

ANNUAL REPORT 2025



الإتحاد العربي للنقل الجوي

QAC 58th AGM

الجمعية العامة الثامنة والخمسون

3 - 5 NOVEMBER 2025 • RABAT • MOROCCO

58TH
AGM





Annual Report

Arab Air Carriers' Organization

58th Annual General Meeting

AACO's Vision

To stand out globally as THE association that serves with dedication the Arab airlines and to be instrumental in dealing with an evolving aviation industry.

AACO's Objectives

- To support the Arab airlines' quest for highest safety and security standards.
- To support the Arab airlines' quest for developing their environmental policies for processes in harmony with the environment.
- To actively contribute in the development of human resources.
- To interact with the regulatory bodies to support and protect the interests of the Arab airlines.
- To launch joint projects between member airlines with the objective of achieving efficiencies that will lower their costs in a manner consistent with all applicable competition and other laws and that enhances the members' best practices.
- To provide forums for members and for industry partners to enhance the knowledge base.
- To reflect the positive image of The Arab Airlines Globally.

AACO's Mission

To serve the Arab airlines, represent their common interests and facilitate, in a manner consistent with all applicable competition and other laws their cooperation so as to improve their operational efficiencies and better serve the travelling public.

Strategy

To initiate and implement Specific, Measurable, Attainable, Relevant, and Time-bound synergistic targets (SMART) that serve its objectives.



Vision

Mission

Strategy

Objectives



Mr. Abdelhamid Addou
Chairman of the AGM



H.E. Eng. Ibrahim A. Al-Omar
Chairman of the Executive Committee

H.E. Eng. Ibrahim A. Al-Omar, Director General, Saudia

Mr. Abdelhamid Addou, Chairman of the Board & Chief Executive Officer, Royal Air Maroc

Capt. Ahmed Adel, Chairman & CEO, EgyptAir Holding Company

Mr. Antonoaldo Neves, Group Chief Executive Officer, Etihad Airways

Mr. Bander Almohanna, Chief Executive Officer & Managing Director, flynas

Mr. Mohamad A. El-Hout, Chairman - Director General, Middle East Airlines

Engr. Badr Mohammed Al-Meer, Group Chief Executive Officer, Qatar Airways

Eng. Samer Majali, Vice Chairman of the Board / CEO (Designated), Royal Jordanian



AACO'S PRIORITIES



OPERATIONAL SAFETY

To assist members in maintaining the highest safety standards by raising awareness of the latest regulatory requirements, promoting data-driven safety culture practices, building capacity through targeted training, and strengthening inter-airline collaboration on emergency response planning.



SECURITY

To maintain a platform to share information and risk assessments to improve the security culture, address emerging threats, contribute to capacity building, and promote and support collaboration among all stakeholders in aviation security.



CLIMATE CHANGE

To mitigate the impact of international aviation's emissions on climate change through supporting the efforts of ICAO to ensure successful implementation of its environmental short, medium and long-term goals, and to promote for regulatory and technical principles that would ensure the availability of cleaner energy as one of the major contributors to reaching those goals, in addition to joining efforts with stakeholders to improve operational performance, infrastructure development and waste management.



REGULATIONS

To advocate for policies and regulatory principles that are clear and balanced and that are adopted through transparent methods that include adequate consultations with the relevant stakeholders.



DIGITAL TRANSFORMATION

AACO promotes digital innovation across airline operations, supporting members' adoption of AI, big data, cybersecurity enhancements, and customer experience platforms. Emphasis is placed on leveraging digital tools to enable seamless passenger journeys, implement effective sustainability management solutions, optimize baggage handling, improve disruption management, and drive innovation in payment systems—ultimately enhancing operational efficiency and resilience across the aviation value chain.



AIRSPACE INFRASTRUCTURE

To promote and support infrastructure reform in air traffic management and airports in order to alleviate congestion in the airspace and at airports, improve operations, and contribute to carbon footprint reduction.



COST

To assist member airlines in optimizing their operational environment, promote best practices while rationalizing their cost through cooperative activities, within the boundaries of competition and anti-trust laws.



AWARENESS & CAPACITY BUILDING

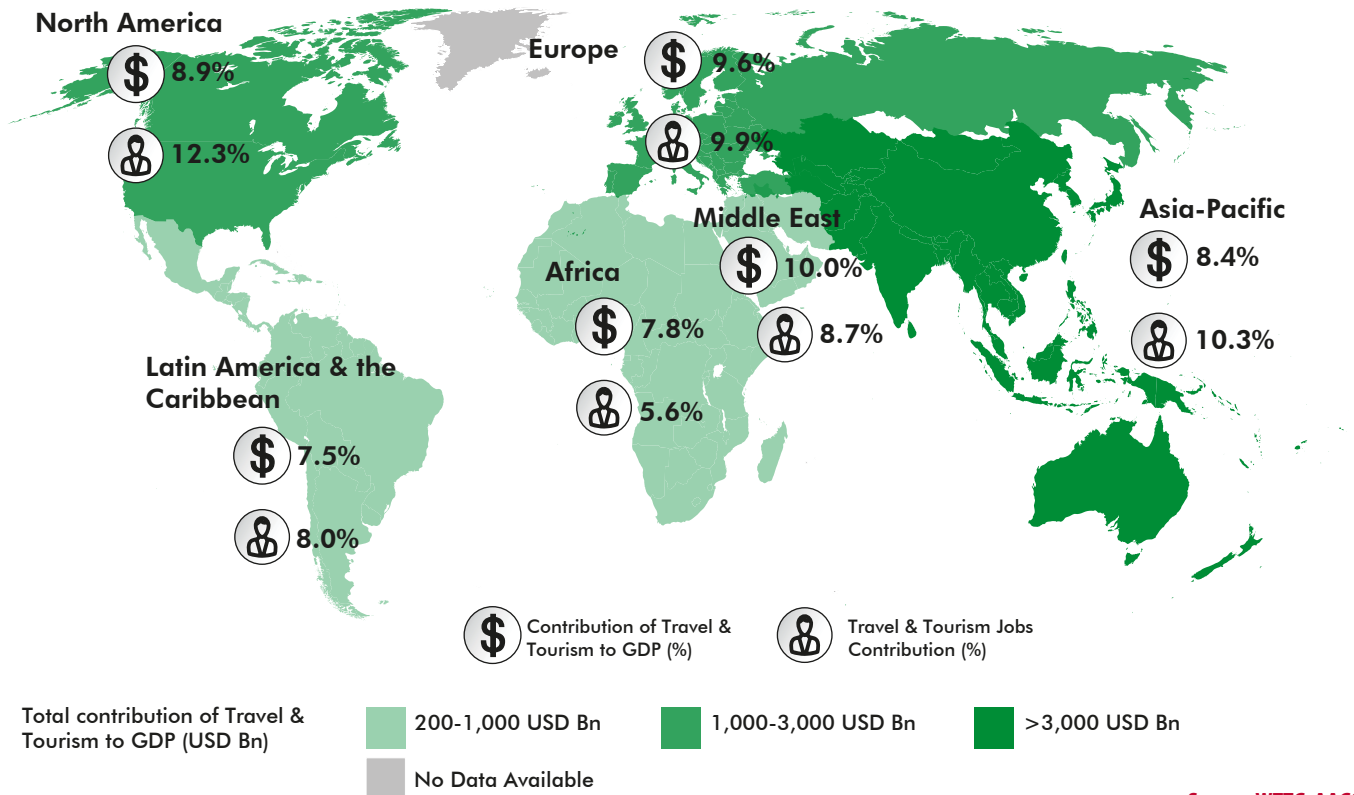
To provide high-quality, cost-effective training services that address the needs of member airlines and support the development of human capital across the region. This is achieved through a comprehensive range of training programs covering all major disciplines of the aviation industry. These programs are delivered at the regional training center's branches, on-site at member airlines' premises, or through the center's eLearning platforms. In addition, specialized forums are organized to foster ongoing cooperation and communication among all stakeholders in the air transport sector.



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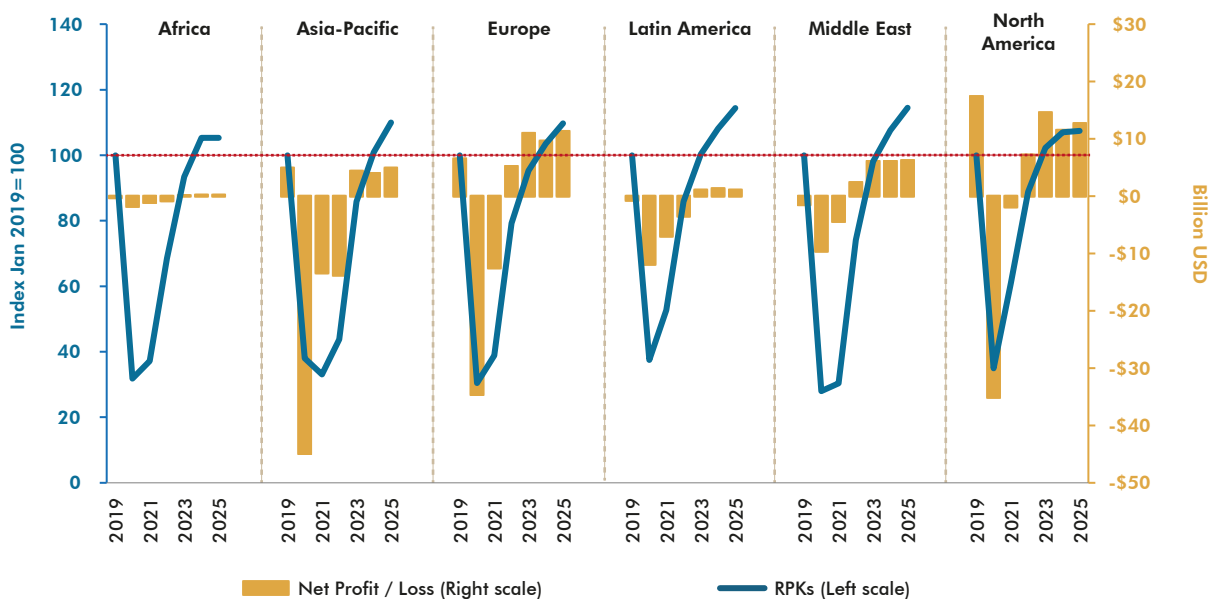
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Travel & Tourism Contribution in the Economy in 2024 (per region)



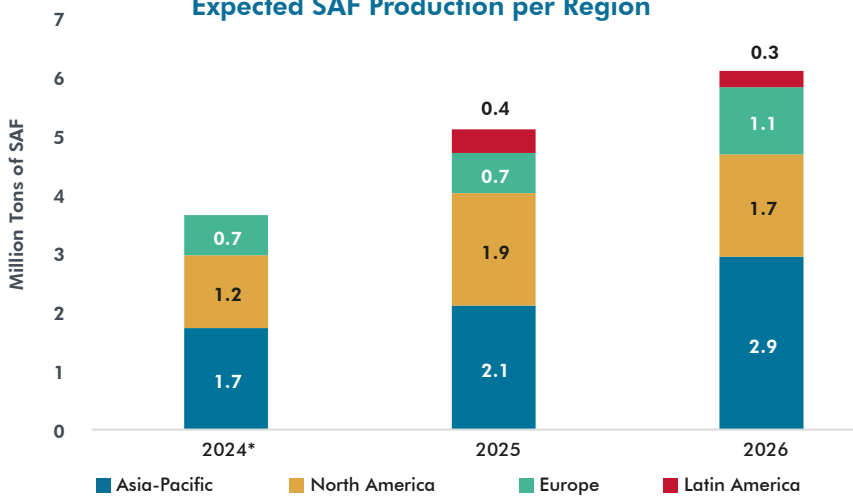
Operational and Financial Performance of the Airline Industry by Region

Net Profit/Loss and Revenue Passenger Kilometres - RPKs



The Sustainability Landscape 2025-2026

Expected SAF Production per Region



*2024 figures are based on operational SAF facilities per region
Numbers are rounded due to illustrative purposes

- Operational Sustainable Aviation Fuel (SAF) facilities produced around 3.65 million tons in 2024, based on data reported by Argus Media Group.

- In a best-case scenario, facilities planned to begin operations in 2025 and 2026 are expected to produce approximately 5.12 and 6.10 million tons of SAF, respectively, mostly concentrated in the United States and Asia-Pacific region.

- If airlines want to offset their emissions captured under CORSIA using SAF, and aviation fuel suppliers want to fulfill their obligations for uplifting SAF under the Refuel EU and the UK Aviation Fuel Plan between 2025 & 2026, the industry would need around 46 million tons of SAF.

Current Energy Cost for the Airline Industry

Scenario 1:

- CORSIA offsetting requirements are addressed using CORSIA eligible emission units
- The Refuel EU Mandate in 2025 & 2026
- The UK Mandate in 2025 & 2026
- The cost of the EU ETS

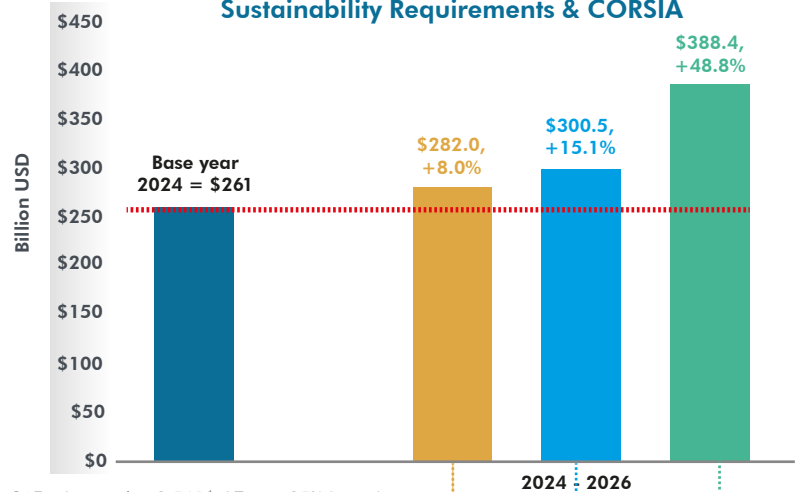
Scenario 2:

- CORSIA offsetting requirements are addressed using CORSIA Offsets (85%) & Available CORSIA SAF (15%) - ICAO Scenario: assuming 113.5 million CORSIA certificates will be available and only 7.5 million tons of SAF will be required
- The rest will remain the same

Scenario 3:

- CORSIA offsetting requirements are addressed using CORSIA SAF Only
- The rest will remain the same

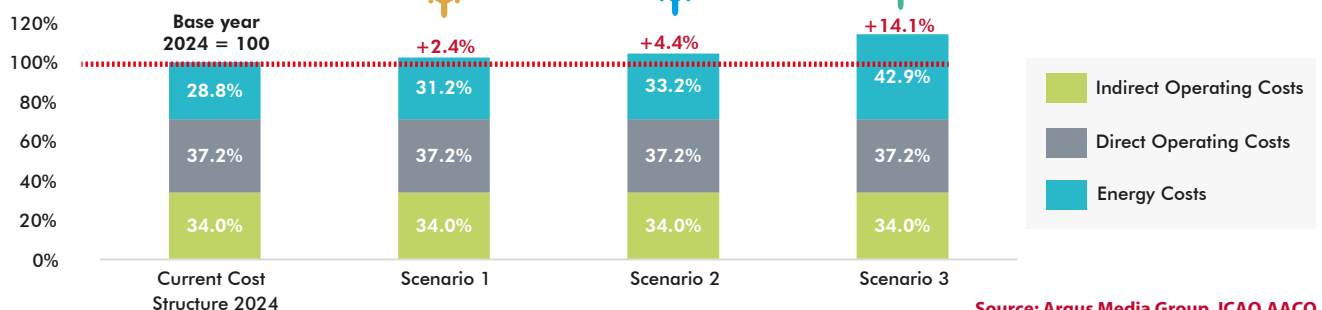
Expected Increase in Energy Cost due to Existing Sustainability Requirements & CORSIA



SAF price used = 2,561\$ / Ton at 85% intensity
CORSIA Eligible Emission Units price used = 25\$ / Ton

Updated Operating Cost Structure Per Scenario

Tables in red represent cost increase compared to the base year

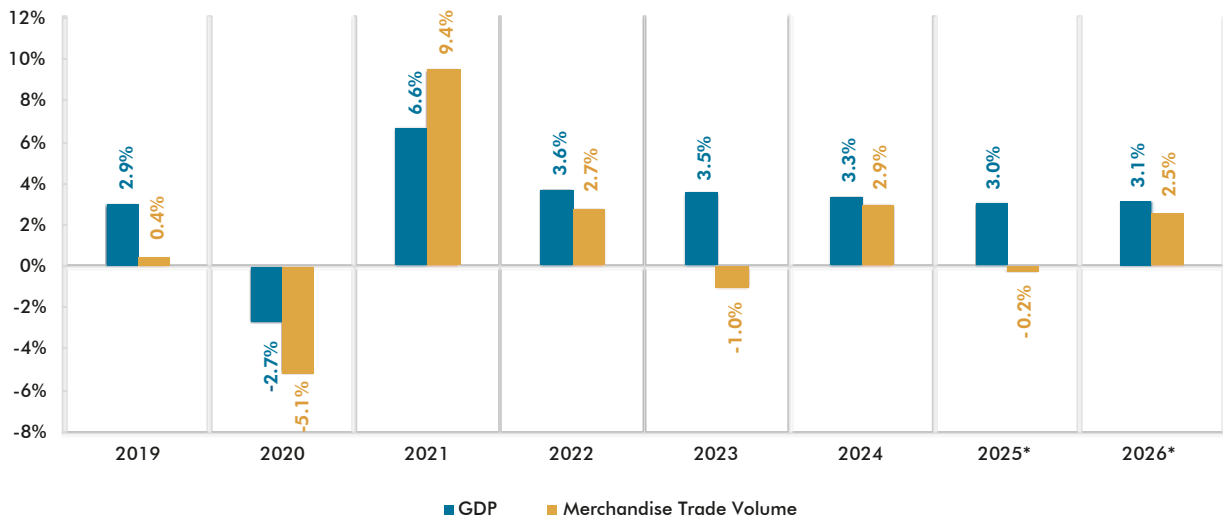


Source: Argus Media Group, ICAO, AACO



The Economy

Year-on-Year Change in Global GDP and Merchandise Trade

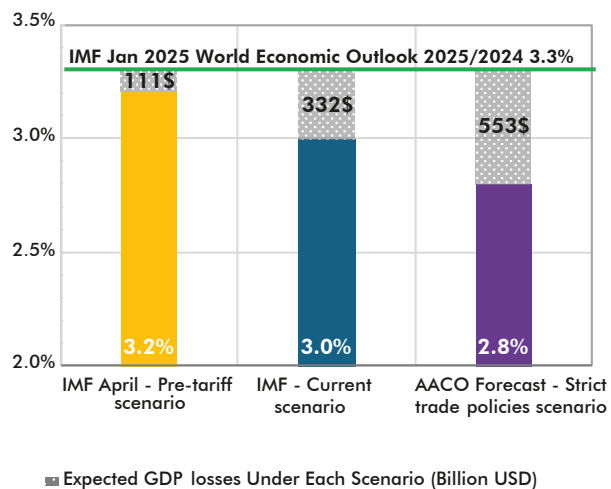


Global economic activity has been relatively stable since 2023, **with year-on-year GDP growth holding above 3%**, yet below the historical average of **2000–2019 at 3.7%**. In 2024, key financial and social indicators showed signs of resilience, as inflation dropped **from 6.6% in 2023 to 5.6% in 2024**, and **unemployment and vacancy indicators returned to pre-pandemic levels**, a trend that was expected to continue in 2025. However, the imposition of universal tariffs on merchandise trade by the U.S., coupled with additional tariffs on selected countries and geopolitical challenges, affected trade activity and household consumption in 2025, which is expected to lead to slower economic growth.

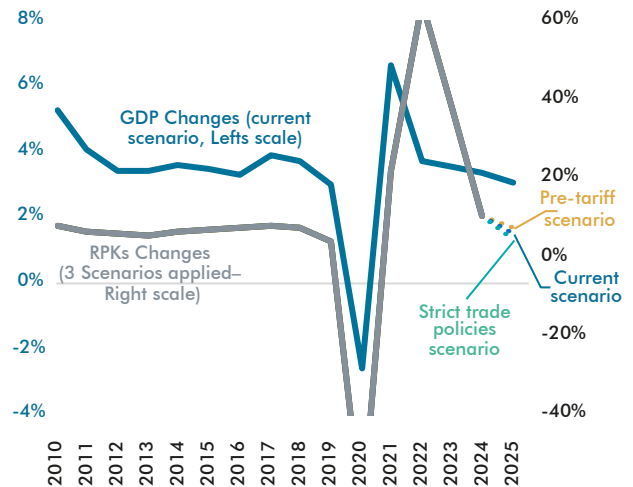
The estimates can change depending on the magnitude of tit-for-tat trade measures between countries and their ripple effect on economic and financial indicators, as trade is a key driver of GDP growth. Weakening of trade activity could potentially lead to a slowdown in the global business cycle and, consequently, the airline industry. Therefore, three scenarios for GDP and Revenue Passenger Kilometers (RPKs) growth were considered.

According to the IMF, before imposing tariffs in February 2025, the economy was expected to grow by **3.2% in 2025**. Considering the correlation between GDP growth and passenger traffic, we estimate a **7.5% growth in RPKs**. The second scenario, “Current Scenario” for GDP growth, considers existing tariffs and all reciprocal measures taken, inclusive of the tariffs which were imposed and later paused. Under this scenario, **GDP and RPKs growth is expected to reach 3.0% and 5.8%, respectively, in 2025**. Finally, in a stringent trade policy scenario, where an escalation of tit-for-tat trade tariffs between the U.S. and its major trading partners occurs, **GDP and RPKs growth is expected to reach 2.8% and 4.5% respectively**.

Expected Scenarios for World GDP in 2025



Year-on-Year GDP and RPKs Changes



Left Chart: Losses are compared to January 2025 expected growth baseline

Right Chart: The graph limits were modified for illustration purposes. Estimates for 2025 as per the current scenario are based on IATA figures and modified for every scenario based on the relationship between RPKs and GDP change

Source: IATA, IMF, AACO

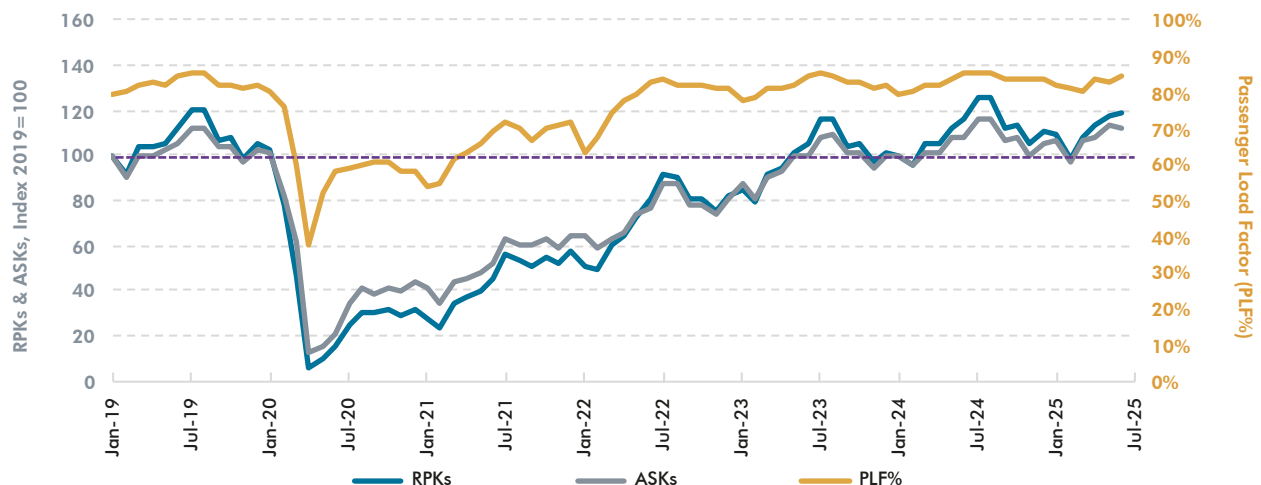


Global Air Travel

Global Passenger Operations

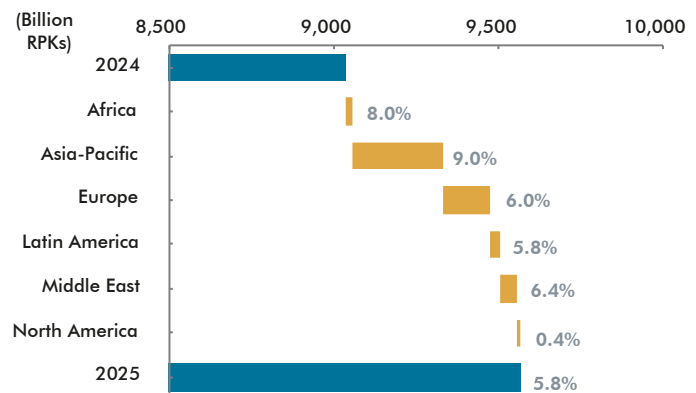
The robust economic performance in 2024 supported travel demand, leading the aviation industry to record **double-digit growth of 10.6% in passenger traffic** (measured in RPKs) compared to 2023, surpassing **2019 levels by approximately 4.0%**. Similarly, seat capacity (measured in ASKs) grew by 8.9% compared to 2023 (2.9% above 2019 levels). The overall industry Passenger Load Factor (PLF) reached **83.5% in 2024 up from 82.2% recorded in 2023**. Growth was witnessed across all regions and was mainly driven by the Asia-Pacific region, where passenger traffic, measured in RPKs, grew by 17.4% compared to 2023 and exceeded 2019 levels by 0.9%.

Global Monthly Change in Total Passenger Traffic (RPKs) and Seat Capacity (ASKs) (Jan 2019=100) & Passenger Load Factor (PLF)



Based on the current economic growth scenario, travel demand is expected to grow in 2025, albeit at a slower pace. The newly imposed tariffs added to the existing geopolitical and supply chain uncertainties. The demand for air travel is expected to grow by **5.8% in 2025 compared to 2024, a 1.7 percentage point downgrade** from our pre-tariff scenario. Asia-Pacific is expected to be the fastest-growing region, with a **9.0% year-on-year increase** in 2025, contributing to **52% of the industry's growth**, followed by Europe, contributing **28% of total growth in 2025**. The industry load factor is expected to increase by **0.5 percentage points in 2025 to reach 83.9%**.

Expected Contribution to Passenger Traffic (RPKs) in 2025 by Region



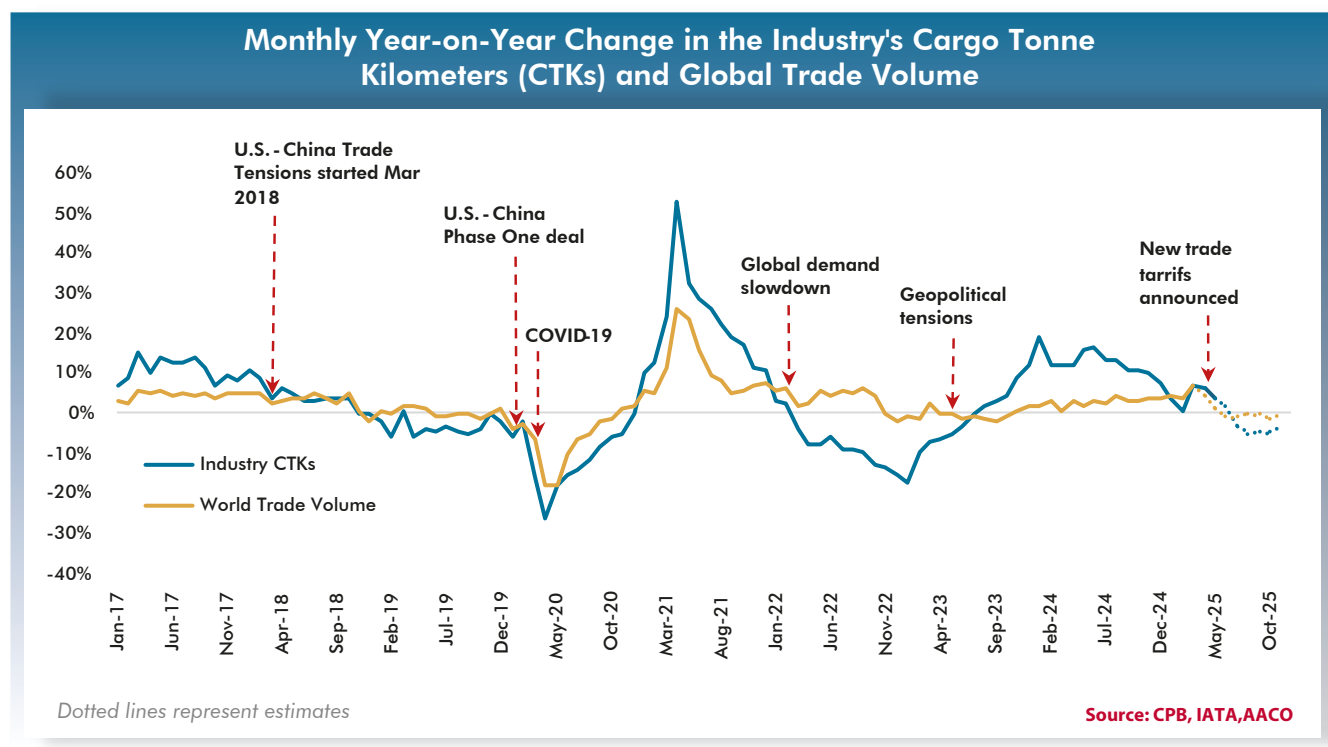
Percentages represent expected annual growth in 2025

Source: IATA, AACO

Trade and Cargo Operations

Global merchandise trade grew by **2.9% in 2024 compared to 2023**, fueled by increased e-commerce activity. Growth, however, was hindered by a slowdown in steel and automobile trade, driven by heightened geopolitical tensions in the Middle East. Similarly, demand for air cargo measured in **Cargo Tonne Kilometres (CTKs) grew by 11.4% in 2024 compared to 2023**, benefiting from the increase in global trade activity and from favorable market conditions, such as lower fuel prices and the elevated maritime rates, which made air freight a more favorable option for businesses.

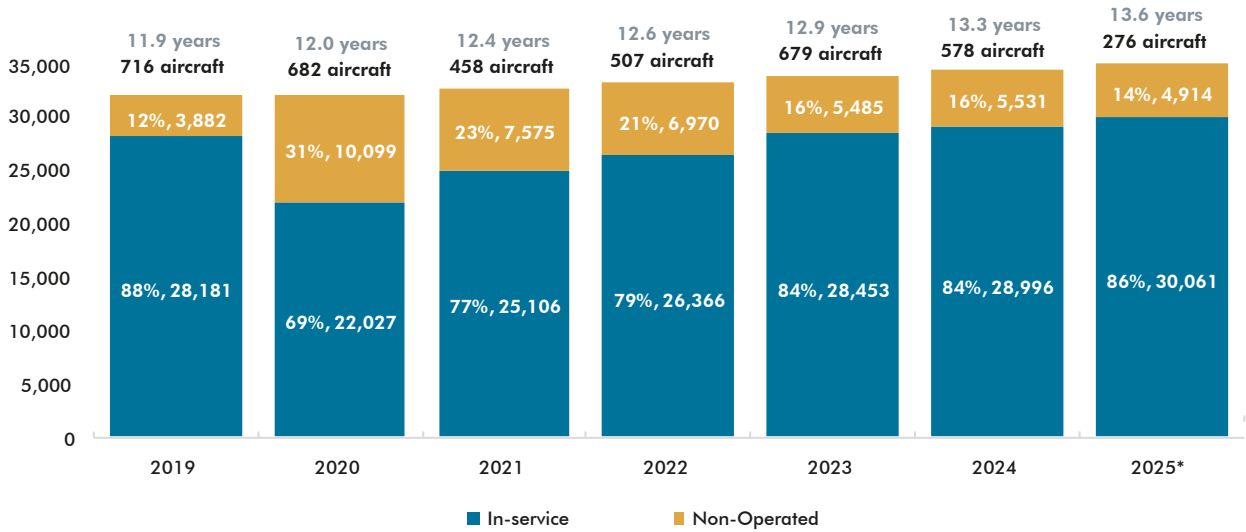
However, the World Trade Organization expects a decline in global merchandise trade activity by **0.2% in 2025**, reflecting stringent trade policies deployed by the U.S. and reciprocal measures taken by some of its trading partners. As for air cargo, operations will be highly affected due to the end of the U.S. de minimis rule, which allowed items worth less than USD 800 to be shipped to the U.S. without having to pay duties or import taxes, and the decline in sea freight rates, as security conditions improved in key sea corridors. We expect a notable decline in air freight activity **by 3.5% during H2-2025**. This forecast remains highly sensitive to any shifts in global trade policy that could either tilt risks to the upside or the downside.



Global Fleet Status

The total number of aircraft in fleet increased by **1.7% in 2024 compared to 2023**, reaching 34,527 aircraft, of which 28,996 in-service, and 5,531 were non-operated. The total number of aircraft in fleet is expected to increase by **1.3% in 2025**. This increase is attributed to the reactivated fleet, **reaching around 1,137 aircraft**. Fleet utilization averaged **8.5 hours in 2024** with a very slight downward change of 0.1 hours compared to 2023. Fleet utilization is expected to **decrease below 8 hours in 2025**, mirroring the slowdown in demand.

Global Fleet Status as at 31 December of Each Year



Average age of in-service fleet, Retired aircraft

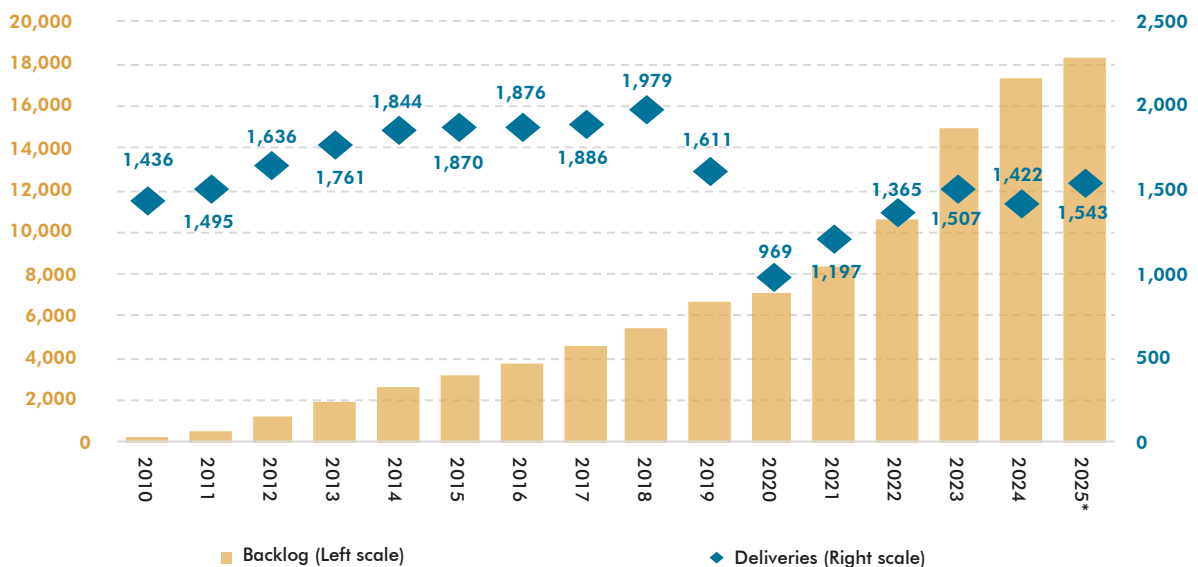
*Data for 2025 is until August

Source: Cirium Fleets Analyzer, AACO

Based on the numbers retrieved in August 2025, the **aircraft order backlog reached 18,280 aircraft**, mirroring production bottlenecks, supply chain disruptions, labor shortages, and strong demand for new aircraft.

The current order backlog would require **12 years of production at 2025 aircraft delivery rate to be cleared**. Another **1,543 aircraft** are expected to be delivered by the end of 2025, which is still below the average delivery rate between **2011-2015 at 1,721 aircraft**.

Yearly Global Aircraft Deliveries and Backlog

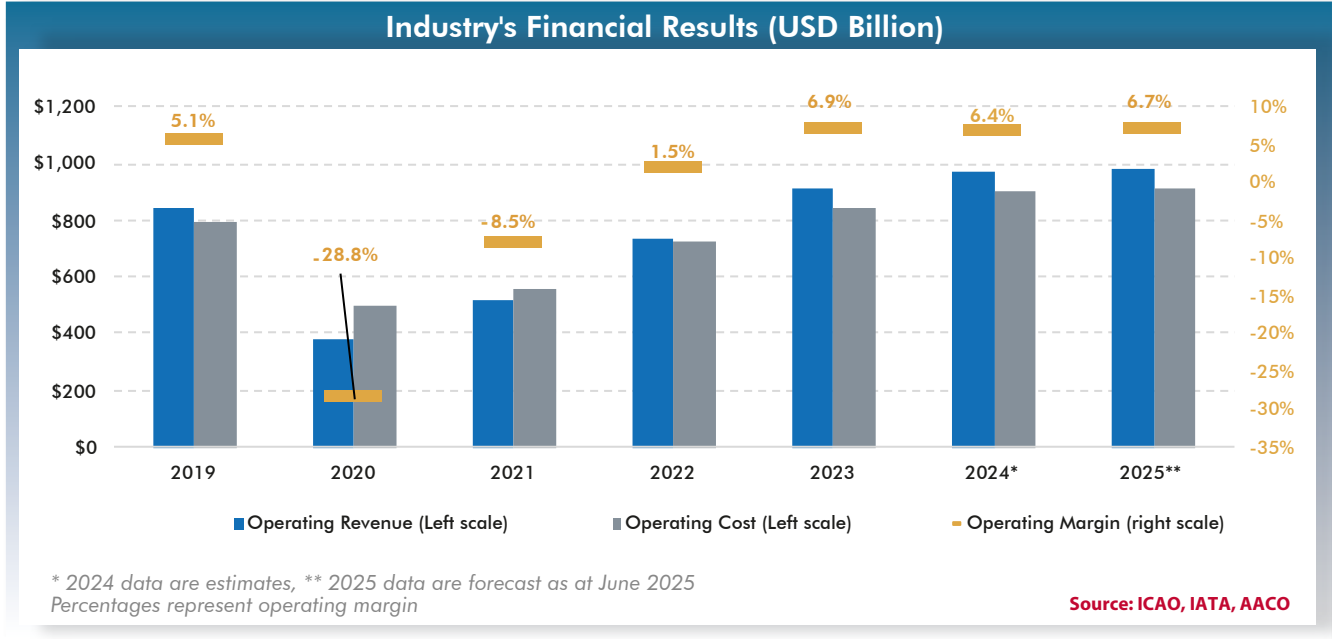


*Expected deliveries as of August 2025

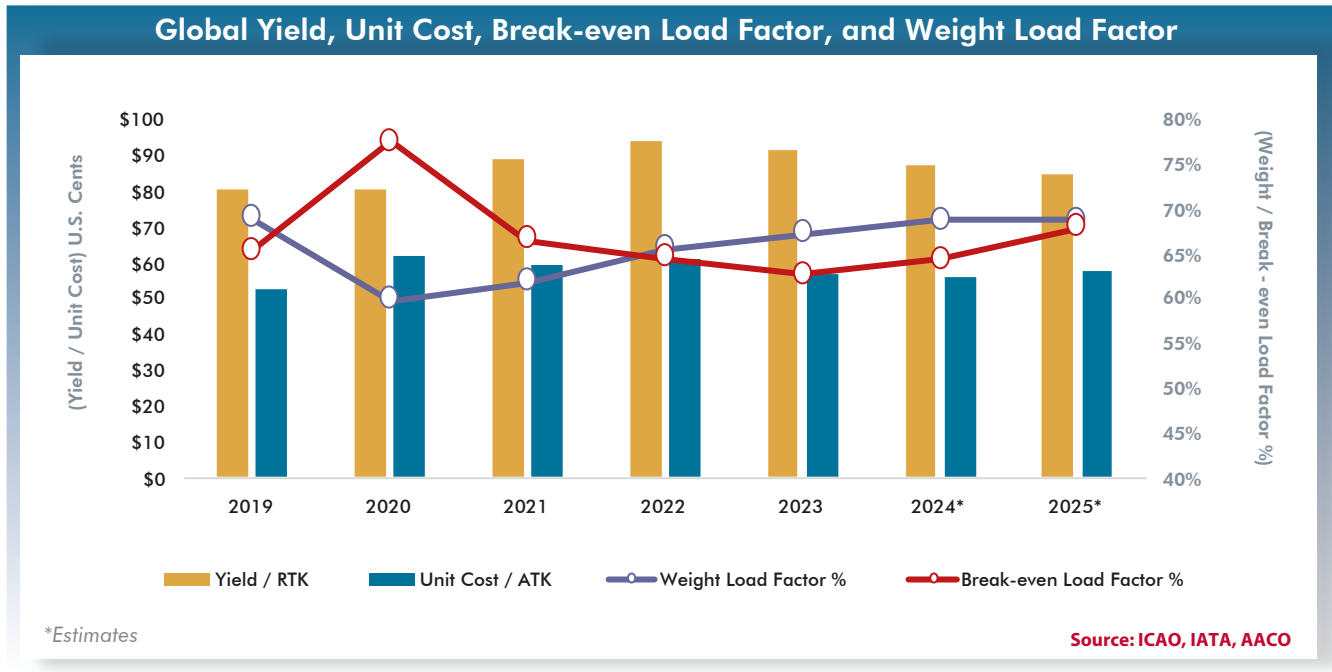
Source: Cirium Fleets Analyzer, AACO

Financial Performance of the Industry

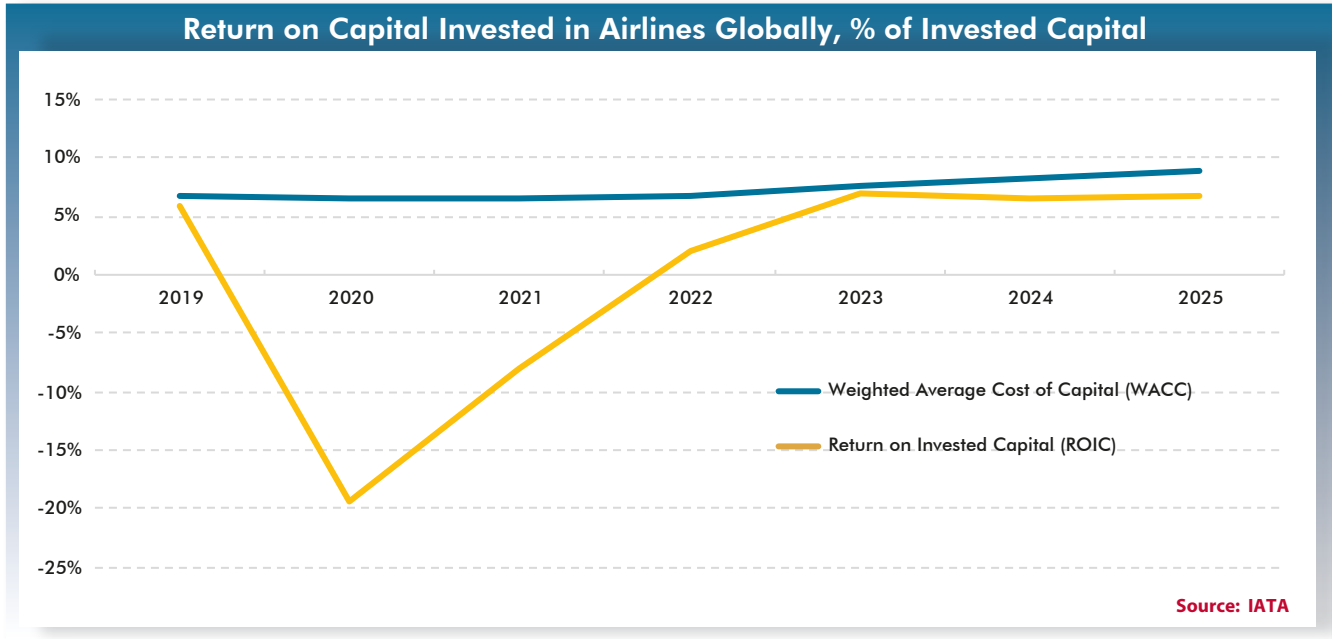
The airline industry remained profitable in 2024 for the third year in a row. The industry’s total **operating revenues and operating expenses reached USD 966 and 904 billion**, respectively in 2024, growing by **6.3% and 6.9% respectively compared to 2023**. As a result, the industry recorded an operating profit of **USD 61.9 billion, slightly below the USD 62.9 billion achieved in 2023**. Higher non-fuel expenses, coupled with lower passenger and cargo yields, have caused this decline, dragging down the industry’s operating margin by around **0.5 percentage points to reach 6.4% in 2024**.



Despite the persistent challenges in the supply chain, restrictive trade policies, and the uncertainty looming on the geopolitical landscape, the airline industry is expected to remain profitable in 2025. The impact of the slowdown in demand and the decline in jet fuel prices on yields is expected to be cushioned by the limited capacity growth, which will increase passenger load factor by **0.5 percentage points**, support yields and dilute the unit cost further. The industry is expected to record its **highest operating profit since 2015 in 2025 reaching USD 66 billion**.



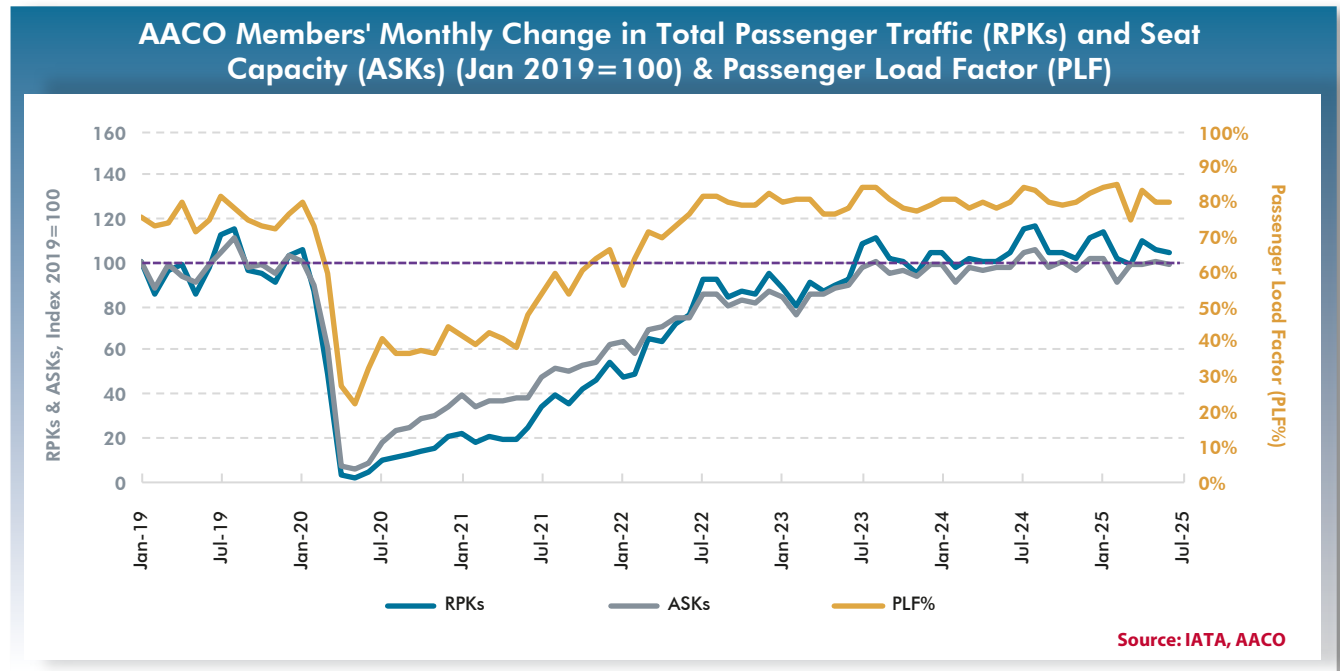
Although the industry achieved profitability, its average net margin remains very low compared to other industries. During the past 25 years, the average net margin **hovered between 0% and 5%** and reached as low **as -35% during the COVID-19 pandemic**. On the contrary, the average net margin in other industries has reached around 8%. The return on invested capital (ROIC) of the airline industry reached **6.6% in 2024 and is expected to reach 6.7% in 2025** following the increase in deleveraging of airlines. While this is sufficient in some years to cover the weighted average cost of capital (WACC), it has reached **the levels of 8.3% in 2024 and is expected to increase to 8.8% in 2025** driven by higher borrowing rates.





AACO Member Airlines

AACO Members' Passenger Operations

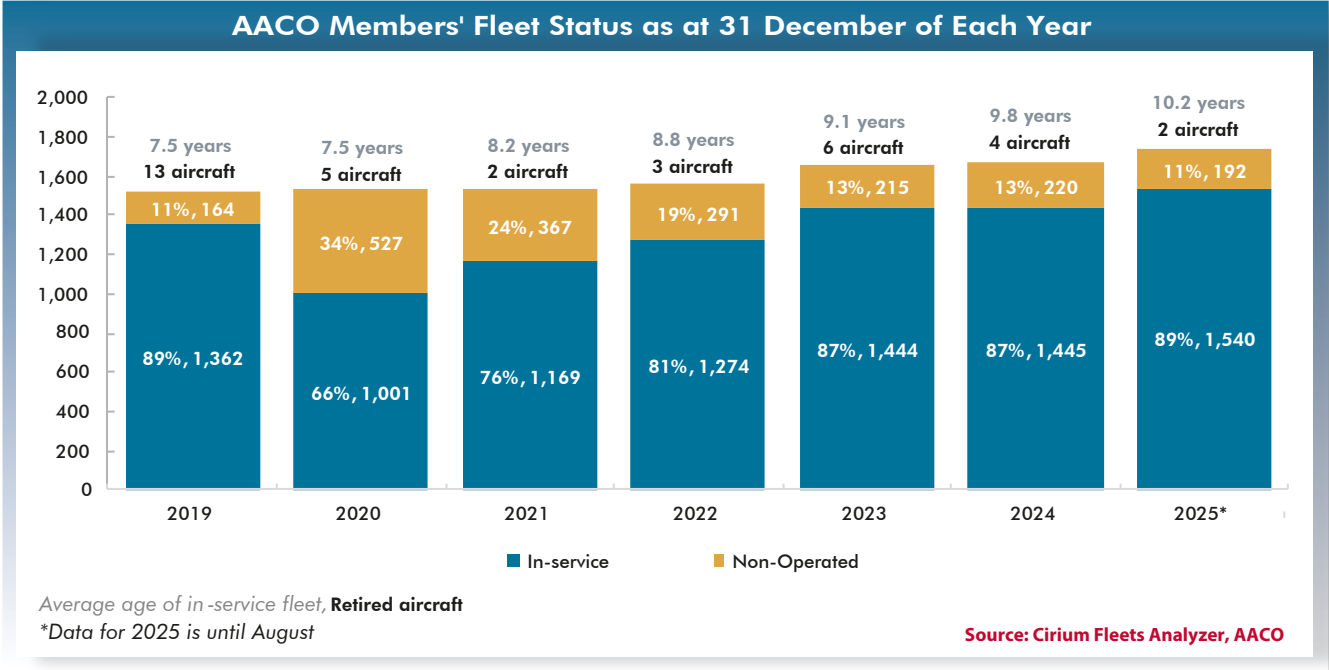


Similar to the industry, AACO members achieved full recovery from the COVID-19 pandemic in 2024. **Passenger traffic, measured in RPKs, increased year-on-year by 10.0% in 2024**, slightly below the industry-wide growth of 10.6%. **Total capacity, measured in ASKs, grew by 8.7% during the same period**, only 0.2 percentage points below the global growth rate. As a result, AACO members' Passenger Load Factor (PLF) improved by nearly one percentage point, **reaching around 80.6% in 2024**. Expectations for 2025 remain optimistic, albeit with a slower growth trajectory when compared to 2024, as the industry, and AACO members continue to face headwinds from geopolitical tensions, economic uncertainty, trade restrictions, supply chain disruptions, and sustainability requirements. During the first half of 2025, **AACO members RPKs and ASKs grew by 4.3% and 2.1%, respectively**, compared to the same period in 2024, which marks more than 10 percentage points decline in the growth rate for passenger demand and capacity.

AACO Members' Fleet Status

AACO members' total fleet reached 1,665 aircraft in 2024, including **1,445 in-service and 220 non-operated**, representing a 0.4% increase compared to 2023. **Fleet utilization also improved, averaging 10.55 hours in 2024**, up from 10.30 hours in the previous year. In August 2025, AACO members' fleet included 1,540 in-service aircraft and 192 non-operated aircraft, bringing the total number of aircraft to **1,732 aircraft, an increase of 4.2% compared to 2024**. Fleet additions in 2025 comprised 38 new deliveries, 28 aircraft reactivations from

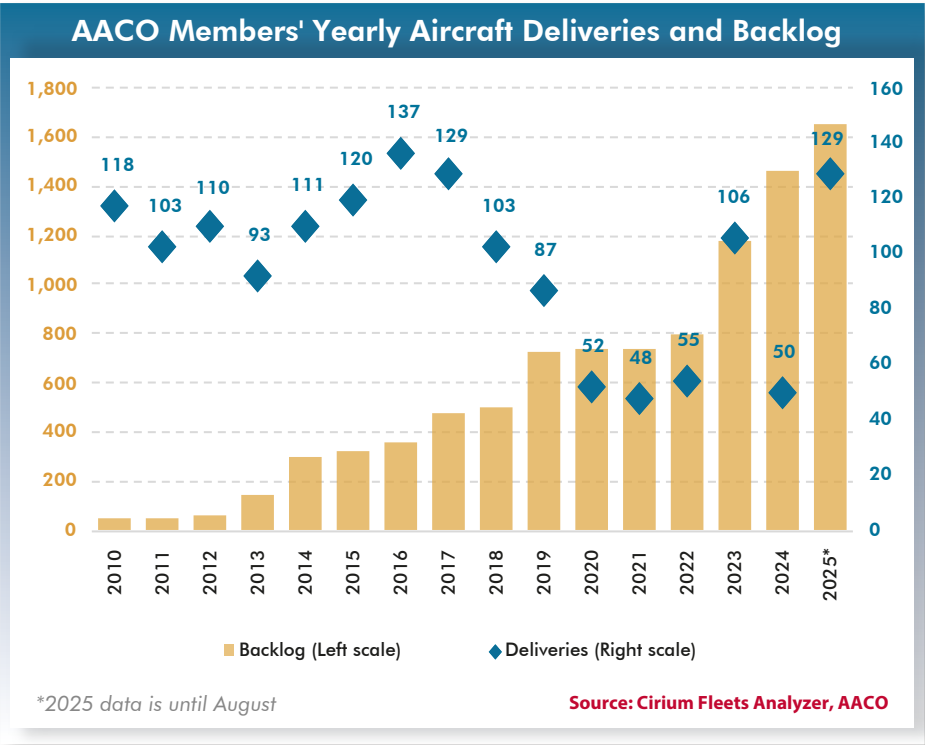
storage, and 29 leased aircraft. Around **60% of these additions were reactivated or leased aircraft**, reflecting the delays in new aircraft deliveries that AACO members continue to face due to supply chain disruptions.



In 2024, AACO members received 50 new aircraft from an order backlog of 1,460. By mid-2025, 38 aircraft had been delivered, with an additional 91 expected by year-end, according to the Cirium Fleets Analyzer Database. **The backlog grew further in 2025, reaching 1,655 aircraft.** Given the delivery forecast of 129 aircraft for the year 2025, **it would take roughly 13 years to clear the backlog at the current pace.**

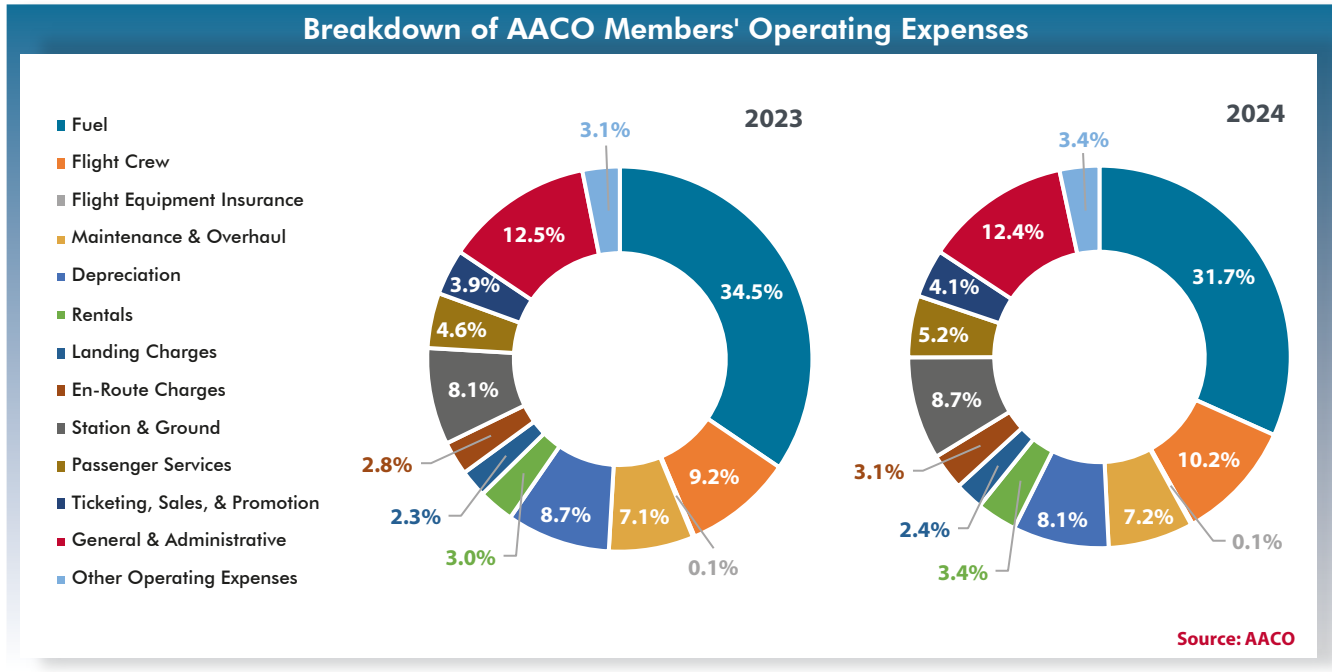
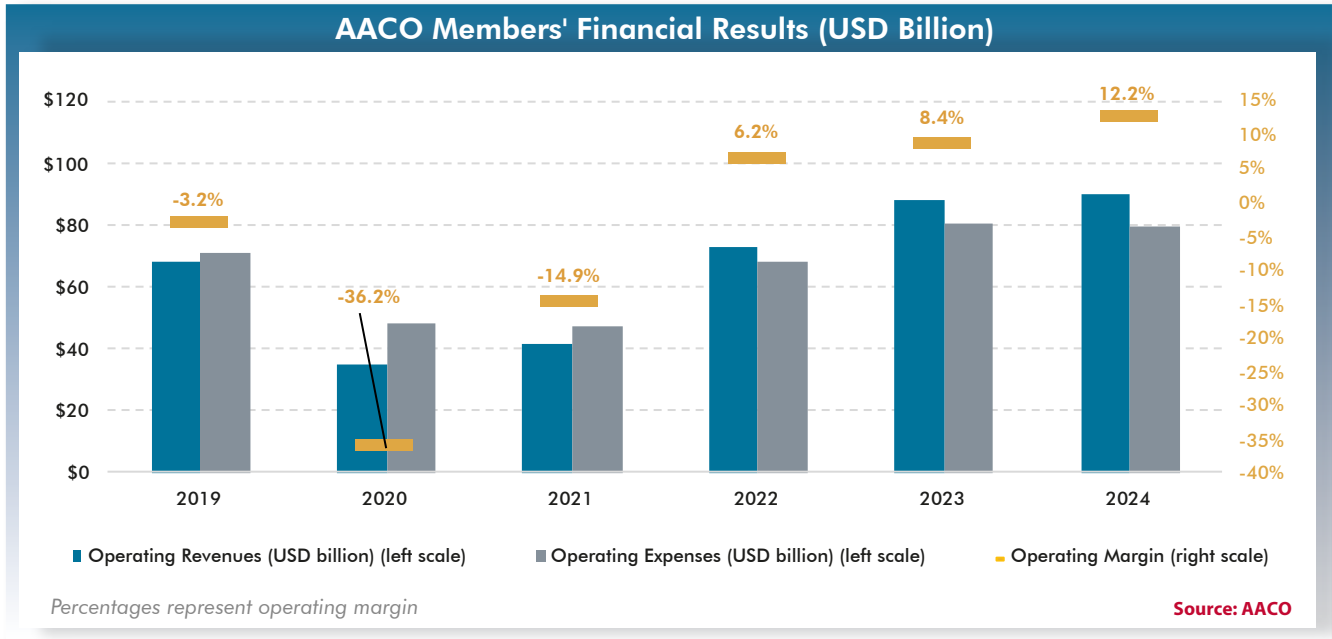
Deliveries remain at historically low levels, averaging just 62 annually between 2020 and

2024, compared with 107 per year during 2010–2014, highlighting the continued impact of supply chain disruptions, economic pressures, and labor shortages. In addition, to highlight the magnitude of the supply chain problem, AACO members fleet renewal rate, which is calculated based on the share of deliveries from in-service fleet, the average between 2010-19 was 9.7% compared to 3.5% and 8.4% fleet renewal rates recorded in 2024 and 2025 respectively.

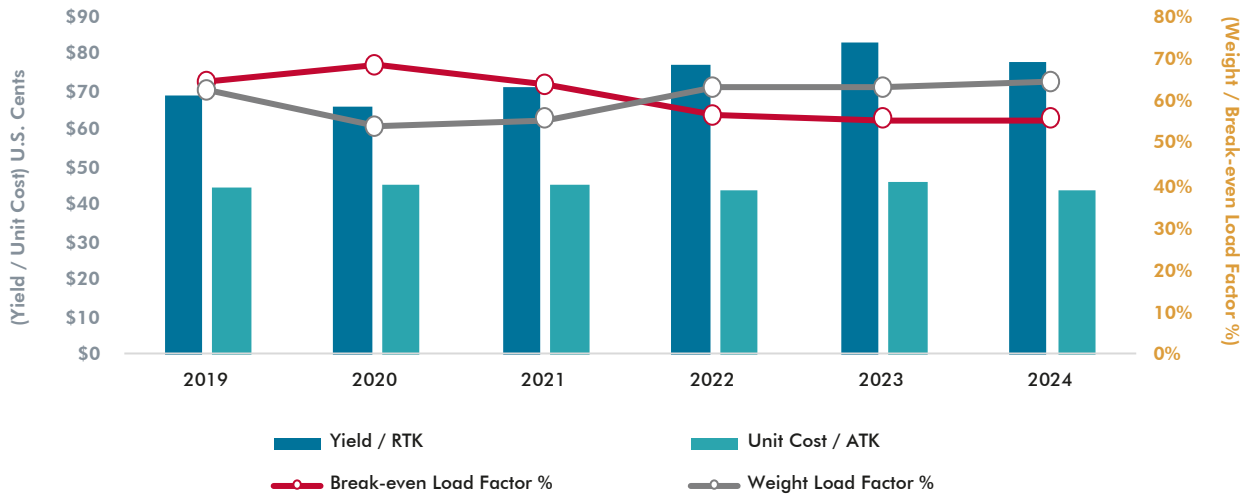


AACO Members’ Financial Performance

AACO members achieved profitability for the third year in a row with total operating revenues reaching USD 90.1 billion in 2024, **an increase of 2.7% compared to 2023**, and recorded a reduction in total operating costs by **1.5% for the same period** to reach USD 79.1 billion. Therefore, AACO members achieved a solid operating margin of **12.2% compared to 8.4% in 2023**. Several factors have supported the financial stability of AACO members in 2024, including lower jet fuel expenses, tighter capacity, and increased passenger demand, which managed to overcome the increase in labor, maintenance, and aircraft rental costs. As shown in the chart below the cost structure of AACO members has witnessed a drop in the fuel share, which was picked up by other cost components due to supply chain and operational aspects.



AACO Members' Yield, Unit Cost, Break-even Load Factor, and Weight Load Factor



Source: AACO

Despite the robust financial performance of AACO members in 2024, the yield per RTK declined reflecting lower jet fuel prices and slower than anticipated economic growth, however, AACO members exceeded their break-even load factor by 8.8 percentage points supported by strong passenger demand. So far, 2025 is sending similar financial signals, lower yields and lower fuel expenses, where AACO members are expected to maintain healthy balance sheets, with some decline in yields as demand for air travel holds back in 2025.



Airports

Global airport operations surpassed pre-pandemic levels in terms of passenger and cargo traffic in 2024. **Passenger numbers reached 9.4 billion, up by 8.4% and 2.7% compared to 2023 and 2019, respectively. Cargo operations increased by 9.9% compared to 2023 (4.1% above 2019), reaching around 127 million tons**, while aircraft movements grew by 3.9% during the same period to reach around 100.6 million, while remaining 3.2% below 2019 levels. **ACI forecasts continued growth in 2025, with global passengers expected to hit 9.9 billion and cargo 129 million metric tons.**

In the Arab region, airport operations also recorded robust performance in 2024 despite regional geopolitical tensions, with **double-digit growth in passengers, cargo, and aircraft movements**. However, momentum slowed in 2025, as **Q1 figures showed modest increase in passengers (+1.2%) and cargo (+2.1%) with a decline in aircraft movements (-0.7%)**.

Global and Arab Airports Operations in 2024

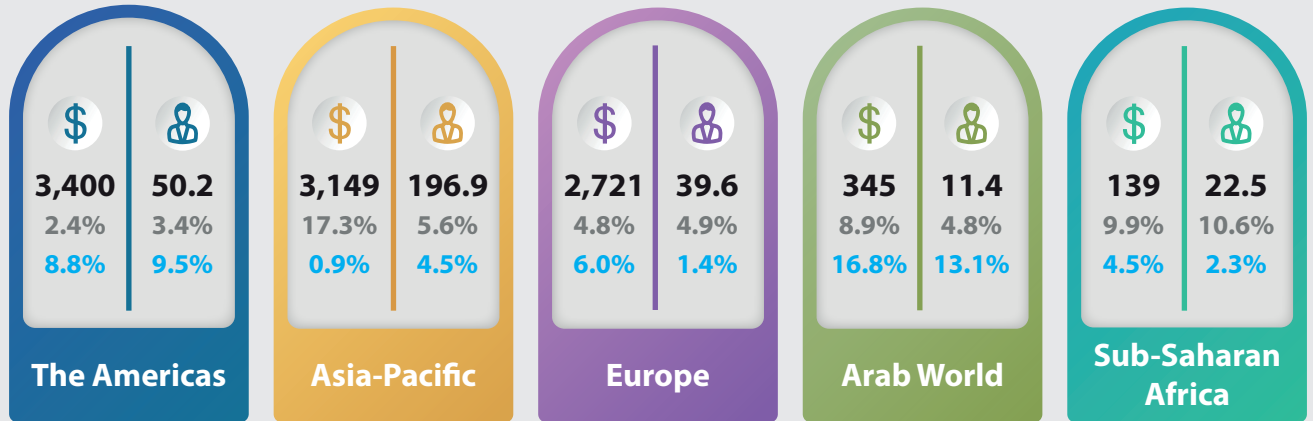


Source: ACI, AACO



Travel and Tourism (T&T)

Travel and Tourism Contribution to the Economy (per region)

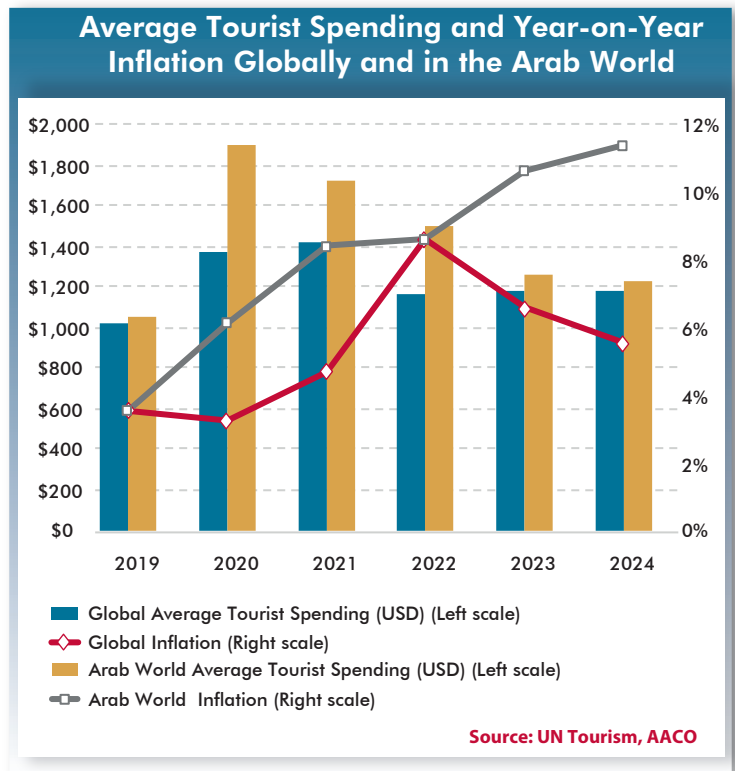


\$ T&T Contribution to GDP in 2024 (Billion USD)
 👤 T&T Contribution to Employment in 2024 (Millions)
 % Change compared to 2023
 % Change compared to 2019

Source: WTTC, AACO

In 2024, the Travel & Tourism (T&T) sector **accounted for 10.0% of global GDP, reflecting growth of 8.5% over 2023 and 6.0% above 2019 levels.** The sector also **supported 10.6% of global employment, marking increases of 6.2% and 5.6% compared to 2023 and 2019, respectively.** At the regional level, the Arab World maintained its position as the fastest-growing region, with its leading destinations attracting record tourist arrivals in 2024 despite ongoing geopolitical tensions.

In 2024, average tourist spending returned to pre-pandemic levels, reflecting a normalization of travel expenditure patterns. **Global average tourist spending marginally increased by 0.5% compared to 2023** as inflation dropped from 6.6% in 2023 to 5.6% in 2024. However, **average tourist spending in the Arab world witnessed a 2.0% decrease in 2024 compared to 2023**, reflecting the drop in the purchasing power of tourists, as inflation in the Arab world increased in 2024 to reach 11.4%.





Aviation Safety

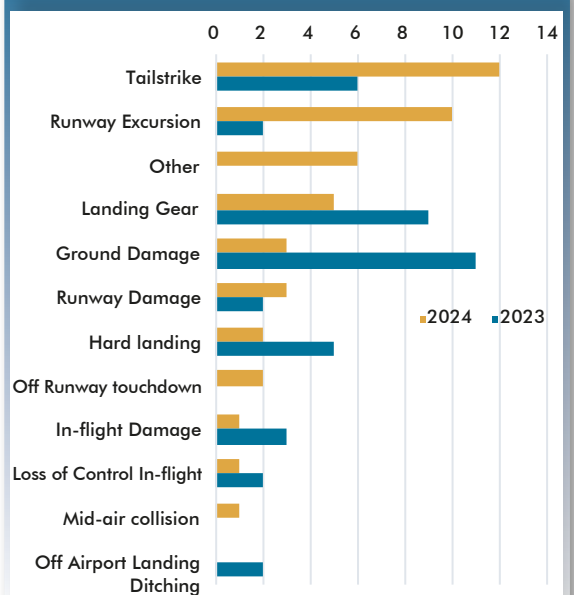
Aviation maintained a **strong safety record in 2024** compared to the five-year average (2020-2024), but performance declined relative to 2023. The all accident rate in 2024 **was 1.13 per million flights**, which is better than the **five-year average of 1.25**, but higher than the 1.09 recorded in 2023, indicating a slight year-over-year increase. There were seven fatal accidents in 2024, up from only one in 2023. Consequently, the fatality risk per million sectors rose from 0.03 in 2023 to 0.06 in 2024, although this remains **below the five-year average of 0.1**. Fatal accidents were mainly distributed as follows, three in Asia-Pacific region, two in Europe, and one in Latin America and the Caribbean. The most fatal accident in 2024, resulted in 179 fatalities, and was categorized under others in terms of the accident end state.

Key Safety Statistics

Accident Type	2023	2024	5-year average (2020-2024)
All accident rate	1.09 (1 / 0.92 million flights)	1.13 (1 / 0.88 million flights)	1.25 (1 / 0.81 million flights)
Total accidents	42	46	39
Fatal accidents	1 (0 jet and 1 turboprop)	7 (5 jet and 2 turboprop)	5
Fatality risk	0.03	0.06	0.10
Jet hull losses	0.06 (1 / 17.50 million flights)	0.14 (1 / 7.40 million flights)	0.15 (1 / every 7.12 million flights)
Turboprop hull losses	0.83 (1 hull loss every 1.20 million flights)	1.12 (1 hull loss every 0.89 million flights)	1.37 (1 hull loss every 0.74 million flights)

All numbers are per million flights

Accidents by Major Categories in 2024 and 2023



Source: IATA, AACO

While there was only one accident reported in the Arab region that was categorized as runway excursion by end state, **AACO member airlines did not encounter any accident in 2024.**

AACO Members	All Accidents Rate*	Total Accidents	Fatal Accidents	Hull Losses	Fatalities
Avg.2020-2024	0.6	0.0	0.0	0.0	0.0
2023	0.7	0.0	0.0	0.0	0.0
2024	0.0	0.0	0.0	0.0	0.0

*Accident rate per million sectors

Source: IATA, AACO

AACO continues to work with relevant organizations including ICAO, and IATA, to bring awareness to aviation stakeholders on the importance to mitigate safety risks through: Awareness Sessions & Training, Encouraging Proper Safety Reporting, Developing Recommendations, Enhancing Aviation Safety Culture, and Information Sharing.



Aviation Security

There were numerous security threats affecting airline operations in 2024, including heightened geopolitical tensions, with **conflict zones** posing significant risks to civil operations through **airspace closures, military escalation, and navigation satellite systems (GNSS) interference**. At the same time, cyberthreats against airlines, airports, and air traffic management systems intensified, exposing vulnerabilities in critical infrastructure. These evolving risks highlighted the urgency for industry stakeholders to strengthen collaboration, enhance intelligence sharing, and invest in advanced protective measures.

Conflict zones

Geopolitical tensions are giving rise to varied risks across different regions. **Cross-border incidents** in different conflict zones have led to severe disruption to aviation activities in 2024 and 2025. The shutdown of the Azerbaijani Airline flight in December 2024, underscores the significant risk posed by conflict zones. In addition, the ongoing **sophisticated GNSS interference incidents**, coupled with **Radio Frequency Interference (RFI)** have raised concerns about the need of establishing traditional nav aids to ensure conventional backup in the event of signal loss. All these existing concerns have highlighted the importance of information sharing in and around conflict zones. AACO, through its Information Sharing Mechanism, continues to share information received from various official sources with its member airlines to have better visibility about the security landscape.

Cybersecurity

On top of the **18 cybersecurity incidents recorded** worldwide as reported by KonBriefing Research, the **global system outage in July 2024**, even though it was related to a faulty update, highlighted the importance of cybersecurity in aviation. Considering the current unstable geopolitical landscape, airlines will **continue to be exposed to bad actors**. In addition, the industry's digital transformation can increase the risk of data breach. Therefore, all industry stakeholders are reminded to adopt highest standard in cybersecurity to mitigate new threats, an aspect which was referred to, among other mitigation measures in the **Muscat Declaration on Aviation Security and Aviation Cybersecurity** which was adopted in December 2024.

Major cyberattacks on the aviation industry 2024

January	February	July	October	December
 RL Jan 07 Beirut Airport	 RUS Feb 24 Russia Drone Control System	 HR Jul 22 Split Airport	 CZ Oct 06 Velká Bíteš Aerospace company	 J Dec 26 Tokyo / 東京 Airline
 NL Jan 17 Amsterdam Aircraft leasing company	 USA Feb 25 Mobile, AL Aircraft engine manufacturer	 TR Jul 22 Antalya Airline	 CY Oct 18 Larnaca / Λάρνακα Lárnaaka Airport operator	 I Dec 28 Milano Airport
 USA Jan 17 Coconut Creek, FL Aircraft leasing company	 DK Feb 25 Copenhagen Airport	August	 MEX Oct 24 Monterrey Airport operator	 CDN 2024 Montreal QC International aviation organization
	May	 USA Aug 24 Seattle, WA Airport		
	 F May 13 Pau Airport	 D Aug 24 Langen Air traffic control company		
	 D May 19 Hamburg Airport			

Total: 18

KonBriefing Research



Aviation and Environmental Sustainability

The aviation sector continues to navigate an evolving sustainability landscape shaped by a **mix of international, regional, and national regulatory frameworks** for reducing carbon emissions and accelerating the use of alternative energies.

While these efforts underscore a collective commitment to decarbonization, the **proliferation of unharmonized regulatory frameworks** presents growing challenges for airlines. **Divergent compliance schemes, overlapping programs, taxation** on aviation activities and **inconsistent standards** risk creating operational **inefficiencies, uncertainties**, and **market distortions**.

AACO continues to emphasize the urgent need for **international coordination, harmonization of policies, recognition of emission reductions across regulatory frameworks**, and alignment of regulatory approaches to achieve climate objectives without compromising the sector's resilience and competitiveness.

Sustainability Regulatory Landscape

CORSIA: Cap international aviation emissions at 85% of 2019 levels from 2024 to 2035.

Collective Global Aspirational Goal (GFAAF): reducing 5% of international aviation CO₂ emissions by 2030 using cleaner energies. A number of SAF mandates has been introduced.

Long-Term Aspirational Goal: Achieve net-zero CO₂ emissions from international aviation by 2050.

EU Emissions Trading Scheme (EU ETS): Cap for aviation emissions at 95% of average emissions of 2004-2006.

National ETSs such as in the UK and Switzerland: both ETSs are domestic and set a cap on aviation emissions. Swiss ETS is linked to the EU ETS, however, the UK ETS is not linked yet.

RefuelEU Law: sets mandatory SAF blending targets for fuel suppliers at EU airports, starting at 2% in 2025 and rising progressively to 70% by 2050. Airlines have anti-tankering obligations.

EU Flight Emissions Label:

A voluntary scheme, where airlines choose to opt in, pay a charge, follow the requirements, and display a green label on their flights from EU airports. Roll out is in 2025.

EU Greenwashing:

Greenwashing practices are subject to very high penalties and implications on reputation.

Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)

The scheme, governed by ICAO, is now progressing from its **voluntary phase (2021-2026)** into a **mandatory compliance period (2027-2035)**.

CORSIA sets its emissions **baseline at 85% of 2019 levels**, which equates to approximately **517 million tonnes of CO₂**. Airlines are required to offset emissions exceeding this baseline during the applicable compliance periods.

Until 2032, offsetting obligations are based entirely on a **sectoral approach**: Operator's Emissions on Covered Routes × Sectoral Growth Factor.

From **2033 to 2035**, a hybrid model is applied: 85% **Sectoral** Component + 15% **Operator-Specific** Component.

Offsetting requirements for the first phase (2024-2026) are expected to be around **133 MtCO₂**. Those requirements are expected to range from 950 to 1500 MtCO₂ for the whole CORSIA period (2024-2035), according to ICAO. Offsetting can be done either by submitting CORSIA Eligible Emission Units (**CEUs**) or, purchasing CORSIA Eligible Fuels (**CEFs**).

Summary of Challenges for CORSIA Implementation

Available CORSIA Eligible Emission Units (CEUs) amount to 18.4 million. Total offsetting requirement for phase 1 is 133 million tons of CO₂. Hence if available CEUs do not increase until end of 2026, then the shortage is around 115 million tons, making it difficult for airlines to meet compliance obligations through offsets..

CORSIA eligible units should be issued by projects according to programs approved by the ICAO Council and after the state does the required authorizations under the Paris Agreement and CORSIA.

SAF eligible for use under CORSIA must meet CORSIA- specific sustainability and lifecycle criteria. SAF certified under other standards such as the EU or UK does not qualify.

Since there's a shortage of CEUs, airlines would need to use CORSIA eligible fuels (CEFs) to offset their emissions. Meanwhile, CEFs are only produced based on request and commitments by airlines. Currently there's a major shortage of CEFs.

ICAO Global Framework for Aviation Alternative Fuels (GFAAF)

A Collective Global Aspirational Vision to **reduce 5% of international aviation CO₂ emissions by 2030 using cleaner energies** was adopted at the Third Conference for Alternative Aviation Fuels (CAAF/3) in 2023. The industry would need around 14.3 million tons (6.3% of total international jet A1 consumption) of SAF to achieve this target.

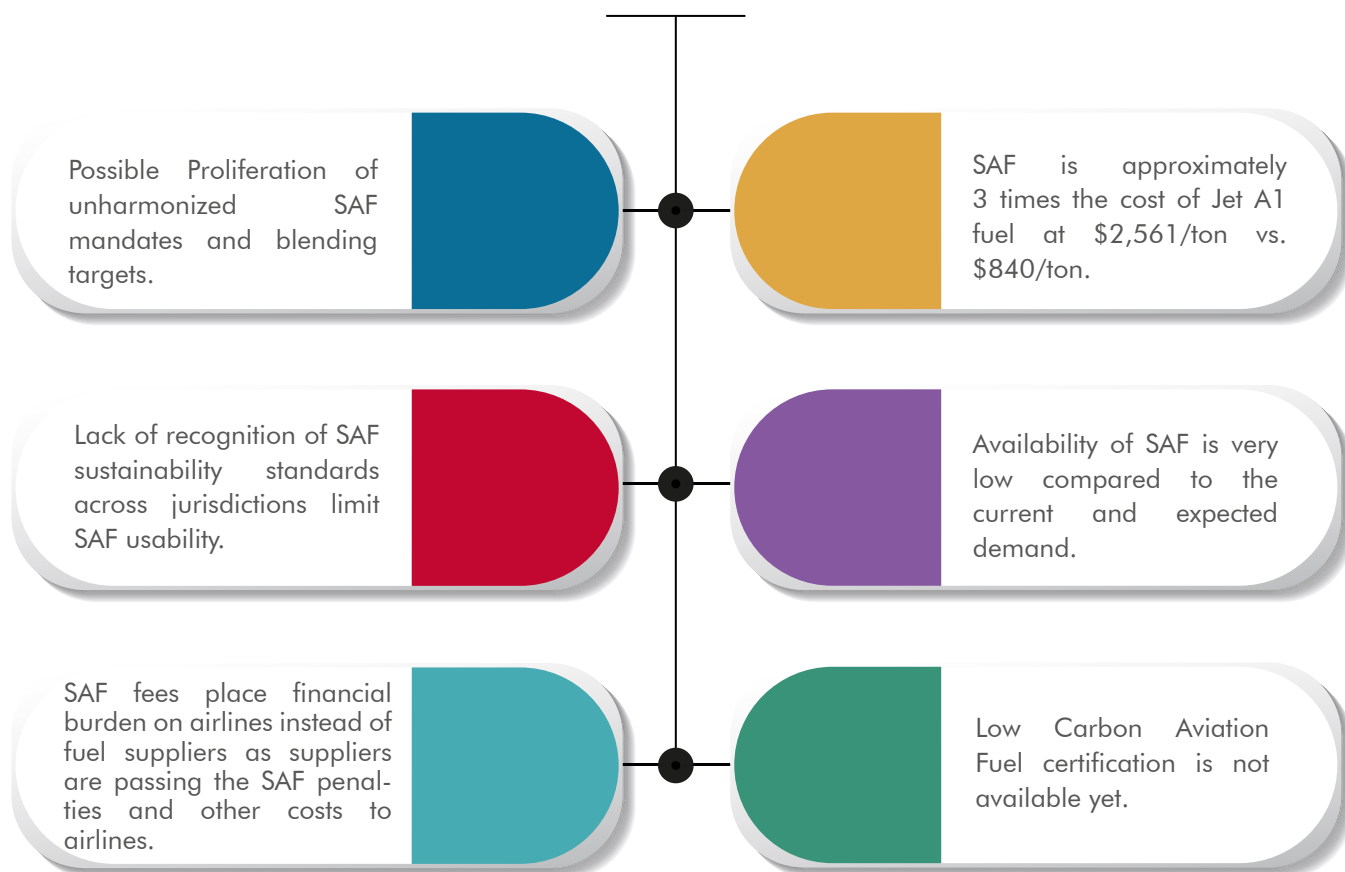
This vision **does not attribute specific obligations or commitments** in the form of emissions reduction goals to individual states.

CORSIA sustainability criteria should be used as the accepted basis for the eligibility of SAF, LCAF and other aviation cleaner energies used in international aviation.

Potential **policy components** are included as part of a toolkit, which includes **targets and/or mandates for emissions reduction levels, uptake of SAF**, LCAF and other aviation cleaner energies, and/or **fuel blending levels**.

Sustainable Aviation Fuel Blending **Mandates** are now announced **in the EU, UK, Singapore, Brazil** and **proposals in Türkiye, Japan, India, Malaysia, Indonesia** and **China**.

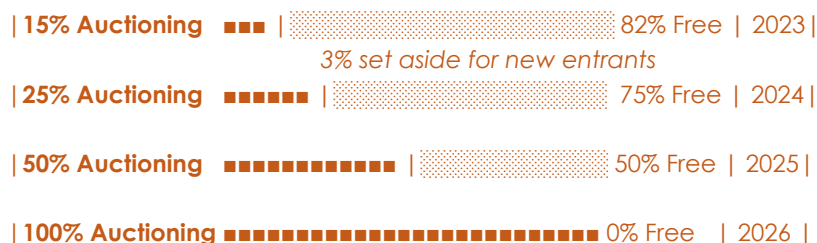
Summary of Challenges for GFAAF



EU Emissions Trading Scheme (EU ETS)

Current EU ETS scope is for flights within the European Economic Area, & flights from the EEA to Switzerland and the UK (linkage did not happen yet).

EU Aviation Emissions Allowance – Gradual Phase out of free allowances



Over the **2024-2030 period**, 20 million allowances from the aviation cap are reserved to support the **uptake of alternative fuels**.

The cap for aviation is reduced annually by the linear reduction factor, which rose from 2.2% (2021–2023) to 4.3% (2024–2027) and 4.4% from 2028, guiding emissions down over time.

The **EU Commission is tasked to undertake a review by July 2026 to assess** whether:

1. **The ICAO Assembly by 2025 strengthens CORSIA** in line with achieving its long-term aspirational goal, and,
2. Countries within the scope of CORSIA, represent at least **70% of international aviation emissions**.

Failing to meet both requirements, the EC would be tasked to propose EU ETS to apply to emissions from all departing flights starting 2027 onwards.

If a third country does not apply the CORSIA scheme from 2027, EU ETS would apply to emissions from flights departing from the EEA to that State.

Summary of Challenges related to the EU Emissions Trading Scheme (EU ETS)

Double Counting

Emissions on international routes on intra-EEA flights are counted for under both CORSIA and the EU ETS for non-EU airlines, while they are counted for only under the EU ETS for EU airlines.



Discrimination

Non-EU airlines must offset emissions on those international routes under both CORSIA and the EU ETS, unlike EU airlines that have to offset those emissions only once under the EU ETS; as when the EU transposed CORSIA into EU regulation, it considered those routes as domestic, hence captured only by the EU ETS.



ReFuelEU Law

Aviation fuel suppliers have obligations to supply **minimum shares of SAF across EU airports**.

SAF that is eligible for the RefuelEU should be certified according to EU standards. Other **SAF such as CORSIA eligible SAF is not compliant with the RefuelEU**.

Penalties on suppliers: at least twice the difference between Jet A1 & SAF prices for the quantity not achieved by fuel suppliers.

Suppliers added a **SAF fee on fuel bills of airlines** regardless of whether the mandate is met.

There is an obligation for aircraft operators to ensure that the yearly quantity of aviation fuel uplifted at a given EU airport is at least 90% of the yearly aviation fuel required, to avoid emissions related to extra weight caused by **tankering practices**. Airlines also have to report verified annual data on fuel uplift.

Summary of Challenges related to the RefuelEU

SAF production levels in the EU do not meet demand: 0.4 Mtons expected shortage in 2025, 1.3 Mtons in 2030 and 10.8 Mtons in 2035. (based on announced production facilities reported by Argus Media in September 2024)



Penalties are imposed on suppliers but **passed on to the airlines** under **SAF fee** (even if the airline buys SAF and even if the supplier does not pay the penalty).



EU Flight Emissions Label

The EU flight emissions label is a **label on flights from the EU benchmarking flights according to emissions**. It is a voluntary scheme, where airlines choose to opt in, pay a charge, follow the requirements, and **display a green label** on their flights from EU airports. **Roll out is in 2025**.

The scheme is designed to provide emissions values to European passengers when booking their flights. **Label validity is for one year** and this should be included on the label. The scheme is voluntary, but operators should include **all or none of their flights** that are included in the **RefueLEU**. They can also choose to include flights arriving at EU airports.

EU Greenwashing Rules

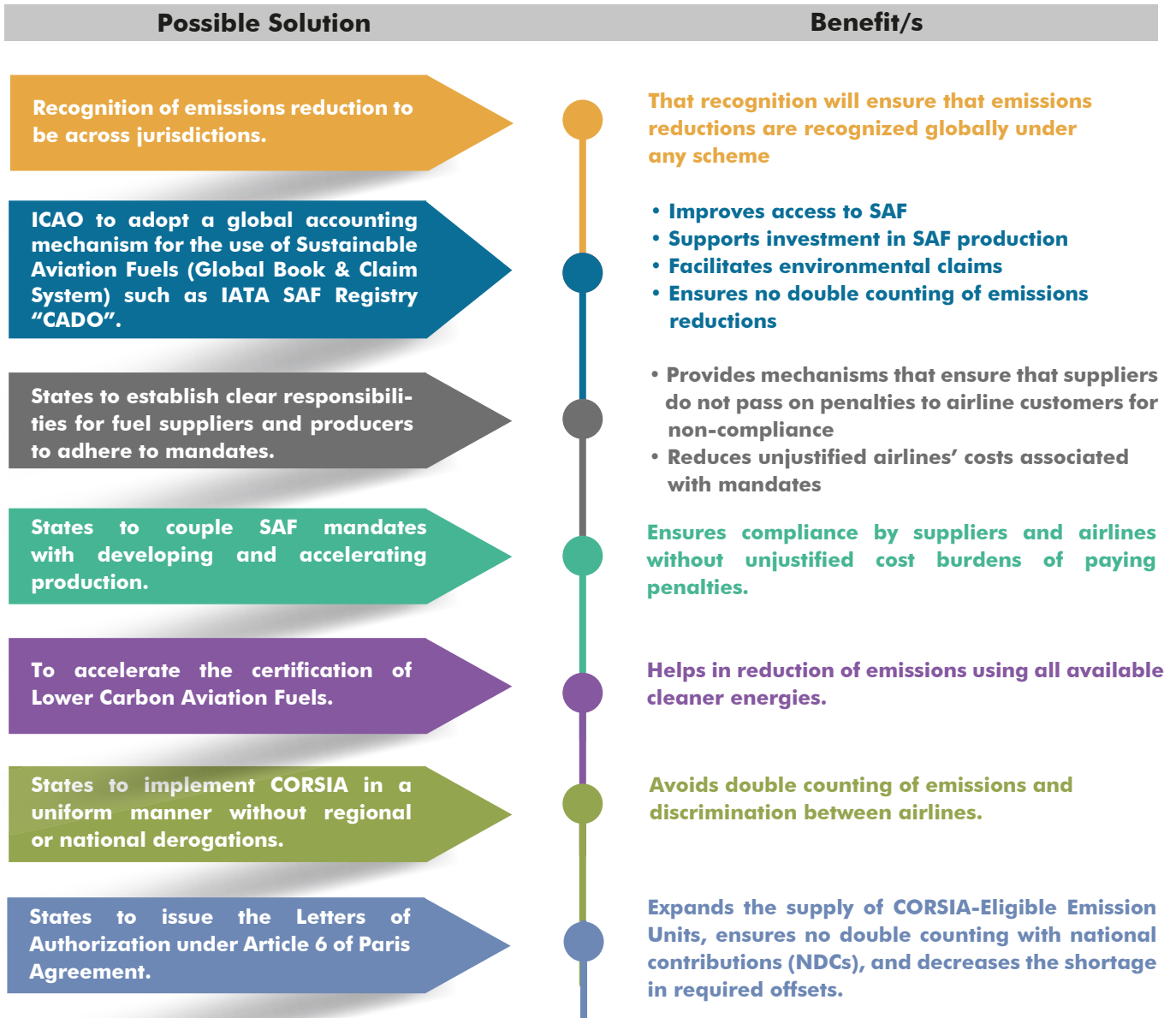
Practices that could be considered as Greenwashing in the EU Directive:

Misleading carbon offset fees	Unclear use of green terms	Net zero emissions claims
Pay-to-offset claims may be ruled unfair.	Airlines risk misleading claims if terms such as 'sustainable,' 'green,' or 'responsible' are used without clear evidence of impact.	Airlines must back net-zero claims with third-party verification to comply with the Directive.
Inadequate CO ₂ emission calculators		Flawed flight comparison information
CO ₂ calculators without scientific backing or transparency are deemed misleading .		Airlines must disclose full methods when comparing CO ₂ emissions of flights, or risk non-compliance.

Failure to comply and a finding of greenwashing by regulators may result in **penalties** and **implications on reputation**. Fines of up to 4% of the offending business' annual turnover may be imposed, while in the UK it can be of up to 10% of global turnover.

The Way Forward

To address the challenges of sustainability requirements, AACO has identified a number of **possible solutions** as follows:



How AACO is Approaching these Environmental Challenges

AACO works on environmental sustainability issues under the umbrella of the **AACO Environmental Policy group in coordination with the Aeropolitical Watch Group, and SAF Taskforce**. Work includes awareness, updates, **analysis, advocacy** and **strategizing**.

AACO also **closely coordinates** and discusses environmental challenges with the **Arab Civil Aviation Organization and its Environmental Committee**. **Work throughout 2025 focused on all environmental aspects leading to the ICAO Assembly of 2025**.

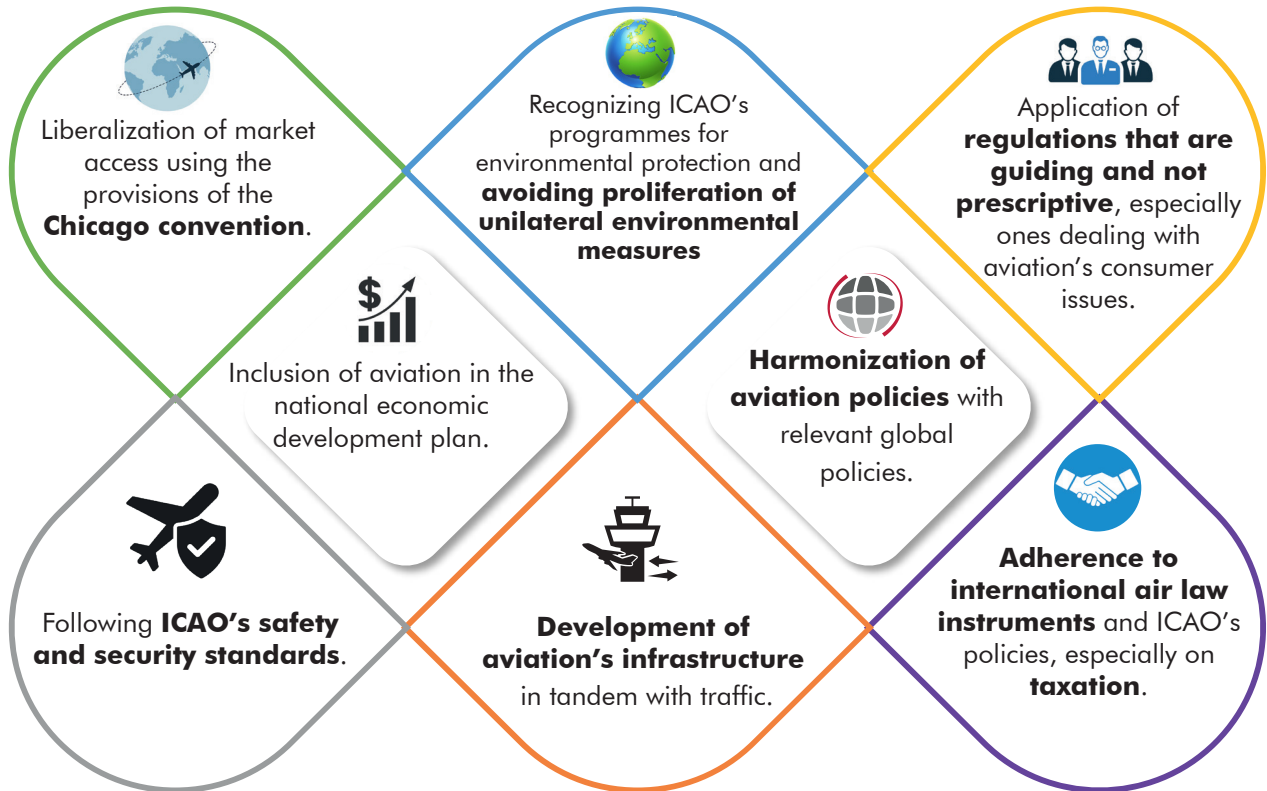
Under the umbrella of AACO, the **Sustainability Management Solution** was developed by SITA based on a criterion set by AACO members.



Aeropolitical Affairs

AACO highlights the vital importance of respecting the provisions of the **Chicago Convention** and the **Air Services Agreements** that form the cornerstone of international civil aviation relations. Adherence to these agreements ensures the stability of the global aviation framework, protects the sovereignty of states, and upholds the principles of fairness and reciprocity in air transport. It also guarantees that aviation continues to play its essential role in **connecting people, fostering trade and tourism, and supporting sustainable economic growth** across the Arab region and globally.

In addressing emerging and ongoing aviation policy matters, AACO—through its **Aeropolitical Watch Group**—works to safeguard the interests of its member airlines by promoting dialogue, monitoring policy developments, and engaging with international and regional stakeholders. Within this framework, AACO advocates for the following guiding principles:



Passenger Rights and Accessibility Regulations

The regulatory landscape for **passenger rights and accessibility is tightening** across major markets.

In the EU, the **revision of Regulation 261/2004** is advancing, with the Council adopting its position in June 2025. While the proposal updates **compensation thresholds**, it also introduces **heavier obligations for carriers**, including stricter rerouting requirements, pre-filled claim forms, and expanded assistance duties. The definition of

“**extraordinary circumstances**” is clarified, yet the **burden of proof remains with airlines**, leaving scope for ongoing disputes and litigation.

Alongside this, **updated guidance on Regulation 1107/2006 for passengers with reduced mobility** introduces higher expectations on service quality and coordination.

In the **United States**, the **final rule on wheelchair handling** introduces significant training and infrastructure obligations, with enforcement **set for December 2025**.

In **Canada**, **draft amendments to the Air Passenger Protection Regulations** propose **compensation by default for most disruptions, unless exceptional circumstances are proven**, and expand assistance requirements. Although consultations closed in March 2025, the **final text is still pending**, creating uncertainty for carriers.

AACO works under the umbrella of the Aeropolitical Watch Group to communicate and advocate for the principles of passenger rights regulations including those with disabilities. Principles are that regulations should include:

Conducting Consultations, Proportionality and Compatibility, Joint Liability & Financial Accountability, Respect of Jurisdictions, Clarity, Consistent with Relevant Treaties, Allows for Service Differentiation, Caters for Massive Disruptions.

Unruly Passengers

Unruly passenger incidents remain a growing concern, with about **1 in every 395 flights experiencing an event in 2024**, up from 1 in 405 the previous year (according to IATA).

The most common issues involve **non-compliance with crew instructions**, alongside rising cases of **verbal and physical abuse**.

This translates into roughly 255 incidents per day, or over 92,000 incidents annually.

Montreal Protocol 2014 amends the 1963 Tokyo Convention, expanding legal jurisdiction over unruly passenger incidents.

Nine Arab states have ratified or acceded to Montreal Protocol 2014 (MP14), expanding legal jurisdiction to enable prosecution of unruly air passengers upon landing. **Bahrain** and **Jordan** ratified in 2016, **Egypt** acceded in 2017, **Kuwait** ratified in 2018, and **Qatar** saw the protocol take effect in August 2020. **Oman** joined in April 2023, followed by the **UAE** in May 2023, **Tunisia** as of January 2024, **Somalia** acceded on 1 April 2025, and **Iraq** ratified on 23 January 2025.

Together, **these countries mark significant regional progress in strengthening legal enforcement against disruptive passenger behavior.**

AACO continues to advocate for the ratification of Montreal Protocol 2014 as it brings the following benefits:

Benefits of MP14 in comparison to Tokyo Convention

Aspect	Tokyo Convention (1963)	Montreal Protocol (2014)
Jurisdiction	Only State of registration	Adds state of landing & operator
Offenses	Vague definition	Clear, specific unruly acts
Prosecution	Many cases dropped	Easier to prosecute offenders
Crew Authority	Recognized but weak	Stronger legal backing
Safety & Security	Focus on hijacking/safety	Includes disruptive behavior
Deterrence	Weak	Strong deterrent
Human Rights	Not explicit	Fair & proportionate
Harmonization	Uneven across states	More consistent globally
Airlines	Costly diversions, gaps	Reduced costs, better support

Taxation

The **Global Solidarity Levies Task Force** has been developing options for raising money for **Loss and Damage Fund** that was established by the UNFCCC to help vulnerable countries deal with the effects of climate-related storms and disasters.

In the second half of 2025, the Global Solidarity Levies Task Force has since **identified a tax on premium airline passengers as its top priority**. Most recently, eight countries— (France, Kenya, Barbados, Spain, Somalia, Benin, Sierra Leone and Antigua & Barbuda) —have publicly declared their intent to implement such taxes.

AACO had responded to the consultation process based on the following principles:

1. Taxes are not climate instruments and do not directly reduce CO₂ emissions.
2. Taxes on air tickets harm affordability and connectivity, reducing access to air transport that is essential for economic development.
3. Proposed taxing schemes by the Task Force conflict with ICAO’s Policies on Taxation and may also breach bilateral air services agreements.
4. CORSIA remains the only global market-based measure and the best mechanism to address international aviation CO₂ emissions.
5. Any unilateral state tax on premium passengers risks undermining the integrity of CORSIA.
6. ICAO should retain exclusive leadership on all aviation and climate change issues.

Article 8 of the **UN Model Tax Convention** gives taxing rights on international air transport profits to the **state of registration** of the airline. This system has provided legal certainty, prevented double taxation, and allowed for simple financial and administrative implementation by both states and operators.

The revision of Article 8 of the UN Model Tax Convention now gives **two options** to states to **require foreign airlines to pay income taxes**; one **in the jurisdiction in which the airlines operate**, or two, in the **jurisdiction in which they are based**.

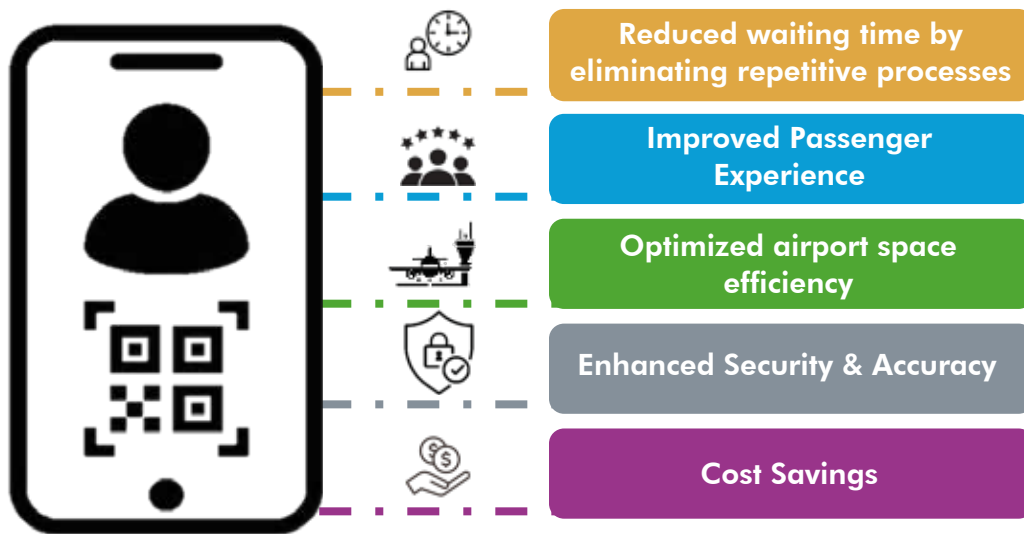
AACO continues to advocate that this change risks creating double taxation, adds financial and administrative complexity for airlines, and may conflict with existing bilateral air services agreements.



Transforming Air Travel

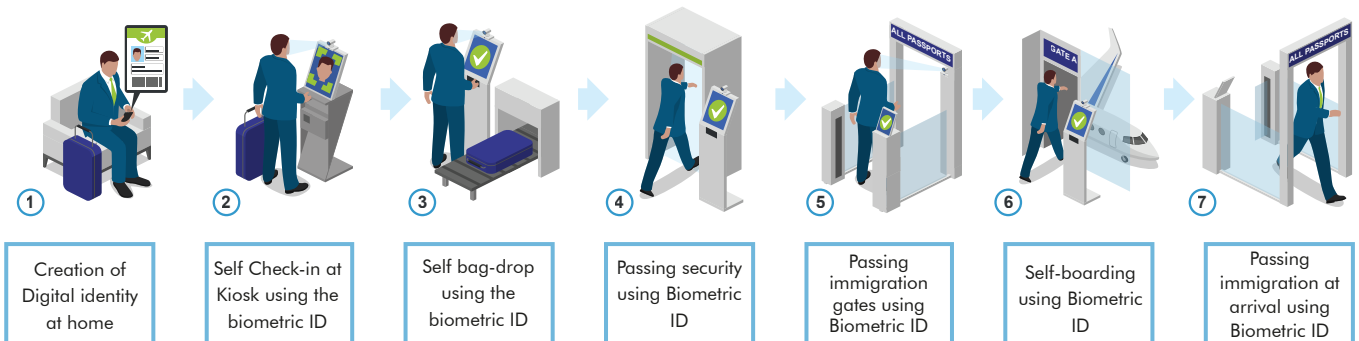
The air travel industry is undergoing a profound transformation, driven by innovations in digital identity, biometrics, and artificial intelligence (AI). These technologies promise to redefine the passenger experience — making journeys faster, more secure, and more personalized. But realizing this vision at scale requires not only technology but also collaboration, trust, and global alignment.

Benefits of Biometric Identity Verification Systems in Air Travel



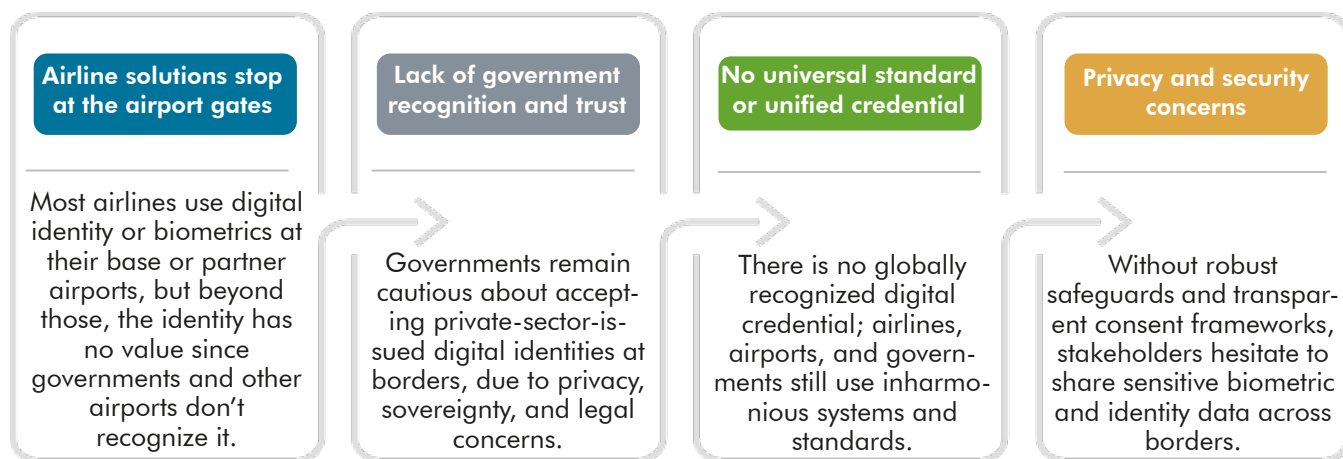
The Seamless Passenger Journey: What It Looks Like

In a seamless travel experience, passengers can move through every touchpoint — check-in, bag drop, security, boarding, and even border control — without presenting physical documents. Instead, they use a trusted digital identity, anchored to a biometric credential (like a facial scan), to authenticate themselves at each step.



Thus, by replacing manual document checks with automated identity verification, airports can eliminate bottlenecks and improve the passenger experience — while maintaining high security standards. AI-powered security screening and real-time baggage tracking complement the passenger travel journey, ensuring efficiency and transparency without compromising safety.

The Challenges of Achieving the Seamless Passenger Journey



Even though technology providers have interoperable systems, without global standards, systems can't reliably share or trust data, especially across borders. Even with standards, strong security, privacy, and governance are essential; without trust, global adoption will fail regardless of technical capability.

The Medium-Term Solution

Since achieving universal standards will take time, stakeholders can already take meaningful steps:

- Adopt widely accepted open standards (e.g., ICAO DTC, IATA One ID) as a baseline.
- Build regional and bilateral agreements to recognize each other's digital identities.
- Develop interoperable APIs and middleware to connect different systems.
- Implement privacy-by-design and transparent consent mechanisms to build passenger trust.
- Start with pilots and phased rollouts, focusing on aligned routes or regions and expanding progressively.

Conclusion

Building a seamless and trusted passenger journey is not only a technical challenge but also one of governance and trust. Success requires collaboration among airlines, airports, technology providers, and governments, with the passenger kept at the center—ensuring transparency, choice, and control over their data.

AACO's work

The COVID-19 crisis highlighted the necessity for airlines, airports, and governments to embrace digital identity solutions as a means to eliminate bottlenecks and improve the passenger experience and flow, particularly in light of staff shortages and increasing operational pressures. This made digital identity one of AACO's top strategic priorities, with the objective of enabling a seamless, trusted, and frictionless travel journey for passengers.

Through its Digital Transformation Task Force (DTTF), AACO held a series of meetings with technology providers to define the prerequisites of any Digital Travel solution for its member airlines. The core principle was that any solution must enable the integration of all travel documents into a single biometric digital identity, securely verifiable across the three main travel touchpoints: airlines, airports, and border control. This integration ensures the accuracy of traveler information, minimizes physical checks and bottlenecks, and allows passengers to rely on biometrically verified credentials throughout their journey without repeated manual verification.

One of the major findings of the group is that the adoption of digital identity must be modular and flexible, allowing airlines to start at their home base airport hub and expand gradually to other airports. However, the major hurdle remains is gaining governments trust.



Effective Cooperation, Networking, and Awareness

AACO strives to enhance effective cooperation between member airlines to bring added value to them, and that happens through the work of AACO's steering boards, task forces, and working groups. Under the umbrella of those steering boards and groups, AACO addresses issues of importance to member airlines, and cooperates with regional and international bodies, non-Arab airlines, manufacturers, service and solutions providers, and other air transport stakeholders, offering a broad framework of cooperation for all concerned.

Awareness and networking are provided through AACO's publications, specialized forums, dialogue and coordination with regional and international bodies, and within the work of the various steering boards, taskforces, and working groups.

In addition, AACO continues to utilize the Regional Training Center by providing relevant training through in-person workshops and courses and via its e-learning platform.

Cooperation under the Umbrella of AACO's Steering Boards, Task Forces, and Working Groups

Due to the multidisciplinary nature of aviation's environmental sustainability. This area is managed jointly by three AACO working groups namely: The Environmental Policy Group, the Aeropolitical Watch Group, and the Sustainable Aviation Fuel Task Force, in coordination with AACO's Fuel Project members and with the cooperation of the ACO Environmental Committee and the Arab representatives at the ICAO Council. Accordingly, we will list the brief on the work done by those three groups regarding aviation and climate change within the Environmental Policy Group.



Environmental Policy Group

Global environmental measures are essential to mitigate the impact of international aviation emissions. However, in spite of ICAO's agreements on having them as the ONLY measures for international aviation, regional, and national regulations are proliferating in a way that renders the sustainability requirements extremely complicated and burdensome on airlines and customers.

This year, the focus of the work under the umbrella of the environmental working groups was on the following topics:

1. Awareness and analysis of the implications of global, regional, and national environmental sustainability initiatives for aviation.
2. Regulatory compliance with the Refuel EU law.
3. Negotiations regarding the SAF fee imposed by fuel suppliers on members' fuel bills.
4. Advocacy:
 - a. For a global accounting mechanism for the use of Sustainable Aviation Fuels (Global Book & Claim System)
 - b. For recognition of emissions reductions across jurisdictions.
 - c. Towards clear responsibilities for fuel suppliers and producers to adhere to mandates.
 - d. Against levies on aviation activities.
 - e. For expanding the supply of CORSIA-Eligible Emission Units.
5. Exploration of feasibility of buying sustainable aviation fuels and offsets under CORSIA and the EU Emissions Trading Scheme.



Aeropolitical Watch Group

The Aeropolitical Watch Group (AWG) followed up throughout 2024 and 2025 on aviation's regulatory environment including but not limited to taxation, air passenger rules, accessibility, and other aeropolitical affairs affecting the operations of AACO member airlines. The group as well cooperated extensively with AACO's Environmental Policy Group and AACO's Sustainable Aviation Fuel Task Force on policies related to environmental sustainability.



Sustainable Aviation Fuel Task Force

AACO Sustainable Aviation Fuel Task Force worked with the Environmental Policy Group on all issues related to SAF, LCAF and other cleaner energies.



Digital Transformation Task Force

The Digital Transformation Task Force (DTTF), established by mandate of the Executive Committee, is tasked with identifying and recommending priority actions for AACO member airlines in response to evolving global, regional, and national regulations, particularly in areas such as sustainability, in addition to innovations in customer digital identity, and modernization of airline commercial and operational processes.

Among its key initiatives, the DTTF has overseen the launch of a sustainability cost management solution developed with SITA and AACO members' input to manage environmental sustainability costs and to address the aviation industry's need to meet sustainability requirements while ensuring full transparency for regulators and travelers.

In the digital identity area, the task force is finalizing a flexible, modular, and interoperable solution to support seamless travel processes across airlines, airports, and border control, while avoiding vendor lock-in. Additionally, the DTTF is guiding airlines through the transition from centralized legacy systems to decentralized, modular Offer and Order platforms that support integrated retailing and enhance the airline-customer relationship. The DTTF is also expanding its focus to include baggage management solutions, payment platforms and other areas that can help airlines in their technological transformation.



AVSEC Advisory Group

AACO AVSEC Advisory Group continues to utilize the AACO Aviation Security Information Sharing Mechanism, to address emerging security threats, and share best practices related to security management systems and cybersecurity.



AACO Amadeus Steering Board

The AACO Amadeus Steering Board remains committed to advancing technological innovation that supports the sustainable growth and recovery of the travel industry in an evolving global landscape. In alignment with its strategic roadmap, the Board is focused on leveraging cutting-edge technologies to transform the way airlines engage with their customers. A key area of focus is the integration of NDC (New Distribution Capability), which enables airlines to deliver more dynamic content and personalized services. Through these initiatives, the Board aims to enhance overall customer experience and optimize airline distribution strategies.



Fuel Steering Board

AACO's Fuel Project, which is managed by the Fuel Steering Board (FSB) and the Aviation Fuel Advisory Group (AFAG), provides a platform for member airlines and jet fuel industry stakeholders to spread awareness and ensure a safe, sustainable, and competitive aviation fuel industry. In addition, the FSB members are closely monitoring all mandates and regulations related to sustainability, as well as the different Sustainable Aviation Fuel requirements.



Maintenance, Repair and Overhaul (MRO) Steering Board

The project was launched in 2013 and gathers thirteen member airlines. The project aims at enhancing collaboration between its members in maintenance, repair, and overhaul activities, through nine initiatives. Three initiatives were launched to date: namely Vendor Audits, Purchasing, and Loans & Exchanges.



Ground Handling Steering Board

The AACO Ground Handling Steering Board continues to actively work on the Global Agreement on Diversions, Ad-Hoc Flights and Technical Landings initiative, with a focus on identifying and evaluating potential solutions or systems that can streamline and enhance operational efficiency.



AACO Regional Training Center

The AACO Regional Training Center (RTC) continued to support the development of human resources in the aviation sector across the region. In 2024, the center organized 145 training courses, attended by 1,505 participants, including 53 virtual courses delivered through the RTC eLearning platform, attended by 564 participants. Also, AACO provided 113 scholarships to member airlines and secured 4 scholarships from the European aircraft manufacturer ATR for the part-time Executive Aerospace MBA program at Toulouse Business School in France.

During the first half of 2025, the regional training center conducted 58 training courses, attended by 626 participants. This included 20 virtual courses delivered through the RTC eLearning platform, attended by 223 participants. Additionally, AACO provided 80 scholarships to member airlines during that period.



Emergency Response Planning (ERP) Steering Board

AACO's Emergency Response Planning (ERP) Steering Board continues to work on improving preparedness and coordinating support between members during crises, in addition to sharing experience and best practices among all stakeholders involved in emergency response planning.

Awareness and Networking

Industry Partnership Program

- Comprises 40 partners.
- Provides a platform for suppliers & providers to cooperate with AACO members.
- Provides a platform for networking.

Partner Airlines

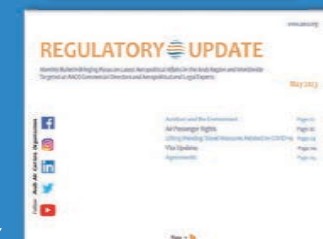
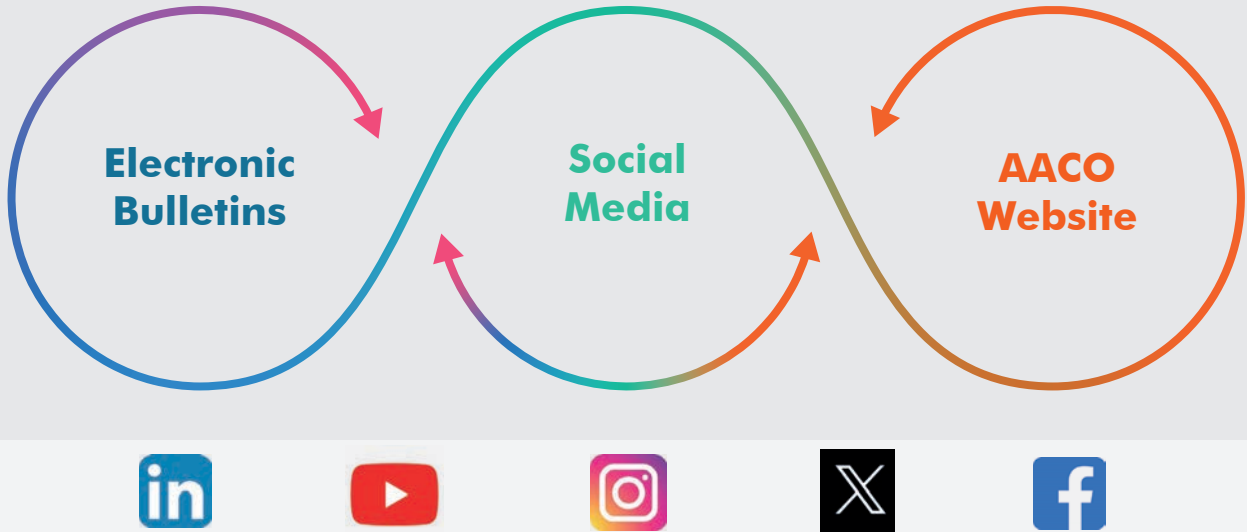
- Comprises 6 non-Arab airlines namely Ajet, Fly Jinnah, IAG International Airlines Group, Malaysia Airlines, Pegasus Airlines, and Turkish Airlines.
- It provides a platform for cooperation with AACO members through joint projects and other initiatives.

International Representation

- Includes regional & int'l organizations, governmental and non-governmental bodies.
- Aims at providing a framework of cooperation and protection of members' interests.



Publications



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