,001**

Derivative financial instruments include currency forwards that are gross settled, with an expected outflow of AED 3,688 m and inflow of AED 3,663 m.

29. Capital management

dnata monitors the return on Owner's equity which is defined as profit attributable to the Owner expressed as a percentage of average Owner's equity. dnata seeks to provide a better return to the Owner by resorting to borrowings to finance its acquisitions. In 2024, dnata achieved a positive return on Owner's equity of 26.2% (2023: 5.4%).

30. Acquisition

Imagine Enterprises Limited

On 16 August 2023, dnata acquired an additional 28% interest in Imagine Enterprises Limited Group, a joint venture, increasing its shareholding to 81.4% and obtaining control on that date.

Imagine Enterprises Limited Group consists of Imagine Cruising (WA) PTY Ltd and Imagine Cruising Pty Ltd in Australia, Imagine Cruising Limited and Imagine Transport Limited in England and Imagine Cruising Proprietary Limited in South Africa.

The retained interest in the joint venture at the acquisition date was remeasured to fair value resulting in a net gain of AED 168 m.

The consolidated assets and the liabilities arising from and recognised on this step-acquisition are as follows:

Description	AED m
Property, plant and equipment - net (Note 8)	5
Right-of-use assets (Note 9)	4
Intangible assets - net (Note 11)	203
Other current assets	256
Cash and cash equivalents	106
Deferred tax assets (Note 21)	26
Lease liabilities (Note 20 (b))	(4)
Deferred revenue	(446)
Trade payables	(59)
Deferred tax liabilities (Note 21)	(52)
Provisions (Note 19 (b))	(1)
Fair value of net assets acquired	**38**
Less: Non controlling interest	(7)
dnata's share of net assets acquired	**31**
Goodwill (Note 11)	235
Total purchase consideration	**266**
Less: Cash and cash equivalents acquired	(106)
Less: Fair value of retained interest	(175)
Cash inflow on acquisition	**(15)**

Goodwill is attributable to the expected synergies, revenue growth and future market development of the acquired business. For the non-controlling interests in Imagine Enterprises Limited, dnata has elected to recognise the non-controlling interests at its proportionate share of the acquired net identifiable assets.

Further, as part of this transaction, dnata also acquired an option to purchase the remaining 18.6% at a future date. This option liability of AED 129 m has been recognised and forms part of 'Trade and other payables'.

The financial effect of the acquired business is set out below:

Description	AED m
From acquisition date to 31 March 2024	
Revenue	744
Profit	45
If the acquisition had taken place at the beginning of the year	
Revenue	1,035
Profit	37

31. Comparatives

Certain comparatives from the prior year have been reclassified, where necessary, to conform to the current year's presentation. Such classifications did not result in changes to previously reported total comprehensive income and statement of cash flows:

a) Note 5: In order to reflect how revenues are monitored, revenue from 'Inflight catering' (AED 4,578 m) and 'Others' (AED 218 m) has been combined in the current year as 'Inflight catering and retail' revenues. In addition, 'Others' has been reclassified to 'Airport operations' (AED 158 m) and 'Travel' (AED 87 m).

b) Note 6: 'Airport operations' costs has been split into 'Contracted workforce' (AED 465 m), 'Vehicle and equipment' (AED 408 m), 'Concession fees' (AED 119 m) and 'Other direct operating costs' (AED 348 m).

c) Note 6: 'Inflight catering direct costs' has been split into' Cost of goods sold' (AED 1,965 m), 'Contracted workforce' (AED 350 m), 'Vehicle and equipment' (AED 142 m), 'Sales and marketing' (AED 325 m) and 'Other direct operating costs' (AED 96 m).

d) Note 6: Prior year comparatives from 'Corporate overheads' has been reclassified to 'Sales and marketing' (AED 14 m), 'Vehicle and equipment' (AED 73 m), 'Information technology' (AED 83 m) and 'Other direct operating costs' (AED 50 m).

e) Statement of cash flows: 'Change in trade & other payables, deferred revenue and other provisions' (AED 332 m) forming part of operating activities has been split into 'Change in trade & other payables and other provisions, net of acquisition' (AED 454 m) and 'Change in deferred revenue, net of acquisition' (AED 122 m).

ADDITIONAL INFORMATION

EMIRATES TEN-YEAR OVERVIEW

Consolidated income statement		**2023-24**	**2022-23**	**2021-22**	**2020-21**	**2019-20**	**2018-19**	**2017-18**	**2016-17**	**2015-16**	**2014-15**
Revenue and other operating income	AED m	121,221	107,356	59,180	30,927	91,972	97,907	92,322	85,083	85,044	88,819
Operating costs	AED m	101,257	93,479	59,618	45,948	85,564	95,260	88,236	82,648	76,714	82,926
- of which jet fuel	AED m	34,184	33,664	13,855	6,398	26,260	30,768	24,715	20,968	19,731	28,690
- of which depreciation, amortisation and impairment	AED m	17,599	19,389	18,166	19,665	19,444	9,680	9,193	8,304	8,000	7,446
- of which employee costs	AED m	16,300	13,579	8,441	7,830	12,058	12,623	13,080	12,864	12,452	11,851
Operating profit / (loss)	AED m	19,964	13,877	(438)	(15,021)	6,408	2,647	4,086	2,435	8,330	5,893
Profit / (loss) attributable to the Owner	AED m	17,233	10,581	(3,917)	(20,279)	1,056	871	2,796	1,250	7,125	4,555
Consolidated statement of financial position											
Non-current assets	AED m	106,436	109,428	119,564	128,886	144,357	96,483	93,417	93,722	87,752	83,627
Current assets	AED m	57,496	48,260	30,420	22,891	27,705	30,915	34,170	27,836	31,427	27,735
- of which cash assets	AED m	42,936	37,352	20,880	15,108	20,249	17,037	20,420	15,668	19,988	16,885
Total assets	AED m	163,932	157,688	149,984	151,777	172,062	127,398	127,587	121,558	119,179	111,362
Total equity	AED m	46,464	27,919	20,313	20,147	23,587	37,743	37,046	35,094	32,405	28,286
- of which equity attributable to the Owner	AED m	45,726	27,244	19,733	19,597	22,978	37,149	36,454	34,508	31,909	27,886
Non-current liabilities	AED m	56,140	71,569	85,523	95,925	99,583	52,190	49,975	48,082	48,250	48,595
Current liabilities	AED m	61,328	58,200	44,148	35,705	48,892	37,465	40,566	38,382	38,524	34,481
Consolidated statement of cash flows											
Cash flow from operating activities	AED m	37,635	44,283	24,425	(4,454)	22,798	10,528	14,134	10,425	14,105	13,265
Cash flow from investing activities	AED m	(11,793)	(17,018)	(13,105)	(2,644)	(10,231)	(1,360)	(10,977)	(3,129)	(2,361)	(6,411)
Cash flow from financing activities	AED m	(25,581)	(21,607)	(11,386)	2,902	(9,366)	(9,807)	(6,442)	(10,502)	(7,975)	(6,264)
Net change in cash and cash equivalents	AED m	261	5,658	(66)	(4,196)	3,201	(639)	(3,285)	(3,206)	3,769	590
Other financial data											
Net change in cash assets	AED m	5,584	16,472	5,772	(5,141)	3,212	(3,383)	4,752	(4,320)	3,103	324
EBITDA	AED m	37,563	33,266	17,728	4,644	25,852	23,977	24,970	21,248	24,415	20,259
Borrowings and lease liabilities	AED m	68,152	81,544	96,245	107,576	110,157	53,039	51,101	51,002	50,105	47,808
Less: Cash assets	AED m	42,936	37,352	20,880	15,108	20,249	17,037	20,420	15,668	19,988	16,885
Net debt	AED m	25,216	44,192	75,365	92,468	89,908	36,002	30,681	35,334	30,117	30,923
Capital expenditure	AED m	7,995	5,299	7,431	4,997	11,870	13,437	8,496	12,632	16,723	19,873

Notes :
1. The ten-year overview has been extracted from the audited financial statements which have been drawn up in compliance with IFRS.
2. Comparative figures are restated, where applicable, according to IFRS rules i.e. only the immediately preceding year's figures are restated.

Key ratios		**2023-24**	**2022-23**	**2021-22**	**2020-21**	**2019-20**	**2018-19**	**2017-18**	**2016-17**	**2015-16**	**2014-15**
Operating margin	%	16.5	12.9	(0.7)	(48.6)	7.0	2.7	4.4	2.9	9.8	6.6
Profit / (loss) margin	%	14.2	9.9	(6.6)	(65.6)	1.1	0.9	3.0	1.5	8.4	5.1
Return on Owner's funds	%	47.2	45.0	(19.9)	(95.3)	3.5	2.4	7.9	3.8	23.8	17.2
EBITDA margin	%	31.0	31.0	30.0	15.0	28.1	24.5	27.0	25.0	28.7	22.8
Cash assets to revenue and other operating income	%	35.4	34.8	35.3	48.9	22.0	17.4	22.1	18.4	23.5	19.0
Net debt to equity ratio*	%	54.3	158.3	371.0	459.0	381.2	209.8	216.4	237.9	215.9	212.1
Net debt to EBITDA*	%	67.1	132.8	425.1	1,991.1	347.8	330.3	321.0	392.9	286.5	296.2
Effective interest rate on borrowings and lease liabilities	%	5.6	4.3	3.5	3.8	4.6	4.0	3.2	3.0	3.1	3.3
Fixed to floating debt mix		49:51	48:52	49:51	54:46	56:44	44:56	43:57	52:48	55:45	55:45
Key operating statistics											
Performance indicators											
Yield	Fils per RTKM	304	325	255	229	222	219	213	204	218	245
Unit cost	Fils per ATKM	168	186	155	177	141	146	139	132	132	158
Unit cost excluding jet fuel	Fils per ATKM	109	116	117	151	96	97	98	97	97	102
Breakeven load factor	%	55.1	57.2	60.8	77.2	63.4	66.4	65.2	64.5	60.4	64.7
Fleet											
Aircraft	number	260	260	262	259	270	270	268	259	251	231
Average fleet age	months	121	109	98	88	81	73	68	63	74	75
Production											
Destinations**	number	151	150	152	157	157	158	157	156	153	144
Overall capacity	ATKM million	57,735	48,181	36,394	24,782	58,584	63,340	61,425	60,461	56,383	50,844
Available seat kilometres	ASKM million	344,720	284,044	159,962	64,062	367,153	390,775	377,060	368,102	333,726	295,740
Aircraft departures	number	179,624	155,746	117,744	79,156	189,081	203,281	201,858	204,543	199,754	181,843
Traffic											
Passengers carried	number '000	51,924	43,626	19,562	6,553	56,162	58,601	58,485	56,076	51,853	48,139
Passenger seat kilometres	RPKM million	275,352	225,867	93,799	28,353	288,148	299,967	292,221	276,608	255,176	235,498
Passenger seat factor	%	79.9	79.5	58.6	44.3	78.5	76.8	77.5	75.1	76.5	79.6
Cargo carried	tonnes '000	2,176	1,849	2,139	1,873	2,389	2,659	2,623	2,577	2,509	2,377
Overall load carried	RTKM million	37,676	31,516	21,550	12,510	39,505	42,304	41,250	39,296	36,931	34,207
Overall load factor	%	65.3	65.4	59.2	50.5	67.4	66.8	67.2	65.0	65.5	67.3
Employee											
Employee strength-Emirates	number	63,466	56,379	45,843	40,801	60,033	60,282	62,356	64,768	61,205	56,725
Employee strength-airline	number	49,997	44,733	36,173	33,304	47,518	47,808	49,740	51,628	48,023	44,571
Revenue per airline employee	AED '000	2,320	2,298	1,636	929	1,935	1,975	1,784	1,580	1,717	1,939

*From 1 April 2019, with the adoption of IFRS 16, applicable off-balance sheet leases have been capitalised on the consolidated statement of financial position and related lease liability is included in net debt. For years prior to this, 60% of future minimum lease payments for aircraft on operating lease was included in arriving at the net debt.

**includes temporary suspensions due to operational reasons.

Notes :
1. The ten-year overview has been extracted from the audited financial statements which have been drawn up in compliance with IFRS.
2. Comparative figures are restated, where applicable, according to IFRS rules i.e. only the immediately preceding year's figures are restated.
3. Employee strength is presented as at the reporting date from 2019-20 and onwards. Prior years' data represent average employee strength.

DNATA TEN-YEAR OVERVIEW

Consolidated income statement		**2023-24**	**2022-23**	**2021-22**	**2020-21**	**2019-20**	**2018-19**	**2017-18**	**2016-17**	**2015-16**	**2014-15**
Revenue and other operating income	AED m	19,241	14,899	8,560	5,541	14,760	14,419	13,074	12,182	10,630	9,160
Operating costs*	AED m	17,825	14,584	8,400	7,398	14,253	13,141	11,878	10,958	9,569	8,155
- of which employee costs	AED m	7,047	5,898	3,964	3,290	5,875	5,386	5,055	4,654	3,847	3,351
- of which depreciation, amortisation and impairment	AED m	928	908	928	1,726	1,128	624	531	524	444	397
- of which other direct costs	AED m	7,319	5,682	2,121	1,094	5,250	4,896	4,271	3,845	3,615	3,017
Operating profit / (loss)	AED m	1,416	315	160	(1,857)	507	1,278	1,196	1,224	1,061	1,005
Profit / (loss) attributable to the Owner	AED m	1,422	331	110	(1,821)	618	1,445	1,317	1,210	1,054	906
Consolidated statement of financial position											
Non-current assets	AED m	7,436	6,607	6,893	7,314	8,143	6,196	5,718	5,372	4,590	4,219
Current assets	AED m	7,722	8,283	7,931	6,960	8,560	8,895	8,574	6,675	6,388	5,427
- of which cash assets	AED m	4,170	5,128	4,898	4,690	5,316	5,122	4,945	3,398	3,465	3,148
Total assets	AED m	15,158	14,890	14,824	14,274	16,703	15,091	14,292	12,047	10,978	9,646
Total equity	AED m	5,012	5,754	6,527	6,535	8,302	8,027	7,282	6,706	5,554	4,853
- of which equity attributable to the Owner	AED m	5,067	5,806	6,542	6,554	8,259	7,911	7,103	6,539	5,387	4,788
Non-current liabilities	AED m	3,650	2,696	3,578	3,839	4,109	2,126	1,734	1,542	1,362	1,213
Current liabilities	AED m	6,496	6,440	4,719	3,900	4,292	4,938	5,276	3,799	4,062	3,580
Consolidated statement of cash flows											
Cash flow from operating activities	AED m	1,863	1,418	1,217	10	1,393	1,417	1,858	1,281	1,390	1,058
Cash flow from investing activities	AED m	1,454	528	(246)	(179)	(878)	78	(2,157)	(961)	(1,076)	(697)
Cash flow from financing activities	AED m	(2,706)	(906)	(745)	(548)	(899)	(643)	78	(146)	(496)	(344)
Net change in cash and cash equivalents	AED m	611	1,040	226	(717)	(384)	852	(221)	174	(182)	17
Other financial data											
Net change in cash assets	AED m	(958)	230	208	(626)	194	177	1,547	(67)	317	714
EBITDA	AED m	2,344	1,223	1,088	(131)	1,635	1,902	1,727	1,748	1,505	1,402

* includes net loss allowance for impairment of trade receivables.

Notes :
1. The ten-year overview has been extracted from the audited financial statements which have been drawn up in compliance with IFRS.
2. Comparative figures are restated, where applicable, according to IFRS rules i.e. only the immediately preceding year's figures are restated.

Key ratios		2023-24	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17	2015-16	2014-15
Operating margin	%	7.4	2.1	1.9	(33.5)	3.4	8.9	9.1	10.0	10.0	11.0
Profit / (loss) margin	%	7.4	2.2	1.3	(32.9)	4.2	10.0	10.1	9.9	9.9	9.9
Return on Owner's funds	%	26.2	5.4	1.7	(24.6)	7.6	19.2	19.3	20.3	20.7	19.2
EBITDA margin	%	12.2	8.2	12.7	(2.4)	11.1	13.2	13.2	14.3	14.2	15.3
Employee											
Employee strength	number	48,940	46,000	39,376	34,344	48,503	45,004	41,007	40,978	34,117	27,428
Revenue per employee	AED '000	393	324	217	161	304	320	319	297	333	399
Key operating statistics											
Airport operations											
Aircraft turns handled	number	778,026	712,383	527,501	289,526	680,867	698,739	659,591	623,611	389,412	298,298
Cargo handled	tonnes '000	2,853	2,730	2,966	2,686	2,929	3,091	3,083	2,844	2,056	1,671
Catering											
Meals uplifted	number '000	122,956	111,350	39,890	16,939	93,492	70,889	55,718	60,747	57,062	57,687
Travel services											
Total transaction value (TTV)	AED m	8,910	7,020	2,318	229	10,751	11,459	11,281	10,687	11,747	9,782

Notes :
1. The ten-year overview has been extracted from the audited financial statements which have been drawn up in compliance with IFRS.
2. Comparative figures are restated, where applicable, according to IFRS rules i.e. only the immediately preceding year's figures are restated.
3. Employee strength is presented as at the reporting date from 2019-20 and onwards. Prior years' data represent average employee strength.

GROUP TEN-YEAR OVERVIEW

Financial highlights		2023-24	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17	2015-16	2014-15
Revenue and other operating income*	AED m	137,339	119,817	66,248	35,586	104,002	109,255	102,409	94,706	92,896	96,053
Operating costs*	AED m	115,959	105,625	66,526	52,464	97,087	105,330	97,127	91,047	83,505	89,155
Operating profit / (loss)	AED m	21,380	14,192	(278)	(16,878)	6,915	3,925	5,282	3,659	9,391	6,898
Operating margin	%	15.6	11.8	(0.4)	(47.4)	6.6	3.6	5.2	3.9	10.1	7.2
Profit / (loss) attributable to the Owner	AED m	18,655	10,912	(3,807)	(22,100)	1,674	2,316	4,113	2,460	8,179	5,461
Profit / (loss) margin	%	13.6	9.1	(5.7)	(62.1)	1.6	2.1	4.0	2.6	8.8	5.7
Dividend to the Owner	AED m	4,000	4,500	-	-	-	500	2,000	-	2,500	2,569
Financial position											
Total assets**	AED m	178,689	172,140	164,355	165,872	188,461	142,267	141,625	133,281	129,989	120,886
Cash assets	AED m	47,106	42,480	25,778	19,798	25,565	22,159	25,365	19,066	23,453	20,033
Employee											
Employee strength	number	112,406	102,379	85,219	75,145	108,536	105,286	103,363	105,746	95,322	84,153

* After eliminating inter-company income/expense of the year.

** After eliminating inter-company receivables/payables as at year end.

Notes :
1. The ten-year overview has been extracted from the audited financial statements which have been drawn up in compliance with IFRS.
2. Comparative figures are restated, where applicable, according to IFRS rules i.e. only the immediately preceding year's figures are restated.
3. Employee strength is presented as at the reporting date from 2019-20 and onwards. Prior years' data represent average employee strength.

GROUP COMPANIES OF EMIRATES

Air transportation related services

Emirates

- 100% Emirates Holidays (UK) Limited
  - 100% DN Travel ApS (Denmark)
  - 100% DS Travel GmbH (Germany)
- 50% Emirates - CAE Flight Training LLC (UAE)
- 50% CAE Middle East Pilot Services LLC (UAE)

Catering services

Emirates

- 90% Emirates Flight Catering Co. (LLC) (UAE)
  - 100% Emirates Bustanica LLC (UAE)
  - 65% Kosher Arabia LLC (UAE)

Food and beverage operations, hotel operations, and others

Emirates

- 100% Maritime and Mercantile International (Holding) LLC (UAE)
  - 100% MMI Tanzania PVT Ltd
  - 90.8% Prembev International FZE (UAE)
    - 100% Brand 2 Consumer (Pty) Ltd (South Africa)
  - 90% Seyvine Ltd (Seychelles)
  - 68.7% Maritime and Mercantile International LLC (UAE)
    - 100% Duty Free Dubai Ports FZE (UAE)
    - 100% Harts International LLC (UAE)
      - 100% Golden Globe (BVI) Ltd
        - 50% Arabian Harts International Ltd (BVI)*
    - 100% Harts International Retailers (Middle East) FZE (UAE)
    - 100% Maritime and Mercantile International FZE (UAE)
    - 70% Oman United Agencies LLC
      - 67.1% Onas Trading LLC (Oman)
      - 50% Sohar Catering & Supplies Co. LLC (Oman)
    - 50% Sirocco FZCO (UAE)
    - 49% Fujairah Maritime and Mercantile International LLC (UAE)
  - 50% Focus Brands Ltd (BVI)
  - 50% Lanka Premium Beverage PVT Limited (Sri Lanka)
  - 50% Queen OS Trading FZE (UAE)
  - 49% Independent Wine & Spirit (Thailand) Co. Ltd
  - 40% Cooperhouse Asia Pte. Ltd (Singapore)
  - 40% Diamond Wines & Spirits PTE. Ltd (Singapore)
  - 40% Platinum Wines & Spirits Pte. Ltd (Singapore)
  - 40% Royalton Wine & Spirits Private Ltd (Singapore)
  - 40% Titanium International Wines & Spirits PTE. Ltd (Singapore)
  - 40% Velocity Wines & Spirits PTE. Ltd. (Singapore)
- 100% Emirates Hotels (Australia) Pty Ltd
- 100% Emirates Hotel LLC (UAE)
- 100% Emirates Land Development Services LLC (UAE)
- 100% Emirates Leisure Retail (Holding) LLC (UAE)
  - 100% Air Ventures Holding, Inc. (USA)
    - 75% Air Ventures, LLC (USA)
  - 100% Emirates Leisure Retail (Australia) Pty Ltd
    - 100% ELRA Properties Pty Ltd (Australia)
    - 100% Hudcom Pty Ltd (Australia)
    - 100% Hudsons Adelaide Airport Pty Ltd (Australia)
    - 100% Hudsons Bendigo Pty Ltd (Australia)
    - 100% Hudsons Hospital Australia Pty Ltd
  - 100% Emirates Leisure Retail (New Zealand) Ltd
  - 100% Emirates Leisure Retail (Singapore) Pte Ltd
  - 75% Emirates Leisure Retail Zanzibar Limited (Tanzania)
  - 68.8% Emirates Leisure Retail LLC (UAE)
- 51% Premier Inn Hotels LLC (UAE)
  - 49% Premier Inn Hotels Qatar WLL

Subsidiaries | Joint ventures | Associates

Note: Percentages indicate beneficial interest in the company, legal shareholdings may be different.
The country of incorporation is same as the country of principal operations.
*Country of principal operations is UAE.
Dormant companies are not included in the above structure.

GROUP COMPANIES OF DNATA

Airport Operations

dnata

- 100% dnata Aviation Services Limited (UK)
  - 100% Airline Cleaning Services Pty Ltd (Australia)
  - 100% dnata Aviation Services Canada Limited
    - 50% G.T.A. Dnata Ground Handling Limited (Canada)
    - 50% G.T.A. Dnata Ground Handling YVR Limited (Canada)
    - 50% G.T.A. Dnata Holdings Limited (Canada)
      - 67% G.T.A dnata World Cargo YYC Limited (Canada)
      - 67% G.T.A dnata World Cargo YVR Limited (Canada)
    - 50% G.T.A. Dnata World Cargo Limited (Canada)
  - 100% dnata Aviation Services GmbH (Germany)
    - 100% dnata Cargo GmbH (Germany)
  - 100% dnata Aviation Services US Inc. (USA)
    - 100% ALX Cargo Center IAH LLC (USA)
    - 100% dnata Aviation USA Inc.
    - 100% Ground Services International Incorporated (USA)
    - 100% Metro Air Service Inc. (USA)
  - 100% dnata B.V. (The Netherlands)
    - 100% dnata N.V. (Belgium)
  - 100% dnata Limited (UK)
  - 100% Dnata Switzerland AG
    - 30% GVAssistance SA (Switzerland)
  - 100% Air Dispatch (CLC) s.r.o. (Czech Republic)
    - 100% Air Dispatch (CLC) Spolka z.o.o. (Poland)
  - 100% dnata Pty Ltd (Australia)
    - 100% dnata Airport Services Pty Ltd (Australia)
    - 100% Airport Handling Services Australia Pty Ltd
  - 100% RM Servicos Auxilliares de Transporte Aereo Ltda (Brazil)
  - 70% Airport Handling SpA (Italy)
- 100% dnata Inc. (Philippines)
  - 100% dnata Clark, Inc. (Philippines)
- 100% Dnata International Airport Services Pte. Ltd. (Singapore)
  - 100% CIAS International Pte Ltd (Singapore)
    - 100% Dnata Singapore Pte. Ltd. (Singapore)*
- 100% Dubai Express LLC (UAE)
- 100% Freightworks Logistics LLC (UAE)
- 75% Dnata Airport Services Kurdistan (Cayman Islands)
  - 100% Dnata for Airport Services Ltd (Iraq)
- 75% dnata Zanzibar Aviation Services Co. Ltd (Tanzania)
- 70% Dubz Holding Limited (BVI)
  - 100% Delivering Your Bags Passenger Luggage Delivery LLC (UAE)
- 50% Wallenborn Middle East Logistics LLC (UAE)
- 50% Gerry's Dnata (Private) Ltd (Pakistan)
- 40% AIMC Skyview, Inc (Philippines)

Catering and retail

dnata

- 100% Dnata Catering Services Limited (UK)
  - 100% Alpha Flight Group Limited (UK)
    - 100% Alpha Flight Services Pty Ltd (Australia)
      - 100% Alpha-ATS Pty Ltd (Australia)
      - 100% dnata Catering Australia Subsidiary 2 Pty Ltd
        - 100% dnata Catering Australia Subsidiary 1 Pty Ltd
      - 100% Snap Fresh Pty Ltd (Australia)
    - 100% Alpha Flight US, Inc.
      - 100% Alpha Inflight US, LLC
      - 84.5% dnata Catering US LLC
        - 100% 121 Group Holdings LLC (USA)
          - 100% 121 at BNA LLC (USA)
          - 100% dnata US Inflight Catering LLC
    - 100% Dnata Catering Canada Limited
    - 100% dnata Catering Ireland Ltd
    - 100% dnata Catering UK Limited
    - 100% dnata s.r.l (Italy)
    - 80% Alpha Flight a.s. (Czech Republic)
    - 64.2% dnata Catering SRL (Romania)
    - 49% Alpha Flight Services UAE LLC
    - 35.9% Jordan Flight Catering Company Ltd
    - 28.7% Silver Wings OOD (Bulgaria)
  - 100% En Route International Limited (UK)
    - 100% En Route Belgium NV
    - 100% En Route International Australia Pty Ltd
    - 100% En Route International General Trading LLC (UAE)
    - 100% En Route International Limited (Hong Kong)
    - 100% En Route International USA, Inc.

Subsidiaries | Joint ventures | Associates

Note: Percentages indicate beneficial interest in the company, legal shareholdings may be different.
The country of incorporation is same as the country of principal operations.
*Also provides catering services.
Dormant companies are not included in the above structure.

GROUP COMPANIES OF DNATA

Travel services

dnata / dnata World Travel

- 100% Cleopatra International Travel Co. W.L.L. (Bahrain)
- 100% Destination Asia Limited (UAE)
  - 100% Destination Asia (Singapore) PTE Ltd
  - 100% Destination Asia Destination Management Sdn Bhd (Malaysia)
  - 100% K. K. Destination Asia Japan
  - 100% Destination Asia Limited (Hong Kong)
  - 100% Destination Asia (Thailand) Limited
  - 100% Destination Asia (Vietnam) Limited (Hong Kong)
    - 100% Travel Management Services Limited (Hong Kong)
  - 100% Destination Group Asia (Hong Kong) Limited
  - 100% DMC Management Asia Services Limited (Hong Kong)
  - 100% PT Destination Asia (Indonesia)
- 100% dnata International Private Limited (India)
  - 100% dnata Marketing Services Private Limited (India)
- 100% dnata Travel and Tourism WLL (Bahrain)
- 100% dnata Travel Holdings UK Limited
  - 100% Gold Medal Travel Group Limited (UK)
  - 100% Travelbag Limited (UK)
  - 100% Travel Republic Ltd (UK)
  - 82.3% BD4Travel Limited (UK)
- 100% Dnata Travel, Inc. (Philippines)
- 100% dnata d.o.o. Beograd (Serbia)
- 100% Maritime and Mercantile International Travel LLC (UAE)
  - 90.9% Oman United Agencies Travel LLC
    - 100% Sama Travel & Services International LLC (Oman)
- 100% Dunya Travel LLC (UAE)
- 100% Najm Travel LLC (UAE)*
- 100% Travel Partners LLC (UAE)
  - 100% Travel Partners Iberian, Sociedad Limitada (Spain)
  - 100% Travel Partners (London) Limited (UK)
- 81.4% Imagine Enterprises Limited (UK)
  - 100% Imagine Cruising Limited (UK)
    - 100% Imagine Transport Limited (UK)
  - 100% Imagine Cruising Pty Ltd (Australia)
  - 100% Imagine Cruising (Pty) Ltd (South Africa)
  - 100% Imagine Cruising (WA) PTY Ltd (Australia)
- 75% Super Bus Tourism LLC (UAE)
- 70% dnata Travel Company Limited (Saudi Arabia)
  - 100% dnata Aviation Services Company Limited (Saudi Arabia)
- 50% Travel Counsellors LLC (UAE)

Others

dnata

- 100% Transecure LLC (UAE)
- 50% Transguard Group LLC (UAE)
  - 100% CASS Training Institute LLC (UAE)
  - 100% Transguard Cash LLC (UAE)
  - 100% Transguard Group International LLC (UAE)
    - 51% Transguard Group International LLC (Oman)
  - 100% Transguard Transport Services LLC (UAE)

Subsidiaries | Joint ventures | Associates

Note: Percentages indicate beneficial interest in the company, legal shareholdings may be different.
The country of incorporation is same as the country of principal operations.
*Country of principal operations is Iraq.
Dormant companies are not included in the above structure.

GLOSSARY

A

Acquisitions – The sum of the purchase consideration for the acquisition of subsidiaries and investments made in associates and joint ventures.

ASKM (Available Seat Kilometre) – Passenger seat capacity measured in seats available multiplied by the distance flown.

ATKM (Available Tonne Kilometre) – Overall capacity measured in tonnes available for carriage of passengers and cargo load multiplied by the distance flown.

B

Breakeven load factor – The load factor at which revenue will equal operating costs.

C

Capacity – see ATKM

Capital expenditure – The sum of additions to property, plant and equipment and intangible assets.

Cash assets – The sum of short term bank deposits and cash and cash equivalents.

D

Dividend payout ratio – Dividend accruing to the Owner divided by profit attributable to the Owner.

E

EBITDA – Operating profit/(loss) before depreciation, amortisation and impairment (and aircraft operating lease rentals for financial years 2018-19 and before).

EBITDA margin – EBITDA expressed as a percentage of the sum of revenue and other operating income.

F

Fixed to floating debt mix – Ratio of fixed rate debt to floating rate debt. The ratio is based on borrowings and lease liabilities (current and non-current) (including aircraft operating leases for financial years 2018-19 and before).

Free cash flow – Cash generated from operating activities less cash used in investing activities adjusted for the movement in short term bank deposits.

Freight yield (Fils per FTKM) – Airline cargo revenue divided by FTKM.

FTKM – Cargo tonnage uplifted multiplied by the distance carried.

N

Net debt – Borrowings and lease liabilities (current and non-current) net of cash assets.

Net debt to equity ratio – Net debt in relation to total equity.

O

Operating cash margin – Cash generated from operating activities expressed as a percentage of the sum of revenue and other operating income.

Operating margin – Operating profit/(loss) expressed as a percentage of the sum of revenue and other operating income.

Overall load factor – RTKM divided by ATKM.

Owner's funds – Average of opening and closing equity attributable to the Owner.

P

Passenger seat factor – RPKM divided by ASKM.

Passenger yield (Fils per RPKM) – Airline passenger revenue divided by RPKM.

Profit/(loss) margin – Profit/(loss) attributable to the Owner expressed as a percentage of sum of revenue and other operating income.

R

Return on Owner's funds – Profit/(loss) attributable to the Owner expressed as a percentage of Owner's funds.

RPKM (Revenue Passenger Kilometre) – Number of passengers carried multiplied by the distance flown.

RTKM (Revenue Tonne Kilometre) – Actual traffic load (passenger and cargo) carried measured in terms of tonnes multiplied by the distance flown.

T

Total revenue – Sum of revenue and other operating income.

Total transaction value – The sum of gross revenue from agency and package sales, net of government taxes.

Traffic – see RTKM

Transport revenue – The sum of airline passenger and cargo revenue.

U

Unit cost (Fils per ATKM) – Operating costs (airline only) incurred per ATKM.

Y

Yield (Fils per RTKM) – Revenue (airline only) earned per RTKM.

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