



Air Berlin PLC | February 2013 | Company presentation

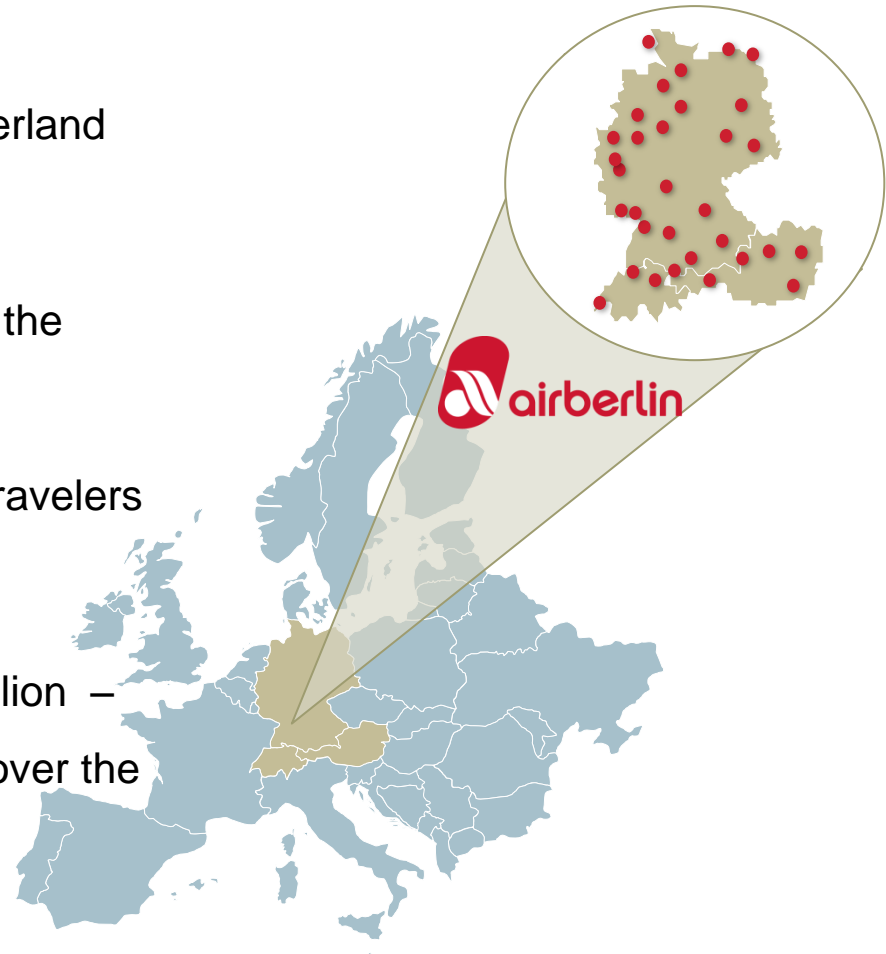


A. Introduction to airberlin

airberlin – a strong European carrier

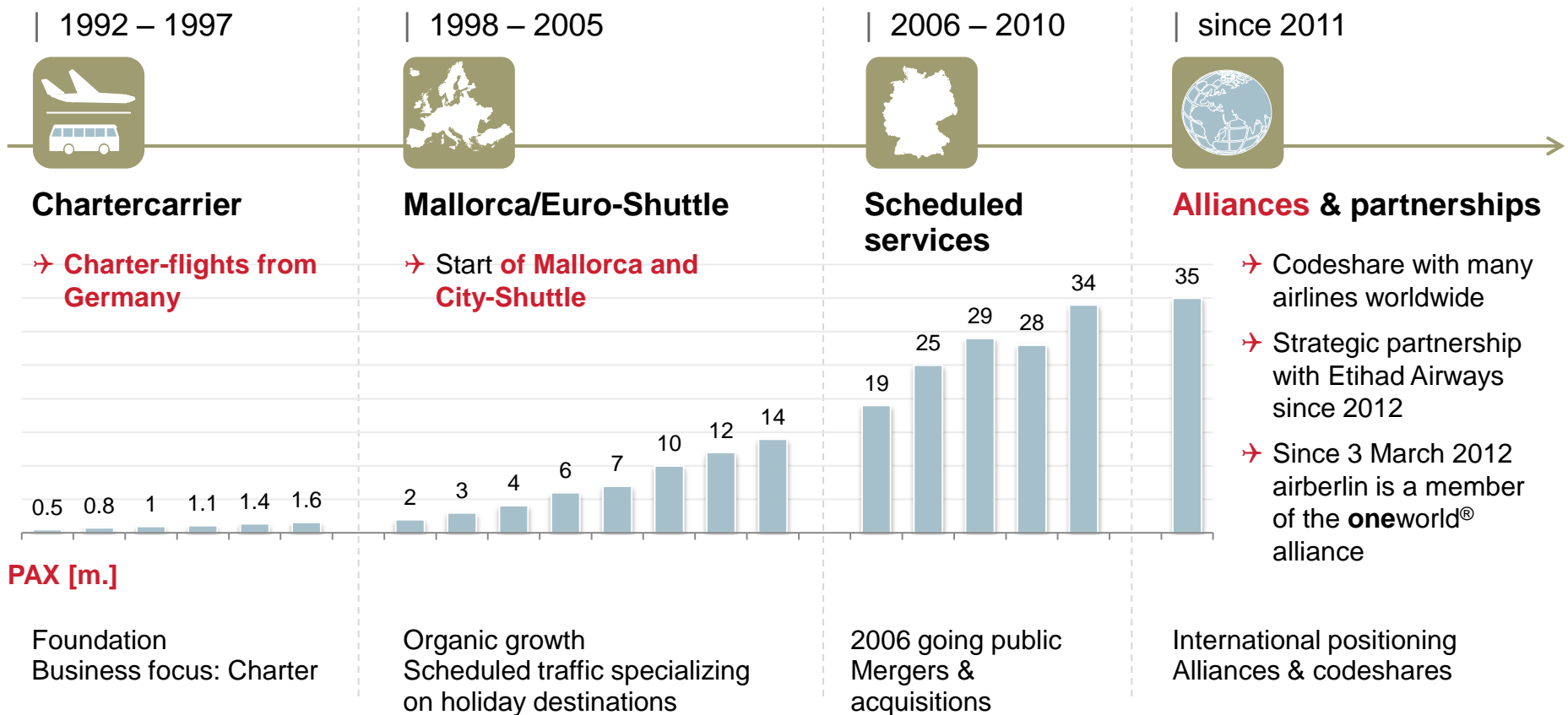
Market position as of 31 December 2012

- ➔ No. 2 in core market: Germany / Austria / Switzerland
- ➔ No. 7 in Europe with 33.3 m guests in 2012
- ➔ 80% of airberlin guests on European routes, on the short- and medium haul network
- ➔ Network carrier focused on business & leisure travelers
- ➔ Group revenue of EUR 4.31 billion
- ➔ Positive operating result (EBIT) of EUR 70.2 million – an improvement of more than EUR 300 million over the previous year
- ➔ Net profit of EUR 6.8 million



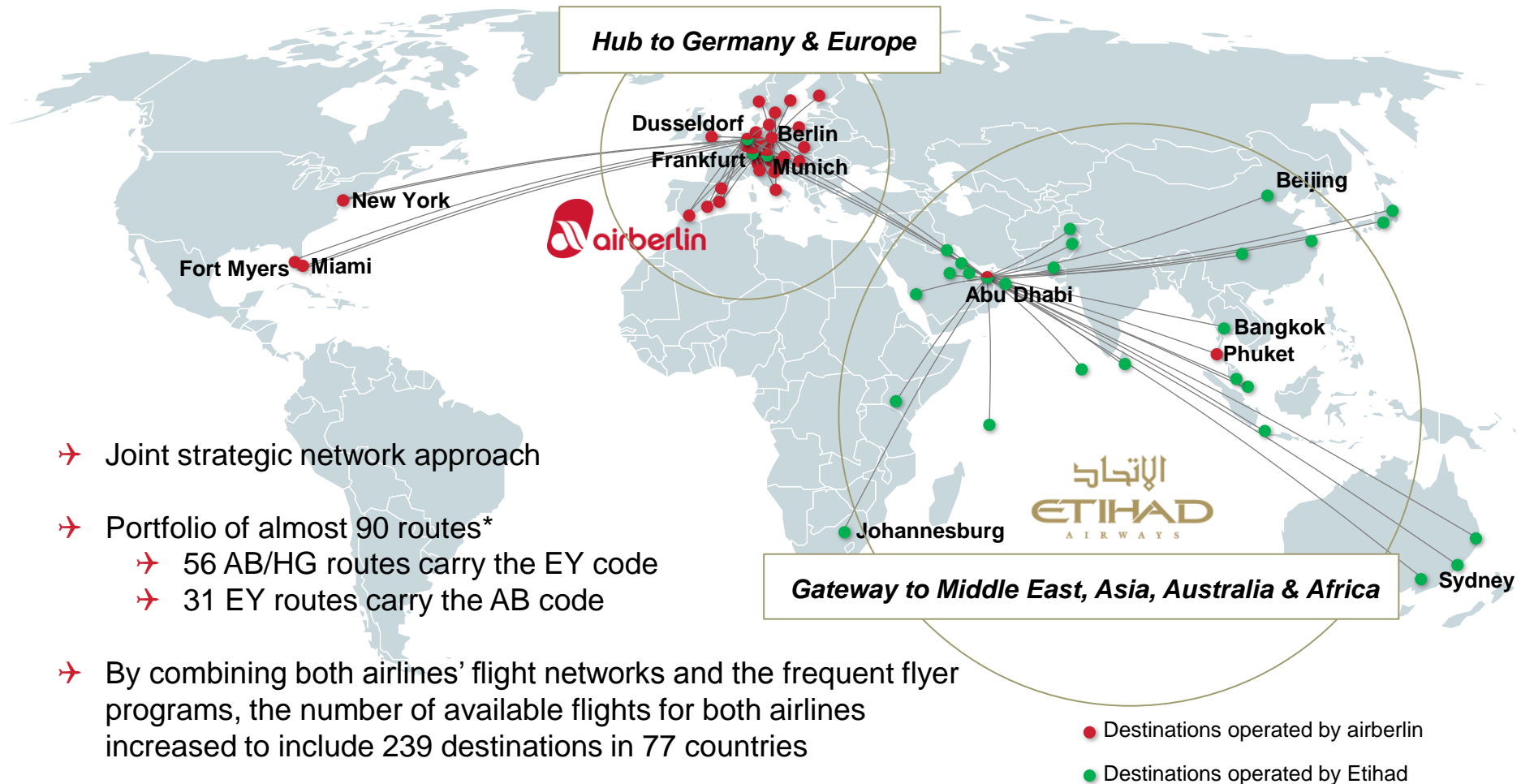
airberlin has successfully developed into a full service network carrier

- Air Berlin Inc. was founded by the former PanAm captain Kim Lundgren in Oregon, USA in 1978
- 1991 Air Berlin GmbH & Co. Luftverkehrs KG was founded with Joachim Hunold as sole managing director



Codesharing and interlining with Etihad multiplies the number of destinations and flights on offer

A whole new world of choice



- Joint strategic network approach
- Portfolio of almost 90 routes*
 - 56 AB/HG routes carry the EY code
 - 31 EY routes carry the AB code
- By combining both airlines' flight networks and the frequent flyer programs, the number of available flights for both airlines increased to include 239 destinations in 77 countries

*Codeshare scope as of Dec 2012

airberlin is a full member of the oneworld alliance since 20 March 2012

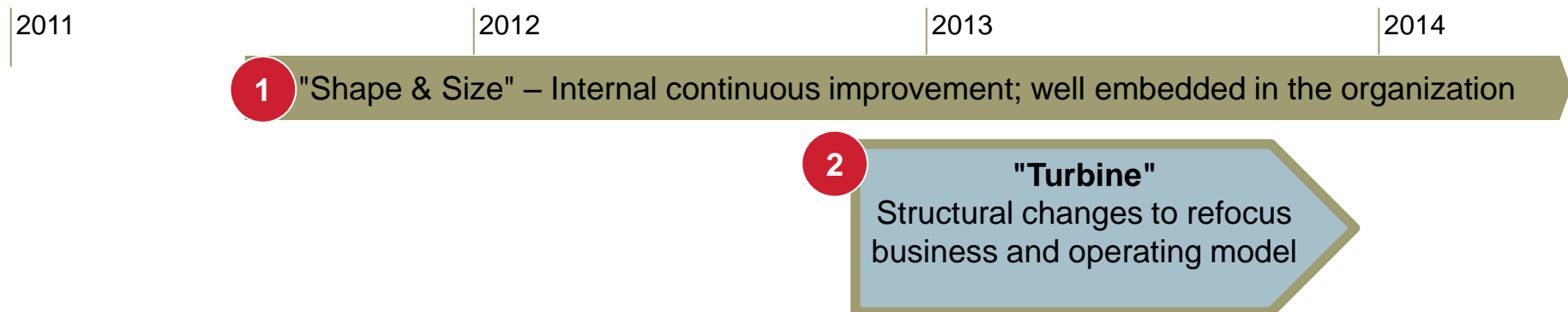
airberlin's membership in the global airline alliance, oneworld, presents further opportunities for growth by providing airberlin with access to new destinations and additional passengers



Besides Shape & Size, the management developed an additional, comprehensive strategic plan in order to achieve its goals in 2013

Shape & Size efficiency program already contributed EUR 250 million to income in 2012

- ➔ Continuing worsening economic environment as well as other external factors such as aviation tax, fuel price, BER opening delays and changing consumer behaviour
- ➔ Positive effects from Shape & Size will be insufficient to achieve profitability
- ➔ Turnaround program Turbine launched to counteract those effects and achieve sustainable profitability
- ➔ Involves a wide range of initiatives aimed at structural changes to refocus the business and operating model with a key focus on cost efficiency
 - Turbine challenges status quo business assumptions with the goal of adapting the business model to “lean and smart” principles



Turbine involves a wide range of initiatives to achieve a sustainable profitable business model

TURBINE

Structural change *to regain competitiveness*

- Challenge status quo business assumptions and adapt business model to “lean and smart” principles
- Significantly lift operating performance (RASK / CASK)
- Develop master turnaround plan by the end of 2012
- Building upon airberlin's core brand attributes (value for money, innovativeness, service with heart)
- “Turbine” sharpens our customer offering, especially for high-value customers
- Implement changes throughout 2013

Process & levers

- The program is addressing all elements of operations, e.g.:
 - Where airberlin flies
 - Number and types of aircrafts in the fleet
 - How airberlin routes aircrafts and crews around its network
 - Ground processes supporting flights
 - Organizational setup and responsibilities
 - IT and systems supporting the head office
 - Commercial steering model (scheduled / tour operator)

Turbine`s major objective is to reduce costs and apply efficient operational principles while maintaining core brand attributes

B. Financial performance 2012

Financial Performance – FY 2012

Revenue

Despite a reduction of capacity, an increase in revenue is achieved from a slightly higher seat load factor and an increase in yield

EBITDAR

Revenue growth, volume related cost reductions and "topbonus" transaction helped to improve EBITDAR significantly

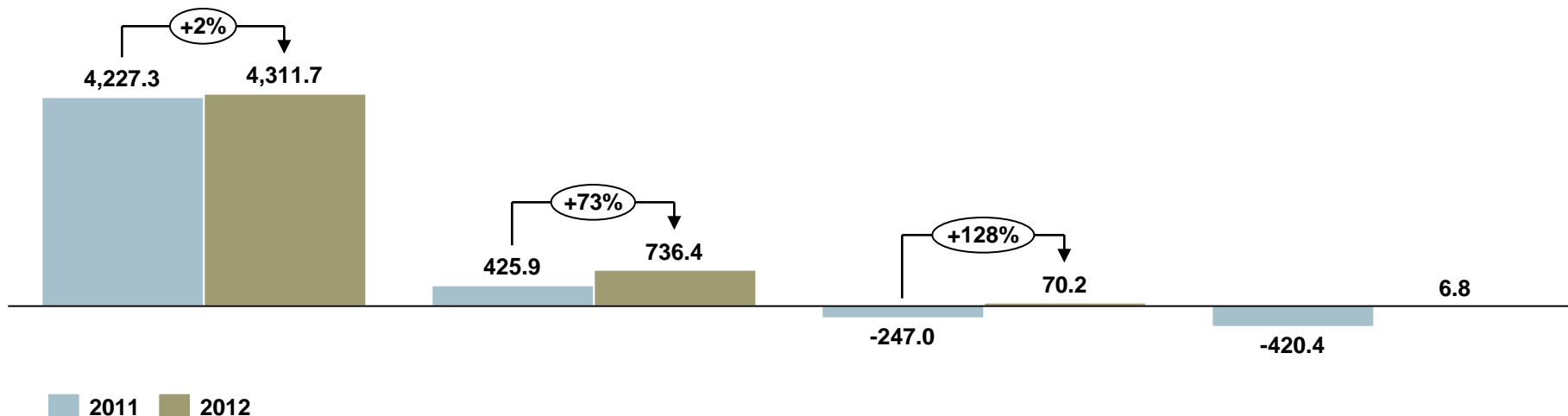
EBIT

Improvement in EBIT is following EBITDAR development

Net result

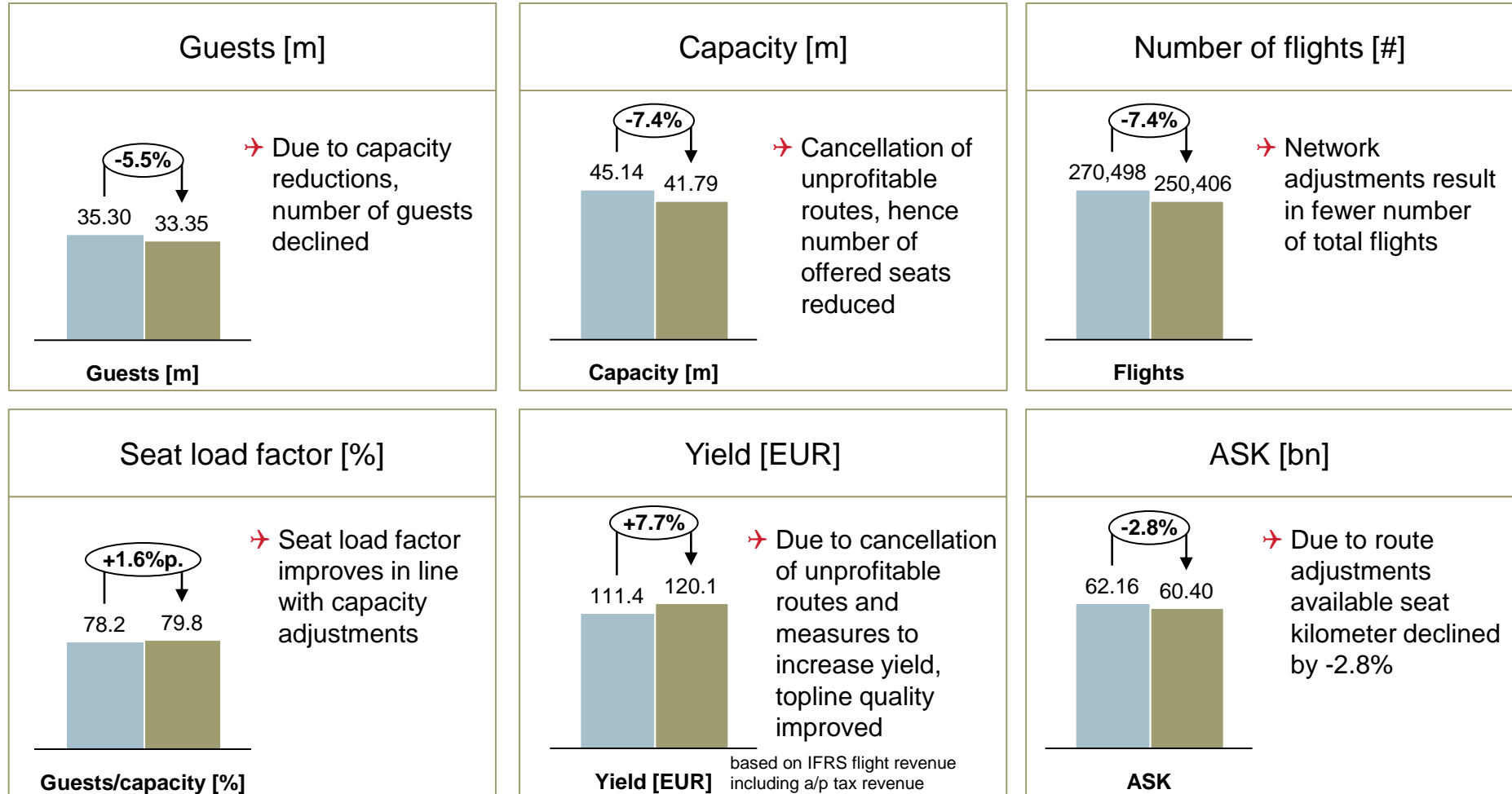
Followed by a better financial result, the company returned to net profit and improved by more than EUR 270 m

[EUR m]



Key performance indicators – FY 2012

Operational development 2012 vs. 2011

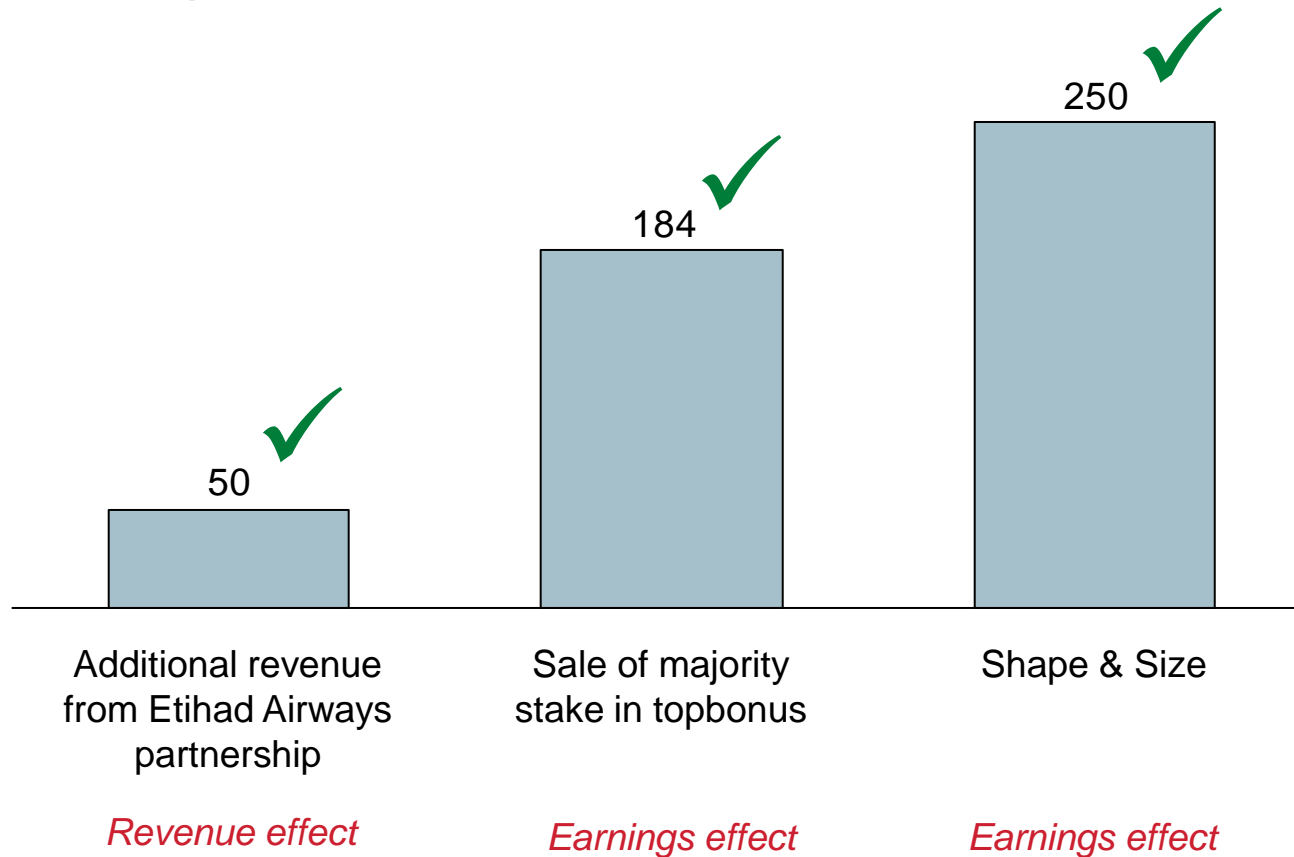


■ 2011 ■ 2012

based on IFRS flight revenue including a/p tax revenue

Strategic and efficiency initiatives led to additional revenues and positive earnings contribution in 2012

[EUR m]



- airberlin has achieved significant revenue and earning contributions from its various strategic initiatives and its efficiency program in 2012

Strategic partnership with Etihad Airways delivered EUR 50 million in additional revenues in 2012

The partnership with Etihad Airways is developing positively

Codeshare development

- ➔ Etihad Airways is codeshare partner No.1 for airberlin
- ➔ Portfolio of almost 90 codeshare routes
- ➔ More than US\$130 million revenues in total to EY & AB
- ➔ Latest amendment: Codeshare to China & Japan
- ➔ Due to hub development, codeshare opportunities will further grow
- ➔ airberlin's German hubs connect Abu Dhabi to over 50 destinations
 - Berlin connecting to 40 destinations
 - Dusseldorf connecting to 30 destination

Further joint initiatives

- ➔ Harmonization of product standards and the planned cooperation with regards to the Boeing 787
- ➔ Boeing Dreamliner programs are affecting firm orders of a total of 56 aircraft
- ➔ airberlin and Etihad Airways launch a major partnership campaign in June
- ➔ Premium lounges around the world with access to a growing number of Six Senses spas
- ➔ New Business Class cabin offers fully automated seats with an on-demand video system
- ➔ Private chauffeur service for business class travellers
- ➔ Exclusive and discrete door-to-door experience

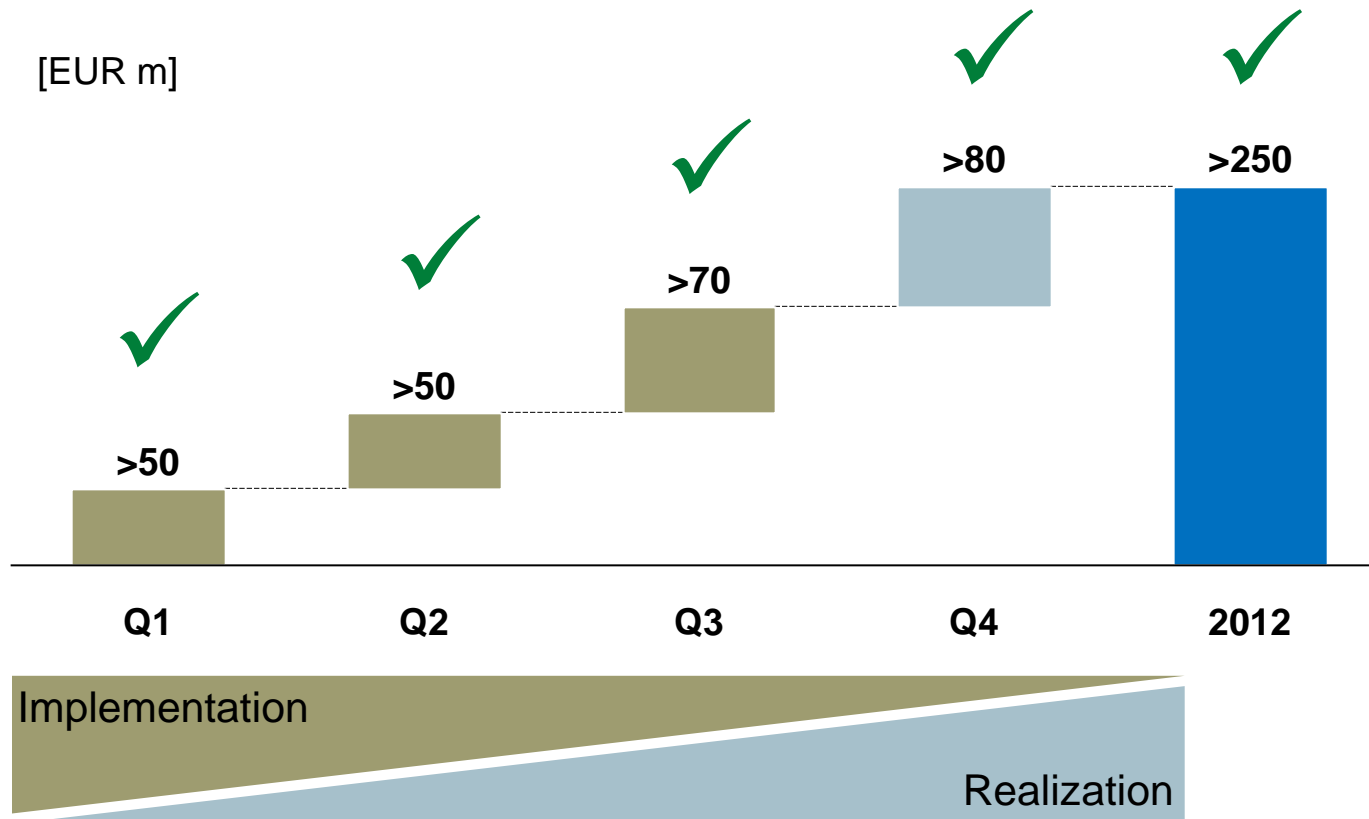
Earnings of EUR 184.4 million were realized from the sale of a majority interest in the frequent flyer program topbonus in 2012

- ➔ Separation of frequent flyer program topbonus into an independent organisation and legal entity
- ➔ Etihad Airways has taken a 70% holding in this new scheme and airberlin holds the remaining 30%
- ➔ Transaction is financed through EUR 50 million equity and EUR 150 million debt financing
- ➔ Enabling transaction for topbonus to develop its full potential
- ➔ Long-term agreements between topbonus and airberlin for commercial and operational aspects



Shape & Size delivered EUR 250m bottom line-effects in 2012

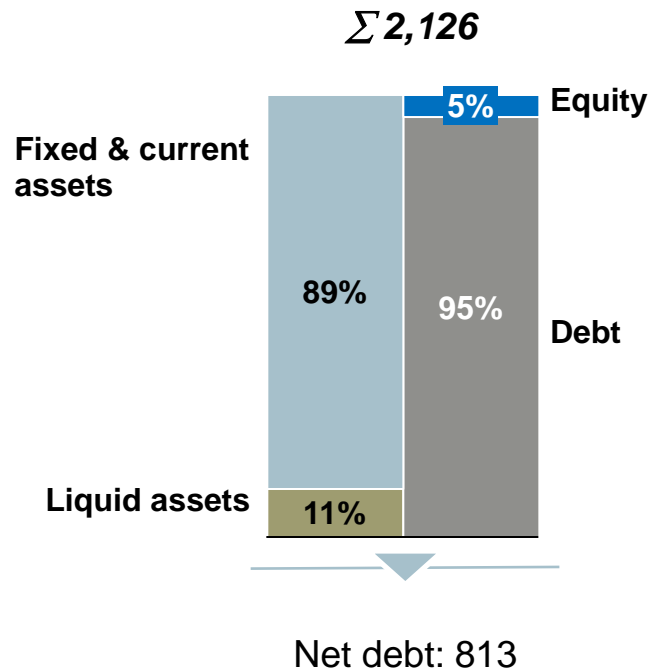
- ✈ The efficiency program Shape & Size has contributed significantly to the positive developments in fiscal year 2012
- ✈ This positive contribution has helped to considerably offset an increase in fuel prices of EUR 80 million



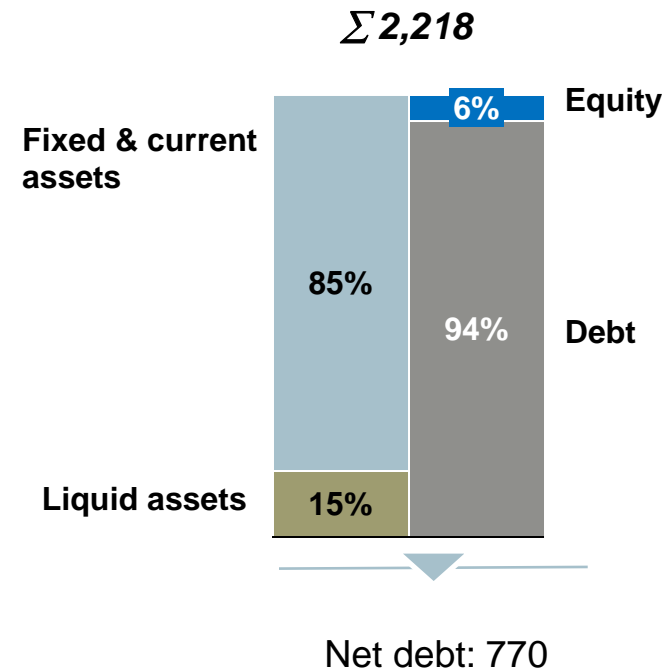
Balance sheet structure

[EUR m]

B/S as of Dec 31, 2011



B/S as of Dec 31, 2012



→ airberlin has increased its cash on balance sheet position from EUR 239.6 million to EUR 327.9 million in 2012 and reduced its net debt from EUR 813.0 million to EUR 770.2 million in 2012

C. Appendix

Summary of financials

[EUR m]

Profit & loss	2012	2011	% change
Revenue	4,311.7	4,227.3	2.0%
Operating expenses	-4,505.7	-4,484.5	-0.5%
Sale of „topbonus“	184.4	0	NM
EBITDAR	736.4	425.9	72.9%
EBITDA	144.3	-161.6	189.3%
Operating result (EBIT)	70.2	-247.0	128.4%
Financial result	-73.6	-111.9	34.2%
Pre-tax earnings	-3.2	-358.8	99.1%
Net result	6.8	-420.4 ⁽¹⁾	101.6%
Earnings per share [in EUR] ⁽²⁾	0.06	-4.94 ⁽¹⁾	101.2%

Balance sheet	2012	2011	% change
Total assets	2,217.6	2,125.6 ⁽¹⁾	4.3%
Total equity	130.2	105.2 ⁽¹⁾	23.8%
Cash position	327.9	239.6	36.9%
Net debt	770.2	813.0	-5.3%

(1) Restated due to retroactive adjustments of deferred tax assets. Previously reported numbers 2011: Net result EUR -271.8m; Earnings per share EUR -3.12; Total assets EUR 2,263.9m; Total equity EUR 253.7m.

(2) Based on an annual average of 114,552,461 shares outstanding.