

# THENASHRA

Industry's Pulse & Arab Aviation





*Arab world marks an increase of 5.8% in November 2014 in international passenger numbers - p. 9*

*International tourism ends 2014 with record numbers - p. 36*

*ICAO Council passes Chicago Convention Resolution - p. 46*

**AVIATION WITHIN THE ARAB WORLD**

<i>GROWTH</i>	<i>p: 12</i>
<i>ARAB AIRLINES ECONOMICS</i>	<i>p: 13</i>
<i>EXPANSION</i>	<i>p: 15</i>
<i>LAURELS</i>	<i>p: 19</i>
<i>TECHNOLOGY &amp; E-COMMERCE</i>	<i>p: 21</i>
<i>TRAINING</i>	<i>p: 22</i>
<i>MRO</i>	<i>p: 22</i>
<i>ARAB AIRPORTS</i>	<i>p: 22</i>
<i>ATM</i>	<i>p: 24</i>

**GLOBAL ARAB AVIATION**

<i>SPREADING OUT</i>	<i>p: 28</i>
<i>TOURISM</i>	<i>p: 36</i>
<i>COLLABORATION</i>	<i>p: 38</i>
<i>ENVIRONMENT</i>	<i>p: 40</i>
<i>REGULATORY TONE</i>	<i>p: 41</i>
<i>AN AVIATION MARKET IN FOCUS: GERMANY</i>	<i>p: 44</i>
<i>WORLD NEWS</i>	<i>p: 46</i>

*PARTNER AIRLINES p: 52 - 61*

*INDUSTRY PARTNERS p: 62 - 89*

*AACO & RTC CALENDARS p: 90 - 93*

*AACO MEMBERS & PARTNERS p: 94 - 97*

# Foreword

With the arrival of 2015, AACO is celebrating its Golden Jubilee, marking its 50<sup>th</sup> anniversary since established by the League of Arab States in 1965. The slogan commemorating this Jubilee is: AACO, a catalyst for cooperation turning gold. AACO has evolved throughout these 50 years to bring more benefits to its member airlines, partners, and the air transport industry at large. If AACO's evolution has been obvious to the industry, AACO members' development is presenting a turning point in the landscape of the global industry since the start of the 21<sup>st</sup> century. In 1965, AACO members' RPKs were a minute fraction of the global ones. Last year they were almost 12%, making the Arab Airlines and the Arab World a pivotal force in the development of the global air transport.

Last month Etihad Airways completed its acquisition of 49% of Alitalia through the transfer of air transport operations from Alitalia CAI to the new Alitalia SAI, which commenced operations on 1 January. Moreover, Etihad Airways' President & Chief Executive Officer, Mr. James Hogan, announced that his airline's investment in the US is supporting more than 200,000 jobs through its orders

from Boeing and GE and its partnerships with Sabre and SAP. Etihad Airways has also revealed its first B787-9 and A380 aircraft carrying the airline's new "Facets of Abu Dhabi" livery. Kuwait Airways has reported a 12% increase in its passenger traffic for the period spanning from January-November 2014 compared to the same period in 2013. Another milestone for Kuwait Airways during the past month was receiving the first two leased sharklet-equipped A320 aircraft, which are part of its fleet renewal program. Besides, Kuwait Airways finalized its order with Boeing for 10 B777-300ER aircraft. Oman Air raised its capital base to USD 1.418 billion from USD 1.223 billion and has launched an efficiency programme, entitled Shape and Size, which aims to bring the company to an operational break-even point by the end of 2017. Air Arabia made a landmark announcement to open a new international hub at Queen Alia International Airport in Jordan, its fifth fixed-based operation globally, following the acquisition of a 49% stake in Petra Airlines. The new partnership will also lead to the creation of "Air Arabia Jordan", which will be managed by Air Arabia and will commence operations in the first quarter of 2015. Qatar Airways received the world's first A350 XWB along with the airline's 4<sup>th</sup> A380; becoming the first airline in the world to operate every family of Airbus' modern airliner portfolio. Moreover, Qatar Airways finalized with Boeing an order for 4 B777Fs, while Saudia Cargo was confirmed as "the unidentified customer" for 4 B777Fs that were previously ordered. Saudia also received two new B777-300ER aircraft in December.

On the North African scene, EgyptAir has selected Sabre to help develop and implement a transformation program for EgyptAir Airlines and EgyptAir Express to increase revenues, improve efficiencies and explore new revenue streams by June 2016. Royal Air Maroc received its first B787 Dreamliner aircraft, becoming the first North African carrier to operate this type, while Air Algerie received its first ATR 600-72 aircraft out of the three aircraft ordered from ATR for this type.

Air links within the Arab world were strengthened with announcements from Qatar Airways to increase its services to



Salalah; whereas, Gulf Air launched two new routes to Qassim and Taif in the KSA, and plans to grow its services to Muscat. Saudia resumed its services to Sharm El-Sheikh and launched a new route linking Qassim with Dubai. Finally, flydubai added Nejran and Hargeisa to its network.

Arab airports continue to invest in their infrastructure with Bahrain International Airport announcing a USD 2-billion overhaul program to upgrade its facilities and expand passenger capacity through an airport modernisation program. In December, Oman Air inaugurated the new North Runway at Muscat International Airport. Passenger traffic at Queen Alia, Marrakech Menara, and Dubai International witnessed a positive growth in November 2014 compared to November 2013.

Travel to and from the Arab world is keeping up with the expansion trend of AACO member airlines. Emirates announced launching an A380 service on one of the three daily flights to Perth. Emirates is also set to double its number of flight to Barcelona and to operate a third daily flight to Birmingham. In December, Etihad Airways launched its new service to Dallas/ Fort Worth and commenced its A380 service one of the three daily flights to London Heathrow. Furthermore, Etihad Airways will up-gauge its daily flight to Melbourne to double daily. flydubai ended 2014 by launching new routes to Bratislava, Prague, Sarajevo, Sofia and Zagreb, which brings the total number of routes launched in 2014 to 23, the most routes launched in one year since flydubai began operations in 2009. flydubai also announced its plans to serve Chennai, flydubai's eighth destination in India. Qatar Airways introduced the A380 service on its route to Bangkok and plans to introduce significant additional capacity across Europe in 2015; whereas, Qatar Airways Cargo launched three new routes to Lagos, Accra and Guangzhou. Saudia's newly received B777-300ER was deployed on all routes linking KSA with Manila. For more details on the launched extra-Arab routes, please check [page 29](#).

At the regulatory front, Emirates has won the Milan - New York route appeal after the Council of State rejected a legal challenge brought by Assaereo. In the EU, the Commission updated the EU air safety list

and added all Libyan airlines to the list due to the "recent events"; whereas, the Transport Commissioner noted the positive progress in Sudan that "can lead to a positive decision in the future." Furthermore, plans between the EU and Ukraine to sign an agreement on common aviation area in 2015 were revealed. Separately, UK Chancellor George Osborne announced government plans to abolish Air Passenger Duty for children under the age of 12, effective 1 May 2015.

Globally, the UNWTO announced a record year for 2014 with over 1.1 billion international tourists travelling the world. On the other hand, ICAO declared that around 3.2 billion passengers used air transport for their business and tourism needs in 2014, according to preliminary figures. The 7<sup>th</sup> of December marked the 70<sup>th</sup> anniversary for the signing of the Chicago Convention; therefore, ICAO Council held an extraordinary session and adopted a special Resolution to commemorate the continued relevance of the Chicago Convention and the role of ICAO.

We focus on the German aviation market in this issue. With a population of 80.7 million people, more than 180 million passengers used German airports in 2013, creating a ratio of 2.23:1 of passengers to population. The German aviation market links 359 cities worldwide, whereby the highest share of traffic of Germany is with Europe with Frankfurt-London city pair having the highest number of seats offered from Germany in November 2014. More details are available on [Page 44](#).



## Happened in 1965

On 25 August 1965 the bylaws of AACO were signed by the following member airlines, at that time:

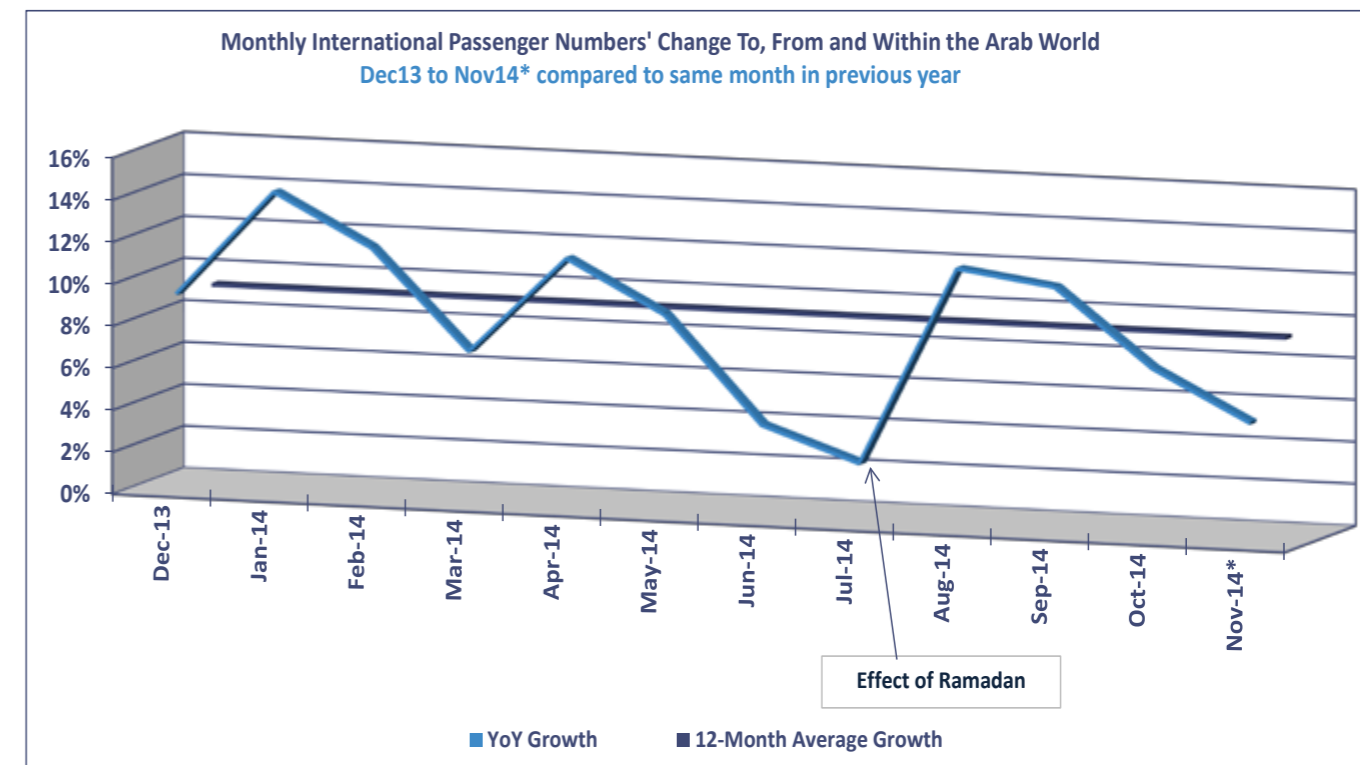
- Royal Jordanian
- Sudan Airways
- Iraqi Airways
- Saudia
- Syrian Arab Airlines
- United Arab Airlines
- Misrair
- Yemenia
- Kuwait Airways
- Middle East Airlines
- Air Liban
- Lebanese International Airways
- Trans Mediterranean Airways

The first jet aircraft to land on the new runway at Dubai Airport in 1965 was a Comet for Middle East Airlines



## OVERALL TRAFFIC - ARAB WORLD

We estimate international passenger numbers to, from, & within the Arab world to have grown by 5.8% in November 2014 compared to November 2013, which follows an increase of 8.1% in October 2014 compared to October 2013.



Source: AACO, IATA

\*Estimated

In October 2014, AACO members increased the number of their offered seats to, from, and within the Arab world by 18.5%, while other airlines decreased their number of seats offered by (12.9%), leading to 9.3% year-on-year increase in the total number of seats offered.

**AVIATION  
WITHIN THE  
ARAB WORLD**

## GROWTH

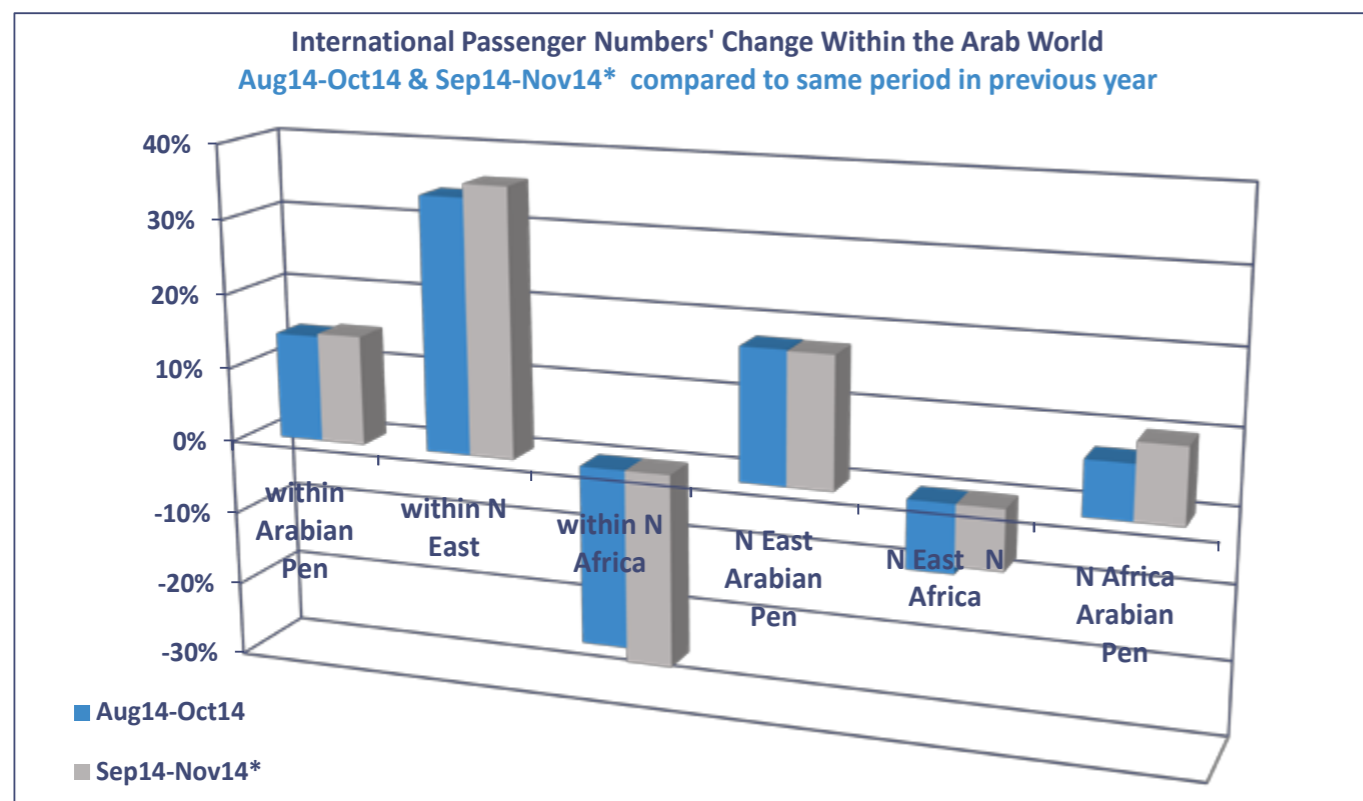
### PASSENGER TRAFFIC

International passenger numbers within the Arab world are estimated to have grown by 16.5% in November 2014 compared to November 2013. This follows an increase of 6.7% in October 2014 over October 2013.

Passenger traffic within the Arab World	Nov 14* over Nov 13
Within Arabian Peninsula	19.9%
Within Near East	44.3%
Within North Africa	(18%)
Between Arabian Peninsula & Near East	21.2%
Between the Near East and North Africa	(6.3%)
Between Arabian Peninsula & North Africa	8.4%

Source: AACO, IATA

\*Estimated

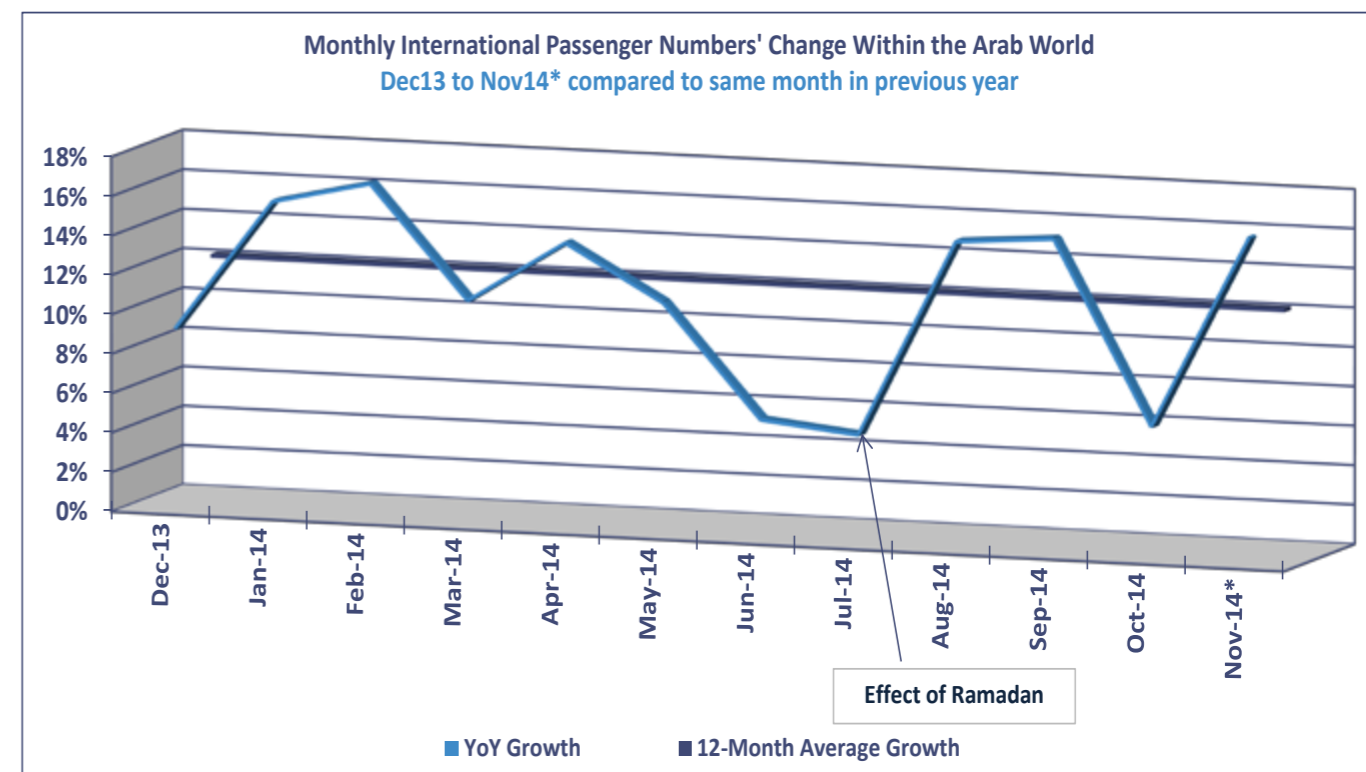


Source: AACO, IATA

\*Estimated

Passenger numbers within the Arab world reported a 12.8% growth between August 14 & October 14 compared to same period in the previous year.

Passenger numbers within the Arab world reported a 12.8% increase between September 14 & November 14\* compared to same period in the previous year.



Source: AACO, IATA

\*Estimated

## ARAB AIRLINES ECONOMICS

**Etihad Airways completes its acquisition of 49% of Alitalia:** Etihad Airways and Alitalia announced the completion of all the formalities related to the transfer of air transport operations from Alitalia CAI to the new Alitalia SAI. Etihad Airways has subscribed and paid for the capital increase of Euro 387.5 million for the acquisition of a 49% share in Alitalia SAI. The remaining 51% shareholding is held by Alitalia CAI through MidCo, which has contributed the agreed assets and liabilities for the continuation of the airline. The transaction became effective on 31 December 2014 and Alitalia SAI – Società Aerea Italiana commenced operations on 1 January 2015.

**Etihad Airways investment in US supports more than 200,000 jobs:** A decade of orders by Etihad Airways for new Boeing aircraft is supporting more than 200,000 American jobs, the airline's President and Chief Executive Officer, Mr. James Hogan said. Since 2006 the airline has introduced or placed orders for 115 wide-bodied Boeing aircraft, including 71 Boeing 787 Dreamliners, the first of which will enter service early 2015.

The US Department of Commerce estimates that for every USD 1 billion invested in the US aerospace industry, 5,747 American jobs are supported.

Etihad Airways has selected US made GE engines for all its Boeing aircraft, while other US suppliers manufacture aircraft seats, onboard equipment and provide inflight entertainment systems.

In 2013 Etihad Airways began a USD 1 billion partnership with Sabre Travel Technologies for the provision of a new IT platform to support its global passenger services systems. The airline has also just signed a major agreement with another US technology provider, SAP.



**Ethad Cargo carries over 53,000 tons in November 2014:** Ethad Cargo achieved an all-time record in November when it carried 53,292 tons across its global network in one month.

This is an increase on its previous monthly record of 51,688 tons carried in October, up 7% on the same month in 2013. Ethad Cargo's total uplift for 2014 is forecast to top 570,000 tons, a 17% increase on 2013.

This performance has already enabled Ethad Cargo to secure over USD 1 billion in revenue by end of November.

**Air Arabia to open new international hub in Jordan:** Air Arabia announced that it will open a new international hub at Amman Queen Alia International Airport in Jordan, its fifth fixed-based operation globally, following the acquisition of a 49% stake in Petra Airlines. The deal will see the existing principle shareholder of Perta Airlines "RUM Group" maintain a 51% stake. The new partnership will also lead to the creation of "Air Arabia Jordan".

Following the acquisition and the establishment of the new "Air Arabia Jordan", operations are expected to commence in the first quarter of 2015. The newly established carrier, managed by Air Arabia, will follow the carrier's business model serving as Air Arabia's fifth hub in the Arab world. "Air Arabia Jordan" will provide direct service to a range of destinations across Europe, Middle East and North Africa region from Queen Alia International Airport. Two Airbus A320 aircraft will initially be based at Amman Queen Alia International Airport and the fleet will grow as the business demands. Launch routes will be announced in the coming period.

**Kuwait Airways transports 2.1 million passengers in 11 months:** Up to 2.1 million passengers have travelled onboard Kuwait Airways over the period January-November 2014, rising by 12% compared to the corresponding period of 2013. These figures were highlighted by a company official.

The official added that net revenues realized over the 11 months reached USD 493.7 million, increasing by 11% compared to the same period in 2013.

Source: Kuwait News Agency (KUNA)

**EgyptAir selects Sabre for airline transformation project:** EgyptAir has signed an agreement with Sabre to help develop and implement a transformation program for EgyptAir Airlines and Express.

The airline is embarking on a comprehensive transformation strategy to increase revenues, improve efficiencies and explore new revenue streams by June 2016.

The transformation strategy will address a wide range of EgyptAir's important areas including reviewing and developing a plan to improve the company's financial performance; revenue management; network, fleet and crew planning; alliance partnerships, and fuel and maintenance strategies.

Source: Sabre

**Oman Air raises capital base to USD 1.418 billion:** Oman Air raised its capital base to USD 1.418 billion from USD 1.223 billion by injecting an additional USD 194.78 million.

The additional capital will enable the airline to invest in fleet and route expansion programmes.

Oman Air is embarking on a massive expansion programme to enhance fleet strength to 55 aircraft to fly to fifty destinations by 2017. Presently, Oman Air operates to 45 destinations.

Source: Times of Oman

**Oman Air launches Shape and Size efficiency programme:** Oman Air has launched an efficiency programme, entitled Shape and Size, with the aim of achieving substantial reductions in the airline's expenditure. The move is timed to coincide with the start of 2015 and the onset of new budgets for the year.

The Shape and Size efficiency programme is targeting cost reductions across all activities undertaken by Oman Air. None of those reductions will affect the airline's safety or the services offered to valued customers.

A total reduction in expenditure of more than USD 259.74 million should be achieved by Oman Air over the next three years, bringing the company to an operational break-even point by the end of 2017.

## EXPANSION

### ROUTES

Airline	From	To	Date	Weekly Freq.	Aircraft Type
FZ	Dubai	Nejran	10 Jan. 15	4x	B737-800
		Hargeisa	5 Mar. 15		
GF	Bahrain	Qassim	10 Jan. 15	4x	A320
		Taif			
		Muscat	20 Jan. 15	21x to 25x	N/A
QR	Doha	Salalah	16 Dec. 14	4x to 7x	A320
SV	Jeddah/Riyadh	Sharm El-Sheikh	25 Dec. 14	4x each	A320 & E170
	Qassim	Dubai	1 Jan. 15	12x	N/A

**flydubai adds Nejran and Hargeisa to its network:** flydubai announced the addition of Nejran and Hargeisa to its network.

With the addition of Nejran, flydubai now operates to 12 cities in Saudi Arabia. The carrier started serving Nejran with four weekly flights from the UAE from 10 January 2015.



From 5 March 2015, flydubai will become the first carrier to operate to Hargeisa, Somaliland from Dubai with four weekly flights. flydubai has expanded its network in Africa in 2014 to 13 points served by 60 weekly flights.

**Gulf Air expands Saudi Arabia network with two new destinations:** Gulf Air announced further growth of its network in the Kingdom of Saudi Arabia with services to two new destinations – Qassim and Taif, taking the total number of Saudi Arabian cities serviced by the airline to 6. Services to Gassim and Taif began on 10 January 2015 with 4 flights per week to each city, which are being operated by A320 aircraft.

**Gulf Air increases Muscat flights from 20 January 2015:** Gulf Air has announced the upcoming increase of its direct services between Bahrain and Muscat with an additional 4 weekly flights. Flights to Muscat will increase from 21 to 25 weekly flights from 20 January 2015.

**Qatar Airways moves up to eight weekly services to Salalah in the Sultanate of Oman:** Qatar Airways added on 16 December 2014 three weekly flights to Salalah. From 3 February 2015 another additional flight per week will be added, bringing the total number of weekly flights to eight. The Salalah - Doha route is operated with an Airbus A320, featuring a two-class configuration of 12 seats in Business Class and up to 132 seats in Economy.

**Saudia resumes Sharm El-Sheikh flights:** Saudia resumed its flights to Sharm El-Sheikh in Egypt on 25 December 2014 with four weekly flights each from Riyadh and Jeddah. Saudia is using Airbus 320 and Embraer 170 for the new flights.

**Saudia launches Qassim-Dubai flight:** Saudia launched a new international flight from Qassim to Dubai on 1 January 2015. “We intend to operate 12 nonstop flights weekly offering 1,056 seats to passengers,” said Mr. Abdul Aziz Al-Hazmi, CEO of Saudia Airlines Company. He said Qassim is the fifth destination in the Kingdom to provide direct flights to Dubai, after Riyadh, Jeddah, Dammam and Madinah, offering 74 flights to one side.

## CAPACITY AND DEMAND

### Passenger Air Services Within the Arab World - Nov. 2014 - SRS Analyzer

AACO members increased the number of seats offered within the Arab world by 16.7% in November 2014 compared to November 2013 whereas other airlines decreased that number by (53.5%), leading to a 6.7% year-on-year increase in the total number of seats offered within the Arab world.

**Available Seats** within the Arab world for international and domestic routes constituted **23.1%** and **10.4%** respectively of the total available seats to, from, and within the Arab world in November 2014.

Capacity* of Top 10 Carriers within the Arab World (Int'l Operations)			
Airline	ASKs (Million)	Departures	Seats
EK	1,146.7	2,238	738,616
QR	830.8	4,553	883,354
SV	717.6	2,349	483,228
FZ	664.7	3,307	625,023
MS	655.6	2,042	388,623
EY	409.1	2,014	301,486
G9	402.7	1,967	318,654
GF	274.6	2,802	401,140
XY	243.0	1,080	194,400
RJ	215.7	1,458	166,264
<b>Grand Total</b>	<b>7,232.9</b>	<b>32,900</b>	<b>5,937,083</b>

\* Includes scheduled capacity and not actual flown capacity

Source: AACO, SRS Analyzer

## FLEET

**Air Algeria receives its ATR 72-600 aircraft:** The hand-over ceremony of the first new ATR 72-600 to Air Algeria took place on 22 December and it came along with another important milestone for ATR celebrating its 200<sup>th</sup> ATR -600 aircraft delivery.

The first of three ATR 72-600s ordered earlier in 2014 will join an existing fleet of 12 ATR 72-500s currently operating by the airline. The deliveries will continue until June 2016.

Source: ATR

**Royal Air Maroc receives first Boeing 787 Dreamliner:** Royal Air Maroc received its first Boeing 787 Dreamliner which landed on 3 January at Mohammed V International Airport in Casablanca.

This new acquisition, part of a delivery of 5 B787s, brings Royal Air Maroc's fleet to 53 aircraft. The four remaining B787s will be delivered to Royal Air Maroc between 2015 and 2017. Boeing 787 is designed to accommodate 273 passengers including 18 seats in the business class.

Source: Morocco World News



**Boeing delivers Etihad Airways' first 787-9 Dreamliner:** Boeing delivered Etihad Airways' first 787-9 Dreamliner sporting the airline's new "Facets of Abu Dhabi" livery.

The airplane is the first of the 71 Dreamliners that the airline has on order which includes 41 787-9s and 30 787-10s. Etihad Airways will also be the first airline in the Middle East to operate the 787-9.

Source: Boeing

**Kuwait Airways receives 2 leased aircraft from Airbus:** Kuwait Airways received 2 leased A320 aircraft, which were handed over in Toulouse on 18 and 22 December. These aircraft are among the 12 aircraft that are leased for a period of 5 years; which comes within the framework of Kuwait Airways' plan to modernize its fleet and buy 25 aircraft.

It is expected that Kuwait Airways will receive the leased and bought aircraft according to the agreed schedule, which sees all aircraft delivered by 2022.

**Kuwait Airways, Boeing finalize order for 10 B777-300ERs:** Kuwait Airways and Boeing have finalized an order for 10 777-300ERs (Extended Range), valued at USD 3.3 billion at list prices.

"Kuwait Airways has plans to renew its fleet as well as expand its operations and the 777-300ER is a perfect airplane for our strategy," said Mrs. Rasha Al Roumi, CEO of Kuwait Airways.

**Qatar Airways welcomes world's first A350 XWB and airline's fourth A380 together in Doha:** Qatar Airways' first Airbus A350 XWB (Xtra Wide Body) and its fourth A380 arrived in Doha simultaneously on 24 December.

The delivery of the newest members of Qatar Airways' fleet of 146 aircraft are the first of 80 A350s and the fourth of 13 A380s on order and mark yet another major 2014 milestone for the airline. The A350 aircraft, for which Qatar Airways is the global launch customer, is set to commence service on the Doha-Frankfurt route starting in January 2015.

With the delivery of the A350 XWB aircraft, Qatar Airways becomes the first airline in the world to operate every family of Airbus' modern airliner portfolio, comprising the A320, A330, A340, A350 and A380.

Qatar Airways A350 XWB is powered by two new-generation Rolls Royce Trent XWB engines.

The Business Class cabin has 36 seats in a 1-2-1 configuration featuring an 80" full flat bed. The Economy Class features 247 18-inch wide seats in a 3-3-3 configuration.

**Qatar Airways, Boeing finalize order for four 777 Freighters:** Qatar Airways and Boeing have finalized an order for four 777 Freighters, valued at USD 1.24 billion at current list prices. The airline also has purchase rights for four additional airplanes, which when exercised will bring the combined value to USD 2.46 billion. Qatar Airways first announced an intent to order the four 777 Freighters at the 2014 Farnborough Airshow.

**H.H. Prince Fahd commissions Saudia's new B777-300ER:** H.H. Prince Fahd bin Abdullah, President of the General Authority of Civil Aviation in Saudi Arabia and Chairman of Saudia's Board of Directors, commissioned the airline's new Boeing 777-300ER at King Abdulaziz International Airport in Jeddah on 22 December 2014, in the presence of H.E. Eng. Saleh bin Nasser Al-Jasser, Director General of Saudia, and other senior executives and media representatives. The new aircraft has 30 seats in the business class and 351 seats in the guest class. Moreover, passengers on board the aircraft will be able to use Internet and mobile phones.

**Saudia Cargo confirmed for four B777 freighters:** Saudia will take delivery of four B777-Fs between April and December 2015 - its first of the type. According to Cargo Facts, the confirmed order and was previously listed as an "Unidentified Customer" by Boeing.

Source: ch-aviation

## LAURELS

**Emirates rounds off 2014 as world's largest wide-body airline:** Emirates rounded off 2014 as the airline with the world's largest wide-body passenger fleet of 218 aircraft, in addition to 14 freighters.

Following two consecutive years of record deliveries and capacity increases, 2014 saw Emirates adding 27 aircraft - 13 Airbus A380s, 12 Boeing 777-300ERs two Boeing 777 freighters - to its fleet. These included its 50<sup>th</sup> A380 and its 100<sup>th</sup> 777-300ER aircraft.

**Etihad Airways secures 'World's Leading Airline' award for 6<sup>th</sup> straight year:** Etihad Airways has been awarded the title of 'World's Leading Airline' for the sixth straight year at 2014 World Travel Awards (WTA).

In addition to winning 'World's Leading Airline', Etihad Airways scooped up a further two awards 'World's Leading First Class' and 'World's Leading Cabin Crew'.

Source: The Saudi Gazette

**Etihad Airways honoured at CCA Global Excellence Awards 2014:** Etihad Airways has received a top honour at the Customer Contact Association, CCA, Global Excellence Awards 2014 for the implementation of its world-class employee training programme at the Manchester Contact Centre.

The airline was selected as winner of the "Most Effective Contact Centre Training Programme" award at a gala ceremony in Edinburgh for its New Hire Induction Training programme, which was hailed by the CCA's independent panel of judges for "making a difference to Etihad Airways' employee development and contributing to the successful provision of excellent customer service".

Source: Emirates News Agency (WAM)



**Premier Traveler magazine names Etihad Airways “Best Airline in the Middle East”:** Etihad Airways has been recognized as “Best Airline in the Middle East” by the readers of U.S.-based Premier Traveler magazine. The award was presented at Premier Traveler’s “Best of 2014 Awards Gala” on 4 December at the Sofitel Hotel in Los Angeles. A survey of more than 10,000 of the magazine’s readers determined the award winners.

**Etihad Airways continues winning streak with top awards:** Etihad Airways has won Best First Class and Best Long Haul Airline Middle-East and Africa categories in the AirlineRatings.com 2015 Airline Excellence Awards. The airline was also ranked in second position in the world’s top 10. The editors praised Etihad Airways for the industry leading innovation that has resulted in exceptional performance in market position, customer service, financial performance, fiscal management and operational safety.

**Etihad Airways wins Airline of the Year from Global Traveler magazine:** Etihad Airways was recognised as “2014 Airline of the Year” by the readers of U.S.-based Global Traveler magazine.

The award was presented at Global Traveler’s “11th Annual GT Tested Reader Survey Awards” on 15 December, at The Peninsula in Beverly Hills. The carrier also took home awards for “Best Airline in the Middle East” and “Best Airport Staff/Gate Agents”.

Source: Arabian Aerospace

**Double win for Air Arabia at Aviation Business Awards 2014:** Air Arabia won two awards at the esteemed Aviation Business Awards 2014 which took place, as part of a gala reception attended by senior aviation executives from across the world, in Dubai, UAE.

For the second consecutive year, Air Arabia was awarded ‘Low-Cost Airline of the Year’ title in the category which distinguished the top performing low-cost airline in the region, based on financial and operational indicators. Air Arabia was awarded the honour for its pioneering example in the LCC sector over the year, which included numerous route launches, aircraft investments and upgrades, on-time take offs, industry leadership and market innovation.

In addition, Mr. Adel Ali, Air Arabia’s Group CEO, won the ‘Personal Achievement Award’. The title honoured the achievements of Mr. Ali, a respected figurehead within the Middle East’s aviation industry, for his efforts leading Air Arabia to success over the past 11 years. He was also recognised for his contribution to the overall airline industry’s growth, while raising the benchmark for regional and global excellence in the sector.

**Saudia wins Internal Audit Excellence Award 2014:** Saudia has won the “Internal Audit Excellence Award for 2014” in the Middle East, during the 4<sup>th</sup> Annual Ceremony of Middle East Accounting and Financing Excellence Awards to honor the best and distinctive talents in the field of accounting and financing in the region.

**Oman Air scoops two awards in one day:** On 13 November, the Institute of Sales and Marketing Management (ISMM) presented the MENA Customer Delight Award to Oman Air at a ceremony held at Jumeirah Emirates Towers in Dubai. The award recognised Oman Air’s “Exceptional and Fantastic Customer Service and Customer Experience”.

On the same day and at the same event, Oman Air was presented with a Certificate of Excellence by the American Liberty University. The Certificate of Excellence was awarded in recognition of Oman Air’s “Outstanding Business Leadership and Exceptional Service to Society.”

**Oman Air named World’s Leading Airline - Economy Class 2014:** Oman Air has been named as the World’s Leading Airline - Economy Class at the World Travel Awards Grand Final Gala Ceremony 2014, in Anguilla.

## TECHNOLOGY & E-COMMERCE

**Saudia to launch smartphone services:** Saudia launched a bouquet of smartphone services in the first week of January 2015, H.E. Eng. Saleh bin Nasser Al-Jasser, the Director General of Saudia, announced.

He said the new services work on iPhones running the iOS7 operating system or later versions. H.E. Eng. Al-Jasser said the new services enable the carrier to cope with the latest developments in the aviation industry.

“We’ll also make this service available on Android system in the near future,” the Director General said while disclosing plans to further develop the airline’s website as well as smartphone applications to accommodate the latest technological developments and strengthen Saudia’s competitive position.

**Saudia launches new service for in-flight entertainment:** Saudia is now offering on-board wireless entertainment segments on laptops, tablets, mobile phones and other devices supporting Windows applications. The new service is currently available on the airline’s A320 aircraft heading to Frankfurt, Rome, Milan and Geneva stations in Europe in addition to a number of other domestic and international destinations.

The new service will enable passengers to browse and view the entertainment content once they install the special application custom-tailored for smart phones and devices. Users of PCs equipped with Windows may directly connect to the Wi-Fi network and go on to enjoy the entertainment content. This new service is yet another step within the organization’s plan to continuously enhance the on-board services.

This new service is currently available on six A320 aircraft and will be made available on the remaining aircraft very soon.



## TRAINING

**Emirates-CAE to expand Dubai training base:** Emirates-CAE Flight Training (ECFT) is to expand its second Dubai training facility at Dubai Silicon Oasis. As part of the expansion, ECFT will increase the number of bays from five to ten and add two new full-flight simulators (FFSs), one Boeing B737-800W and one Gulfstream 650, as well as a CAE Simfinity integrated procedures trainer (IPT) and virtual classrooms.

Source: Arabian Aerospace

## MAINTENANCE, REPAIR & OVERHAUL

**Gulf Air successfully completes insourced 18-Month Check of its A330:** Gulf Air recently announced the completion of its first insourced Airbus A330 18-Month Check at the airline's base maintenance facility. In line with the airline's ongoing efforts to streamline its operations for greater efficiency and cost reduction, Gulf Air's Technical Division successfully insourced its A330 fleets' 18-Month Checks in a move that underscores the airline's engineering expertise and technical capabilities.

The carrier currently performs A320 20-Month Checks and the most recent A330 18-Month Check in addition to A Checks, mini-checks, Out-of-Phase and Line Maintenance, for its all-Airbus fleet. Gulf Air will also be carrying out C Checks in January 2015.

## ARAB AIRPORTS

Top 20 Airports by International Seats Offered on Operations To, From, and Within the Arab World - November 2014

Top 20 Airports by Int'l Seats Offered on Operations To, From, and Within the Arab world			
Airport	Number of Seats	Airport	Number of Seats
<b>DXB</b>	8,423,390	<b>CMN</b>	752,265
<b>DOH</b>	3,221,337	<b>LHR</b>	738,369
<b>AUH</b>	2,138,977	<b>BEY</b>	708,077
<b>JED</b>	1,445,019	<b>IST</b>	702,875
<b>CAI</b>	1,371,107	<b>AMM</b>	688,685
<b>KWI</b>	1,235,472	<b>CDG</b>	609,616
<b>BAH</b>	1,049,141	<b>BOM</b>	548,455
<b>RUH</b>	1,046,019	<b>ALG</b>	515,767
<b>MCT</b>	922,053	<b>DMM</b>	492,297
<b>SHJ</b>	814,349	<b>TUN</b>	456,761

Source: AACO, SRS Analyzer

**Bahrain to invest over USD 2 billion in international airport expansion and logistics infrastructure upgrades:** Bahrain International Airport (BIA) is set for a major overhaul during the next five years as it moves to upgrade its facilities and expand passenger capacity through an airport modernisation program. The work will involve a "comprehensive" redevelopment of Bahrain's International Airport to boost passenger and cargo capacity. The cost of the upgrade has been estimated at around USD 2 billion and once completed, will boost capacity to 13.5 million passengers a year and increase in cargo traffic.

Source: BR Communications Group

**Queen Alia International Airport announces overall year-to-date passenger and aircraft traffic increase in November 2014:** Airport International Group (AIG) announced year-to-date (YTD) growth across passenger traffic (PAX) and aircraft movements (ACM) at QAIA during November 2014.

During November, YTD PAX increased by 9.4% to reach 6,591,184 as opposed to 6,024,078 YTD PAX during the same period in 2013. Alternately, YTD ACM rose to 67,686 ACM, represented by a 4.9% increase over the same period in 2013.

Meanwhile, and for the first time since the beginning of 2014, PAX decreased by 5.6% to come in at 428,270 PAX compared to 453,444 PAX over the same in 2013. ACM registered a minor fall during November 2014, dropping 2.4% to stand at 5,125 ACM in comparison to 5,252 ACM during November 2013.

Source: AIG

**Passenger traffic at Marrakech airport increases by 6.67% in November 2014:**

Passenger traffic at Marrakech Menara International Airport recorded an increase of 5.73% between January and November 2014 compared with the same period in 2013, according to the latest statistics released by the National Office of Airports (ONDA).

3,717,995 passengers passed through Marrakech Menara Airport during the first 11 months of 2014, against 3,516,408 passengers in the same period of 2013, the sources said in a statement.

In November 2014, a total of 334,239 passengers passed through Marrakech Menara Airport, against 313,348 passengers during the same month in 2013, representing an increase of 6.67%.

**Oman Air inaugurates new North Runway at Muscat International Airport:**

An Oman Air Airbus A330 was the first aircraft to land at Muscat International Airport's brand-new North Runway on 14 December. The new runway was unveiled as a key element within the development of the new airport for Muscat. The airport is in the final stages of its construction and will replace the existing facilities. Once opened, it will handle up to 12 million visitors a year in its first phase – up to five million more than the current airport's capacity.

**Passenger traffic at Dubai International climbs 4.3% in November 2014:**

Dubai Airports maintained its growth trajectory in the second half of 2014 with passenger traffic at Dubai International rising 4.3% in November, according to the latest traffic report issued by operator Dubai Airports. Passenger traffic in November 2014 totalled 5,565,509, up 4.3% from the 5,337,544 passengers recorded in the same month in 2013. Year to date traffic rose 5.9% to 63,977,063 compared to 60,384,407 passengers recorded during the first 11 months of 2013.

Aircraft movements climbed 10% in November 2014 to 34,690 movements, up from the 31,525 movements recorded in November 2013. Year to date aircraft movements declined 3.5% to 325,469 movements, down from the 337,121 movements achieved in the first 11 months of 2013. The drop in aircraft movements so far in 2014 has been driven by capacity cuts made during the runway refurbishment programme earlier in 2014.

Cargo volumes slipped 8% in November 2014 to 205,375 tons, down from the 223,195 tons recorded in the same month in 2013. Year-to date cargo volumes dipped 2.7% to 2,164,738 tons, down from the 2,225,486 tons achieved during the same period in 2013. Freight volumes at Dubai International continued to be impacted in the second half of 2014 by the move of all dedicated freighter services to Al Maktoum International in May 2014.

Source: Dubai Airports

## **AIR TRAFFIC MANAGEMENT**

**CANSO: Partnership key to developing a single, agreed regional airspace**

**initiative:** The Civil Air Navigation Services Organisation (CANSO) Executive Committee will hold its first meeting of 2015 in Dubai alongside the Future Air Transportation Systems Summit (FATSS). CANSO is supporting the Summit as a strategic partner in order to discuss with industry leaders how to tackle the region's airspace congestion and to highlight the importance of partnership in achieving industry objectives.

Officially endorsed and co-organised by the UAE General Civil Aviation Authority, the theme of this Summit is how the aviation industry is a key economic driver not just for the UAE, but for the entire Middle East. As such, air traffic management (ATM) capacity needs to be increased to ensure continued economic growth. The GCAA will also host the ICAO Middle East ATM Enhancement Program (MAEP) Steering Committee meeting back to back with FATSS. Organising the two events in parallel provides a unique opportunity for the Executive Committee members and the major stakeholders in the Middle East to discuss the critical issues on regional harmonisation of ATM in the region. Transforming air traffic management performance in the Middle East is a major priority for CANSO and its members. The Future Air Transportations Systems Summit will allow industry leaders to address the key issues of improving efficiency and working towards airspace harmonisation in the region.

The Future Air Transportation Systems Summit will be held on 18-19 January 2015. Please visit [www.futureairtransport.com](http://www.futureairtransport.com) for further information.

*THIS PAGE HAS BEEN LEFT BLANK ON PURPOSE*

**GLOBAL**

**ARAB**

**AVIATION**

# SPREADING OUT

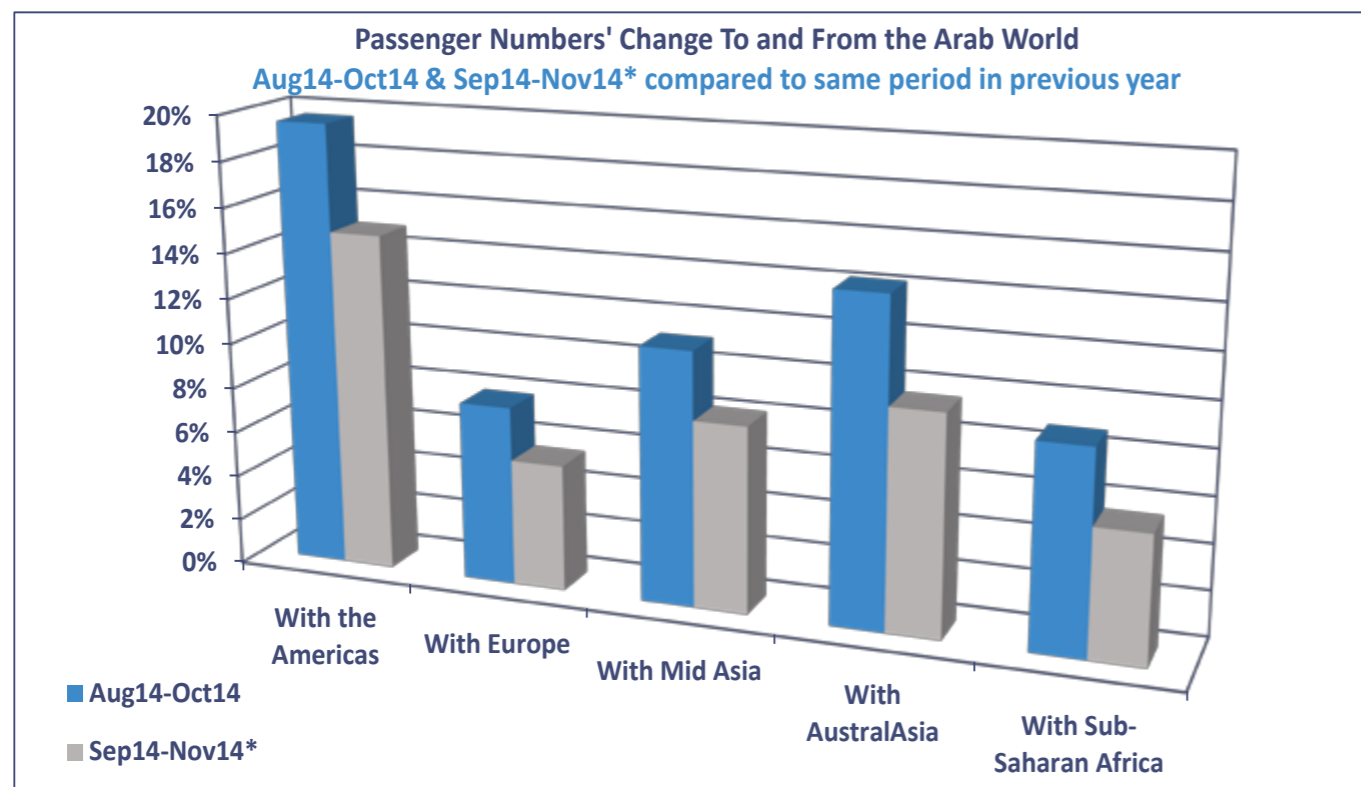
## PASSENGER TRAFFIC

Passenger numbers on routes to and from the Arab world are estimated to have grown by 2.2% in November 2014 compared to November 2013, after a growth of 8.6% in October 2014 over October 2013.

Traffic to and from the Arab world	Nov 14* over Nov 13
With the Americas	1.7%
With Europe	1.9%
With Mid Asia	2.9%
With Far East and Australasia	4.2%
With Sub Saharan Africa	(2.5%)

Source: AACO, IATA

\*Estimated

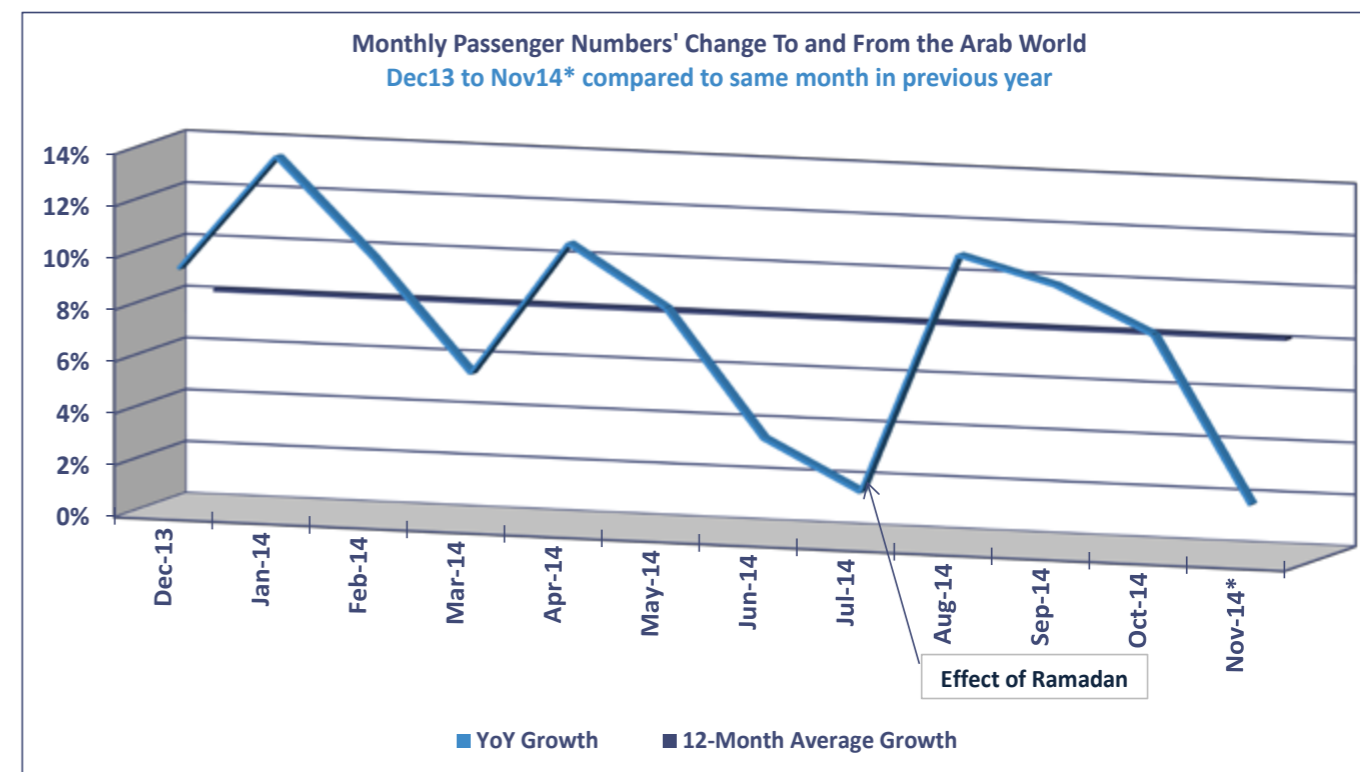


Source: AACO, IATA

\*Estimated

Passenger numbers to and from the Arab world market reported a 10.2% growth between August 14 & October 14 compared to the same period in previous year.

Passenger numbers to and from the Arab world market reported a 7.3% increase between September 14 & November 14\* compared to the same period in previous year.



Source: AACO, IATA

\*Estimated

## ROUTES

Airline	From	To	Date	Weekly Freq.	Aircraft type
EK	Dubai	Perth	1 May 15	unchanged	A380 (7x out of 21x)
		Barcelona	2 May. 15	7x to 14x	B777-300LR / A380
		Birmingham	1 Aug. 15	14x to 21x	B777-300ER
EY	Abu Dhabi	Dallas/Fort Worth	12 Dec. 14	3x	N/A
		London Heathrow	27 Dec. 14	unchanged	A380 (7x out of 21x)
		Melbourne	1 Aug. 15	7x to 14x	B777-300ER
FZ	Dubai	Chennai	31 Mar. 15	3x	B737-800
GF	Bahrain	Hyderabad	15 Dec. 14	5x	A321
QR	Doha	Asmara	4 Dec. 14	2x	A320
		Bangkok	5 Dec. 14	unchagned	A380 (7x out of 28x)
		Stockholm	1 Feb 15	7x to 14x	unchanged
		Copenhagen	2 Feb 15		
		Manchester	15 Feb 15		
		Barcelona	16 Feb 15	7x to 11x	
Amsterdam	16 Jun. 15	1x	B787		
QR Cargo	Doha	Guangzhou	3 Dec. 14	3x	A330F
		Accra via Lagos	6 Dec. 14	2x	
SV	Jeddah/Riyadh/Dammam	Manila	Jan. 15	unchanged	B777-300ER
AC	Toronto	Dubai	Nov. 15	3x	B787
ET	Addis Ababa	Doha	2 Dec. 14	3x	N/A



**Emirates announces A380 service to Perth, Australia:** Emirates announced that it will up-gauge one of its three daily services between Dubai and Perth to its A380 aircraft, commencing 1 May 2015.

The change from a Boeing 777-300ER aircraft will see an increase in capacity of 136 seats per flight and 1,904 seats per week.

**Emirates set to double flights to Barcelona:** Emirates announced on 9 December 2014 plans to offer a double daily service to Barcelona, less than three years after its initial launch to the city.

From 2 May 2015 Emirates will add a further 3,724 seats per week to Barcelona increasing overall capacity by 51%. The extra service will be operated by a Boeing 777-200LR in a three class configuration, complementing the airline's already daily A380 service.

The introduction of a Boeing 777-200LR will also add significant cargo capacity to the route with just over 230 tons per week to be added by Emirates Sky-Cargo.

The new flight will offer eight First Class Private Suites, 42 lie-flat seats in Business Class and 216 seats in Economy Class.

**Emirates to operate third daily service to Birmingham:** Emirates has announced a third daily service to Birmingham Airport.

Starting on 1 August 2015, the new daily service will be operated with a Boeing 777-300ER aircraft in a three class configuration. The added capacity provides eight Private Suites in First Class, 42 Business Class seats and 310 Economy Class seats per day, as well as 23 tons of additional cargo capacity per flight.

**Ethad Airways adds Dallas/Fort Worth doubling US gateways:** Ethad Airways has doubled its network in the US in 2014 with the addition of flights to Dallas/Fort Worth, its sixth destination. The airline has introduced three nonstop flights per week between Dallas/Fort Worth and Abu Dhabi, with plans to launch daily services.

**Ethad Airways A380 takes off to London Heathrow:** Ethad Airways launched its first A380 service to London Heathrow on 27 December. The aircraft operates on EY11, one of the three daily London Heathrow services. By August 2015, every Ethad Airways flight between Abu Dhabi and London will be an A380 service.

Ethad Airways unveiled the A380 to an audience of 200 media at a gala in Abu Dhabi on 18 December, having taken delivery of the aircraft from Airbus in Hamburg earlier in the week.

The Residence by Ethad™ is a three room suite - with living room, bathroom and bedroom. Located in the forward upper section of the A380 The Residence by Ethad™ offers guests a personal Butler.

The A380 also features First Apartments, which are fully private suites with a separate reclining lounge seat and full-length bed, as well as a chilled mini-bar,

personal vanity unit and wardrobe.

A total of 70 Business Studios are located on the upper deck of the A380 all offering aisle access and a fully flat bed of up to 80.5 inches long. The upper deck of the A380 is allocated to the premium cabins.

The Economy Smart Seat also debuts on the A380 and has enhanced comfort with the unique 'fixed wing' headrest on each seat.

**Ethad Airways goes double daily to Melbourne:** Ethad Airways announced its plans for a second daily non-stop service between Abu Dhabi and Melbourne from 1 August 2015. The additional flight will be operated by a Boeing 777-300ER aircraft with eight seats in First Class, 40 in Business Class and 280 in Economy Class. This will add more than 4,500 seats per week to the route. It will also double the airline's freight handling capacity.

**flydubai expands footprint in Central and Southeast Europe with five new route launches:** flydubai inaugurated new routes to Bratislava, Prague, Sarajevo, Sofia and Zagreb. The addition of these new destinations brings the total number of routes launched so far in 2014 to 23, the most routes launched in one year since flydubai began operations in 2009.

**flydubai announces a new route to Chennai:** flydubai announced the addition of Chennai to its network. Chennai, flydubai's eighth destination in India, will be served with three flights a week from 31 March 2015, bringing the total number of weekly flights operated by flydubai to the market to 29.

**Gulf Air resumes Hyderabad-Bahrain services:** Gulf Air resumed its direct services between Hyderabad and Bahrain on 15 December 2014.

The five weekly flights are operated by an Airbus A321 aircraft in a two-class configuration, featuring 8 Falcon Gold Class full flat-bed seats and 161 economy class seats.

Source: Business Standard

**Qatar Airways continues expansion in Africa with flights to Eritrean capital Asmara:** Qatar Airways has continued its expansion into Africa with the launch of services to its twelfth new destination in 2014, the Eritrean capital Asmara. Launched on 4 December, the new route is being operated with an Airbus A320 aircraft offering up to 144 seats in a two-class configuration of 12 seats in Business Class and up to 132 seats in Economy.

**Qatar Airways brings forward its A380 service to Bangkok:** It was just in November that Qatar Airways has announced that its newly received A380 aircraft would be ready for touchdown in Bangkok, Thailand, in January 2015; however, Qatar Airways has brought forward the arrival date of the A380 to Bangkok to 5 December 2014.

The additional capacity is being offered to passengers with the introduction of the A380 operated on one of the airline's four-times daily services to Bangkok.



### Qatar Airways to introduce significant additional capacity across Europe:

Qatar Airways will significantly expand its capacity across Europe in 2015, with additional frequencies added to European cities from February 2015. Barcelona and Manchester will become a double daily service, while Stockholm and Copenhagen will see services increase from a daily to ten and eleven weekly service respectively.

The additions to the Copenhagen and Stockholm routes will start from 1 and 2 February respectively, with double-daily flights to Manchester and Barcelona taking effect from 15 and 16 February respectively.

**Qatar Airways announces new route to Amsterdam:** Qatar Airways has revealed its first new destination in 2015, to the capital city of the Netherlands, Amsterdam, starting from 16 June.

The Doha – Amsterdam route will operate with a Boeing 787 Dreamliner offering 254 seats configured in two classes, with 22 fully-flat-bed seats in Business Class and 232 in Economy Class.

With the addition of the city of Amsterdam, the total number of European destinations offered by the airline reaches 34 – which is approximately 25% of the airline's total route map.

### Qatar Airways Cargo strengthens freighter network with the addition of three new destinations:

Qatar Airways Cargo has commenced operations to three new freighter destinations, Lagos, Accra and Guangzhou, with all three routes being served by the Airbus A330 freighter.

Freighters to Lagos and Accra commenced on 6 December. The twice weekly freighter service operates from Doha to Murtala Muhammed International Airport in Lagos and then onward to Accra's Kotoka International Airport, with a scheduled stop in Europe before returning to Doha. In addition, thrice-weekly direct freighters to Guangzhou commenced on 3 December.

In addition to the new routes, Qatar Airways Cargo recently expanded its frequencies to freighter destinations Erbil, Kolkata, Delhi and Istanbul, thereby providing a capacity boost to these routes. An additional frequency was also added on the Houston-Liege-Doha freighter route. Furthermore, from December onwards, freighter frequencies are being increased to Brussels, Chennai, Johannesburg, Nairobi and Shanghai.

**Tassili Airlines launches international regular flights:** Tassili Airlines inaugurated its regular international flights to Marseille and Strasbourg on 13 November 2014. Flights to both cities will be operated twice a week on board a B737-800 aircraft.

**Saudia operates B777-300ER to Manila:** Saudia started operating 11 weekly flights to Manila from the Saudi cities of Jeddah, Riyadh and Dammam using the new B777-300ER aircraft.

The new aircraft is configured with 413 seats which includes 30 in business class. The aircraft offers 383 seats for economy class passengers.

**Air Canada to launch non-stop service to Dubai:** Air Canada said that it will launch non-stop service between Toronto and Dubai beginning in November 2015. Tickets for Dubai went on sale 16 December 2014 and the three-times-weekly service will start on 3 November 2015. Flights will be operated with the Boeing 787 Dreamliner in a three cabin configuration

Source: Air Canada

**Ethiopian Airlines starts flights to Doha:** Ethiopian Airlines announced that it has started three weekly flights to Doha as of 2 December 2014.

The city will mark the 10<sup>th</sup> Ethiopian destination to the Middle East.

Source: Ethiopian Airlines

## CAPACITY AND DEMAND

### Passenger Air Services to & from the Arab World - Oct 2014 - SRS Analyzer

AACO members increased the number of seats offered to and from the Arab world by 19.8%, while other airlines decreased the number by (4%) which resulted in a growth of 11% in the total number of offered seats to and from the Arab world.

Percentage of the Total Available Seats To and From the Arab World	
With Europe	29.8%
With Mid Asia	18.9%
With Australasia	10.2%
With the Americas	2.9%
With Sub Saharan Africa	4.7%

Source: AACO, SRS Analyzer

Capacity* of Top 10 Carriers (Arab World & Europe)			
Airline	ASKs (Million)	Departures	Seats
EK	7,806.7	3,792	1,577,450
QR	2,737.1	2,486	610,524
EY	1,914.6	1,646	387,820
TK	887.1	2,388	434,023
BA	800.9	755	173,772
AT	658.2	2,314	347,346
LH	641.4	786	166,832
SV	581.5	736	146,434
MS	506.7	1,096	189,202
AF	455.3	1,126	190,968
<b>Grand Total</b>	<b>25,360.6</b>	<b>37,000</b>	<b>7,679,954</b>

\* Includes scheduled capacity and not actual flown capacity

Source: AACO, SRS Analyzer



Capacity* of Top 10 Carriers (Arab World & Australasia)			
Airline	ASKs (Million)	Departures	Seats
EK	7,400.9	2,560	1,054,126
QR	3,029.0	1,585	458,250
EY	2,386.5	1,192	356,621
SV	811.8	304	108,815
QF	639.2	110	49,500
CX	425.3	220	68,420
5J	410.7	129	56,244
MS	272.4	111	35,651
2P	254.3	120	36,780
JT	237.0	60	29,760
<b>Grand Total</b>	<b>17,969.2</b>	<b>7,735</b>	<b>2,613,024</b>

\* Includes scheduled capacity and not actual flown capacity

Source: AACO, SRS Analyzer

Capacity* of Top 10 Carriers (Arab World & Sub Saharan Africa)			
Airline	ASKs (Million)	Departures	Seats
EK	2,756.5	1,408	505,182
QR	490.7	578	105,968
AT	347.5	739	115,304
MS	247.9	392	65,911
ET	208.2	615	98,182
EY	189.6	218	43,762
FZ	109.2	172	32,508
KQ	77.0	154	24,416
SV	76.1	172	26,838
9W	68.0	48	11,184
<b>Grand Total</b>	<b>5,096.8</b>	<b>5,467</b>	<b>1,204,761</b>

\* Includes scheduled capacity and not actual flown capacity

Source: AACO, SRS Analyzer

Capacity* of Top 10 Carriers (Arab World & Mid Asia)			
Airline	ASKs (Million)	Departures	Seats
EK	2,446.4	2,969	1,061,776
QR	1,168.1	2,072	428,983
SV	930.7	970	269,284
G9	853.9	2,078	336,636
9W	851.2	2,023	333,670
EY	693.3	1,750	281,443
FZ	676.2	1,481	279,909
AI	673.3	1,208	237,144
IX	598.4	1,250	225,000
WY	442.8	1,299	199,336
<b>Grand Total</b>	<b>12,426.9</b>	<b>23,717</b>	<b>4,869,562</b>

\* Includes scheduled capacity and not actual flown capacity

Source: AACO, SRS Analyzer

Capacity* of Top 10 Carriers (Arab World & the Americas)			
Airline	ASKs (Million)	Departures	Seats
EK	3,664.5	744	305,016
QR	1,619.0	470	139,210
EY	1,189.8	326	100,968
SV	563.0	172	51,040
9W	379.6	86	32,508
UA	283.5	94	25,568
MS	212.3	70	23,310
RJ	181.9	72	19,110
DL	177.6	54	14,526
AT	159.4	115	26,450
<b>Grand Total</b>	<b>8,575.0</b>	<b>2,271</b>	<b>755,724</b>

\* Includes scheduled capacity and not actual flown capacity

Source: AACO, SRS Analyzer



## TOURISM

**International tourism ends 2014 with record numbers:** International tourism hit a new record by the end of 2014 with over 1.1 billion international tourists travelling the world in one single year. During the first ten months of 2014, the number of international tourists grew by 5% according to the latest UNWTO World Tourism Barometer, rising above expectations.

Between January and October 2014, the volume of international tourists (overnight visitors) reached 978 million, 45 million more than in the same period of 2013. With an increase of 4.7%, international tourism continues to grow well above the long-term trend projected by UNWTO for the period 2010-2020 (+3.8%), and is set to end the year at over 1.1 billion.

By region, the strongest growth was registered in the Americas (+8%), followed by Asia and the Pacific (+5%) and Europe (+4%). By subregion, North America (+9%) and South Asia (+8%) were the star performers, as well as Southern and Mediterranean Europe, North-East Asia and Northern Europe (all +7%).

### The Americas: the best results of the last decade

The Americas (+8%) led growth during the first ten months of 2014, rebounding significantly on subdued results of 2013. This is the region's best performance since 2004, when international tourism also rebounded strongly, following the 2003 SARS outbreak. All subregions – North America, the Caribbean, Central America and South America – doubled the growth rates of 2013, with particularly positive results in North America in view of the extraordinary performance of Mexico and the United States.

International arrivals in Asia and the Pacific increased by 5% (through October), consolidating the region's growth trend of recent years. The best results came from South Asia (+8%), led by India (+7%), and from North-East Asia (+7%) where major destinations such as Japan and the Republic of Korea registered double-digit growth. Arrivals in Oceania grew by 6% owing mostly to the increase of arrivals in Australia and New Zealand. In South-East Asia (+2%), growth slowed down compared to 2012 and 2013 as a result of the decline in arrivals registered in Thailand.

Europe, the most visited region in the world, posted a 4% increase in international tourist arrivals through October, with strong results in Northern Europe and in Southern Mediterranean Europe (both +7%), where established destinations such as Greece, Portugal, Spain and Malta recorded robust growth. International tourism grew at a more modest pace in Western Europe (+2%) and was stagnant in Central and Eastern Europe (0%), in stark contrast with the last three years, during which arrivals grew at an average of 8% a year.

International tourist arrivals in the Middle East are estimated to be up by 4% (in the first ten months of 2014), rebounding on the declines registered since 2011. All destinations in the region with data available report positive growth, with Egypt, Jordan, Lebanon and Saudi Arabia all substantially improving their performance as compared to 2013.

Africa's international tourist numbers grew by 3% (through October) with

North Africa consolidating its recovery (+2%). Sub-Saharan Africa's arrivals were up by 3% despite the challenges of the Ebola Disease Outbreak in a few West African countries. Data for Africa and the Middle East, nonetheless, should be read with caution as it is based on limited and volatile data for these regions. UNWTO will release preliminary 2014 full year results for international tourist arrivals by 27 January 2015.

Source: UNWTO

### Key Figures for MENA and Other Regions Extracted From the Barometer:

International Tourist Arrivals (World, North Africa & Middle East regions)										
	Full Year					Share	Percentage Change			
	2005	2010	2011	2012	2013*		2013*	12/11	12/11	13*/12
	(million)					(%)				YTD
<b>World</b>	809	949	997	1,038	1,087	100	4.1	4.7	4.7	4.7
<b>North Africa</b>	13.9	18.8	17.1	18.5	19.6	1.8	8.7	6	1.5	8.4
<b>Middle East</b>	33.7	54.7	52.8	49.8	48.2	4.4	(5.6)	(3.4)	4	(3.8)

Source: World Tourism Organization (UNWTO)

\*estimated

Outlook of International Tourists 2014						
	2010	2011	2012	2013	2014*	2014*
	real change				Jan-Oct	projection (issued Jan)
	full year					
<b>World</b>	6.5%	5.1%	4.1%	4.7%	4.7%	4% and 4.5%
<b>Africa</b>	8.9%	(0.1%)	5.2%	4.8%	2.6%	4% and 6%
<b>Middle East</b>	13.1%	(3.5%)	(5.6%)	(3.4%)	4%	0% and 5%
<b>Europe</b>	3.1%	6.6%	3.7%	4.9%	4%	3% and 4%
<b>Asia and the Pacific</b>	13.1%	6.5%	6.9%	6.8%	5%	5% and 6%
<b>Americas</b>	6.5%	3.5%	4.4%	3.5%	7.8%	3% and 4%

Source: World Tourism Organization (UNWTO)

\*estimated



International Tourist Arrivals by (sub)region - selected countries & territories					
	2010	2012	2013*	12/11	13*/12
	Full Year			Change	
	(1,000)			(%)	
<b>North Africa</b>	18,757	18,534	19,639	8.7	6
<b>Algeria</b>	2,070	2,634	2,733	10	3.7
<b>Morocco</b>	9,288	9,375	10,046	0.4	7.2
<b>Sudan</b>	495	575	591	7.1	2.9
<b>Tunisia</b>	6,903	5,950	6,269	24.4	5.3
<b>Middle East</b>	58,173	51,143	50,816	(6.6)	(0.6)
<b>Bahrain</b>	995	1,014	1,069	23.5	5.4
<b>Egypt</b>	14,051	11,196	9,174	17.9	(18.1)
<b>Iraq</b>	1,518	1,111	892	(26.4)	(19.7)
<b>Jordan</b>	4,207	4,162	3,945	5.1	(5.2)
<b>Kuwait</b>	207	300	307	11.7	2.2
<b>Lebanon</b>	2,168	1,366	1,274	(17.5)	(6.7)
<b>Oman</b>	1,442	1,438	1,551	41.3	7.9
<b>Palestine</b>	522	490	545	9.3	11.3
<b>Qatar</b>	1,700	2,346	2,611	-	11.3
<b>Saudi Arabia</b>	10,850	14,276	13,380	(18.4)	(6.3)
<b>Syria</b>	8,546	-	-	-	-
<b>UAE*</b>	7,432	8,977	9,990	10.4	11.3
<b>Yemen</b>	1,025	874	990	5.4	13.3

\* Dubai Only

Source: World Tourism Organization (UNWTO)

## COLLABORATION

**Etihad Airways to codeshare with Aerolíneas Argentinas:** Etihad Airways has signed a codeshare agreement with Aerolíneas Argentinas, which will be effective on 1 February 2015.

As part of the agreement, Etihad Airways will place its 'EY' flight code on Aerolíneas Argentinas' operated flights across the Argentinian airline's domestic network, as well as to other destinations in South America including Uruguay, Chile and Paraguay.

Guests will be able to travel on Etihad Airways' marketed flights to Buenos Aires and from there to 20 destinations in South America including: Asuncion, Bariloche, Bahia Blanca, Comodoro Rivadavia, Cordoba, El Calafate, Iguazú, Mar del Plata, Mendoza, Montevideo, Neuquén, Rio Gallegos, Rio Grande, Rosario, Salta, San Juan, Santiago de Chile, Trelew, Tucuman and Ushuaia.

**Etihad Airways and South African Airways commence second phase of strategic cooperation:** Etihad Airways and South African Airways have announced a major expansion of their strategic partnership.

As part of the extended cooperation, South African Airways will launch a daily service between Johannesburg and Abu Dhabi on 29 March 2015, which will complement Etihad Airways' existing flights between the two cities to offer a combined double-daily frequency on the route.

The airlines have also significantly developed their codeshare agreement to include a total of 49 routes, more than double the previous number. Subject to regulatory approval, Etihad Airways will place its 'EY' code on South African Airways' new Johannesburg-Abu Dhabi flights, in addition to 16 of the airline's other services from Johannesburg to key destinations across the African continent. In return, South African Airways will place its 'SA' code on 32 Etihad Airways routes beyond Abu Dhabi to a range of destinations worldwide.

In addition, the airlines will enhance the alignment of their Etihad Guest and Voyager frequent flyer programs, with even more opportunities for members to earn and redeem miles. Benefits such as priority baggage handling, boarding and check-in, and airport lounge access across the airlines' networks will be provided based on membership tiers.

**Etihad Airways to codeshare with Hong Kong Airlines:** Etihad Airways and Hong Kong Airlines have signed a codeshare agreement to provide travellers with enhanced connections between Asia, the Middle East and Europe.

Subject to regulatory approval, Etihad Airways will place its 'EY' code on Hong Kong Airlines' flights between Hong Kong and Bangkok, allowing business and leisure travellers to book a round trip between Hong Kong and Abu Dhabi via Thailand's capital. In addition, the code will appear on flights between Hong Kong and Okinawa, a popular tourism destination in Southern Japan.

Passengers of Hong Kong Airlines will also benefit from enhanced access across the Middle East and Europe under the partnership, with the airline's 'HX' code being placed on Etihad Airways' triple-daily flights between Abu Dhabi and Bangkok, together with two upcoming services that will connect Abu Dhabi to Madrid from 29 March 2015 and to Hong Kong from 15 June 2015.

**Etihad Airways codeshares on first direct flights between Abu Dhabi and Stuttgart:** Etihad Airways and partner airberlin celebrated the launch of the German carrier's new service from Stuttgart to Abu Dhabi.

The daily service is airberlin's first long-haul route from Stuttgart, capital of Germany's Baden-Württemberg state, and also serves as the first direct connection between both cities. It is operated using a two-class Airbus A320 aircraft, offering a total of 12 Business Class seats and 132 Economy Class seats. Etihad Airways has placed its 'EY' code on the flights as part of a codeshare agreement with airberlin.

Together, airberlin and Etihad Airways now operate 63 flights per week from Germany to Abu Dhabi, flying twice daily from Berlin, Düsseldorf, Frankfurt and Munich, and daily from Stuttgart.



### Emirates Skywards and S7 Airlines announce frequent flyer partnership:

Emirates Skywards and S7 Airlines has announced a frequent flyer partnership that allows members of both airlines' frequent flyer programs to earn and redeem miles for travel across their networks.

Members of Emirates Skywards frequent flyer programme will be able to earn Skywards Miles when travelling on S7 flights and can redeem their Skywards Miles for reward flights on S7 in economy and business class. Members of S7's frequent flyer program Priority can now earn and redeem Miles when flying with Emirates to one of its 147 destinations in 84 countries in either economy or business class.

Source: Arabian Aerospace

### Gulf Air expands loyalty program with Bahrain Kuwait Insurance partnership:

Gulf Air announced a partnership with Bahrain Kuwait Insurance Company (BKIC) giving the insurance provider's customers the opportunity to earn Gulf Air Falconflyer miles when purchasing any of BKIC's Home, Annual Travel and Motor Gold+ & Platinum+ insurance policies.

## ENVIRONMENT

### The Emirates Group's 4<sup>th</sup> Environmental Report highlights sustainability efforts and improvement in key efficiencies:

The Emirates Group has published its fourth annual Environmental Report which measures and tracks the Group's environmental performance, as well as identifies examples of best practice across the 75,000 workforce.

Covering the 2013-2014 fiscal year, the report, audited by PricewaterhouseCoopers, presents environmental performance data from a range of Group activities, including airline operations, data's cargo and ground handling businesses and a wide range of commercial activities on the ground – from engineering to catering.

Key to the Group's environmental strategy is the airline's eco-efficient fleet, which is at the leading edge of fuel efficiency and environmental performance. The improvements have been driven by deliveries of 24 new passenger aircraft and freighters, and the removal from service of four older aircraft, together with ongoing efforts to drive operational efficiencies across a fleet which is already one of the world's youngest and most efficient.

With an average fleet age of only 6.2 years versus the global IATA wide body fleet average of 11.7 years, Emirates' fuel efficiency results are 14.5% better than the IATA average.

Total fuel efficiency for all passenger and freighter flights improved by 0.5%, dropping to 0.3089 litres per tonne kilometre (L/TK). Similarly, carbon dioxide emissions dropped to 0.764 kilograms of CO<sub>2</sub> per tonne kilometre (gCO<sub>2</sub>/TK), improving efficiency by 0.4%.

### Other report highlights include:

- Continued improvement in noise performance.
- Reduction in CO<sub>2</sub> emissions in ground operations.
- Recycling.
- Conservation programmes.

In 2013 Emirates launched 'A Greener Tomorrow', a programme to support not-for-profit environmental or conservation organisations through the provision of a funding award.

## REGULATORY TONE

**Emirates wins Milan - New York route appeal:** Emirates has been allowed to continue to operate its Milan Malpensa to New York JFK route after Italy's highest administrative court, the Council of State, rejected a legal challenge brought against Emirates by Assaereo, an association that represents Alitalia and other Italian airlines.

In its original successful petition to a Roman administrative court in April 2014, Assaereo had claimed that the Italian civil aviation authority (Ente Nazionale per l'Aviazione Civile - ENAC) had erred in granting Emirates 5<sup>th</sup> Freedom traffic out of Milan. Such traffic rights, it said, could not be granted to a non-EU operator or a carrier from a country which is neither the port of departure nor destination, which in this case is Italy and the United States.

However, the Council of State, in its ruling, stated the awarding of such rights were in line with Italian law and therefore did not warrant a suspension.

Source: ch-aviation

**The European Commission updates the EU air safety list:** The European Commission has updated the European list of airlines subject to an operating ban or operational restrictions within the European Union (EU air safety list).

All airlines from Libya have now been added to the EU Air Safety List and are banned from operating in European airspace. No decisions were taken to remove countries whose carriers are on the EU Air Safety List. The new list can be found on the Commission's website.

Mrs. Violeta Bulc, EU Commissioner for Transport said: "Recent events in Libya have led to a situation whereby the Civil Aviation Authority is no longer able to fulfil its international obligations with regard to the safety of the Libyan aviation sector. My priority in aviation is passenger safety, which is non-negotiable, and we stand ready to help the Libyan aviation sector as soon as the situation on the ground will allow for this. I am also pleased to see that progress has been made in a number of countries whose carriers are on list, notably the Philippines, Sudan, Mozambique and Zambia. Hopefully this progress can lead to a positive decision in the future."

The updated EU air safety list includes all airlines certified in 21 states, for a total of 308 airlines fully banned from EU skies. The list also includes two individual airlines: Blue Wing Airlines (Suriname) and Meridian Airways (Ghana), for an overall total of 310 airlines.



Additionally, the list includes 10 airlines which are subject to operational restrictions. These airlines can only fly to the Union with specific aircraft types: Air Astana (Kazakhstan), Afrijet, Gabon Airlines and SN2AG (Gabon), Air Koryo (Democratic People's Republic of Korea), Airlift International (Ghana), Air Service Comores (the Comoros), Iran Air (Iran), TAAG Angolan Airlines (Angola) and Air Madagascar (Madagascar).

List of airlines banned within the EU is available [here](#).

Source: European Commission

**EU, Ukraine plan to sign agreement on common aviation area in 2015:** The European Union and Ukraine plan to sign an agreement on a common aviation area in 2015, the EU-Ukraine Association Council said in a joint press release published following its first meeting.

"The Association Council underlined the importance of signing the Common Aviation Area Agreement between Ukraine and the EU at the earliest possible date in 2015," the document notes.

Source: Russian News Agency – TASS

**UK government to abolish air passenger duty for children:** Children under the age of 12 will be exempt from the UK's air passenger duty (APD) flight tax from 1 May 2015, the country's chancellor George Osborne said in the Autumn Statement. APD exemption will extend to under-16s the following year, in a move Osborne says will reduce the cost of flying for families.

Earlier in 2014, the two highest bands of APD were eliminated and a UK government commission recommended in November that the decision on whether to charge APD for passengers leaving Scottish airports should be devolved to the local parliament.

Source: Flightglobal

**DOT fines Delta for codeshare disclosure violations:** The US Department of Transportation is seeking a USD 660,000 penalty from Delta Air Lines for failing to disclose the operator of codeshare flights.

The regulator cites multiple incidents when telephone representatives of the Atlanta-based carrier failed to disclose the operator of Delta Connection flights during calls made by its investigators from September 2013 to September 2014, in a filing on 23 December. It calls the failure "unfair and deceptive practices".

DOT rules state that airlines must disclose both the corporate and marketing name of an operating carrier under a codeshare agreement to consumers.

Delta has paid fines for failing to disclose codeshare operators before.

Source: Flightglobal

**FAA proposes USD 317,500 civil penalty against United Air Lines, Inc.:** The U.S Department of Transportation's Federal Aviation Administration (FAA) is proposing a USD 317,500 civil penalty against United Air Lines, Inc. of Chicago, Ill., for allegedly operating an aircraft that was not in compliance with Federal

Aviation Regulations.

The FAA alleges that on 19 January 2013, United mechanics removed and replaced a nose landing gear wheel and tire on a Boeing 767 without installing a required axle washer. The Boeing and United maintenance manuals warn that the wheel bearing can fail if the washer is not installed.

An FAA inspector discovered the missing washer during a routine inspection. United allegedly operated the aircraft on 35 passenger flights when the washer was missing. The aircraft was not in an airworthy condition during those flights, the FAA alleges.

United has requested to meet with the FAA to discuss the case.

Source: FAA

**ACCC appeals Air New Zealand, Garuda decision:** The Australian Competition and Consumer Commission (ACCC) lodged a notice of appeal from the Federal Court's decision to dismiss the ACCC's proceedings against Air New Zealand Ltd and PT Garuda Indonesia Ltd in relation to an alleged air cargo cartel.

In its proceedings, the ACCC alleged that Air New Zealand and Garuda contravened the Trade Practices Act 1974, now called the Competition and Consumer Act 2010 (the Act), by fixing the level of various surcharges to be applied to air cargo services supplied by a number of airlines between 2001 and 2006. The trial judge concluded that although a number of the price fixing arrangements alleged by the ACCC were established which may have had an effect on prices in Australia, the cartel conduct did not take place in a "market in Australia" in which the airlines were competing, as was required by the Act at the time.

Source: Air Cargo Asia-Pacific



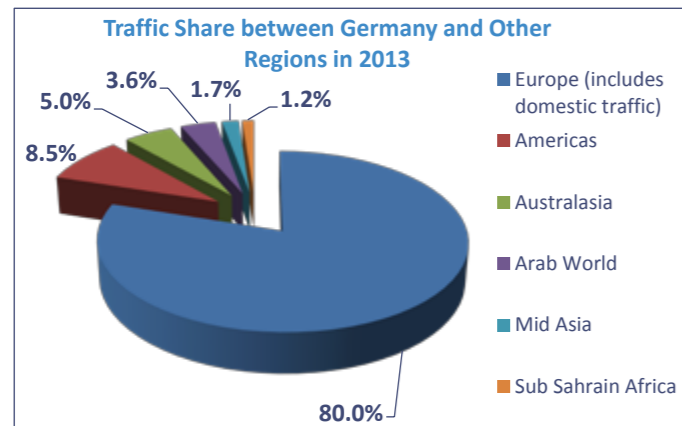
# AN AVIATION MARKET IN FOCUS: GERMANY

## Germany

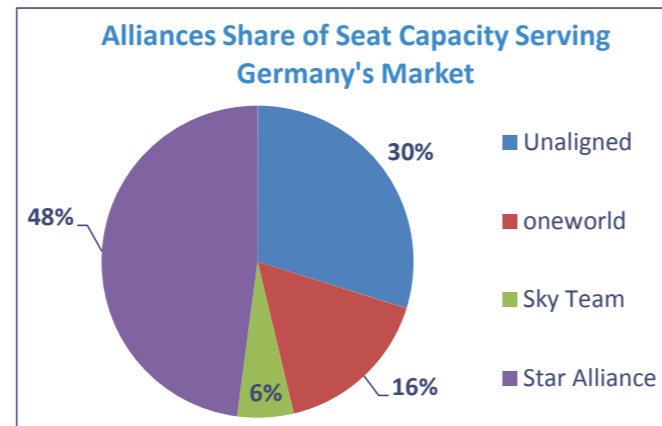
- **Population:** 80.7 million
- **Land area:** 357,168 km<sup>2</sup>
- **Number of passengers in 2013:** more than 180 million passengers were handled by German airports
- **Number of commercial airports:** more than 75 commercial airports
- **German-based airlines:** More than 25 airlines including Air Berlin, Lufthansa, Condor, and SunExpress

### Aviation Policy:

- The Luftfahrt-Bundesamt is the Federal Aviation Office that oversees and regulates civil aviation in Germany.
- Germany enjoys an open market in the EEA; and benefits from comprehensive agreements signed between the EU and third countries such as Morocco and Jordan.



For international passengers and based on O&D  
Source: AACO, IATA



Source: AACO, FlightMaps Analytics

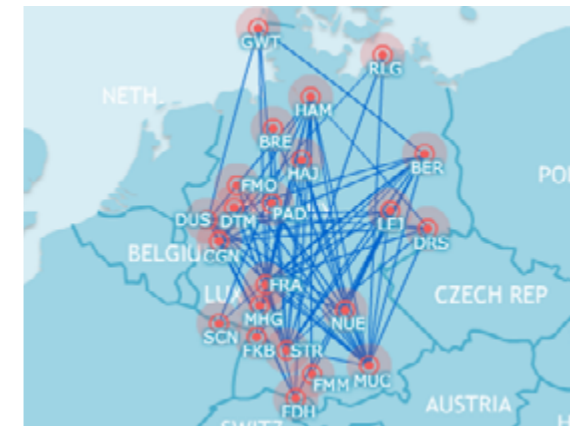
## Germany's aviation market links 359 cities worldwide (click on image for detailed view)



Source: AACO, FlightMaps Analytics

November 2014

## Germany's domestic aviation in November 2014



Source: AACO, FlightMaps Analytics

The top 10 city pairs on the right accounted for almost 59% of the total seat capacity scheduled within Germany in November 2014.

Route	Seat Capacity*
Berlin - Munich	228,662
Berlin - Frankfurt	228,231
Hamburg - Munich	210,006
Dusseldorf - Munich	202,248
Frankfurt - Hamburg	160,442
Berlin - Cologne/Bonn	155,448
Frankfurt - Munich	146,164
Berlin - Dusseldorf	141,023
Cologne/Bonn - Munich	130,760
Berlin - Stuttgart	107,270

Source: AACO, FlightMaps Analytics

\* This includes seat capacity in both directions

Airline	Seat Capacity
Lufthansa	8,345,378
airberlin	3,015,628
Germanwings	2,023,968
Ryanair	694,386
easyJet	583,536
Condor Flugdienst	500,858
Turkish Airlines	394,255
British Airways	318,724
Air France	281,781
KLM	263,535

Source: AACO, FlightMaps Analytics

## Top 10 airlines operating by seat capacity to, from and within Germany in November 2014

The top 10 airlines on the left offered 16.42 million seats (87.9% of the scheduled seat capacity) to, from and within Germany in November 2014.

Route	Seat Capacity*
Frankfurt - London	226,860
Berlin - London	172,600
London - Munich	162,642
Frankfurt - Vienna	137,568
Duesseldorf - London	136,474
Frankfurt - Istanbul	114,960
Berlin - Paris	114,462
Frankfurt - New York	110,328
Frankfurt - Madrid	106,718
Munich - Paris	105,633

Source: AACO, FlightMaps Analytics

\* This includes seat capacity in both directions



## WORLD NEWS

**Aviation unites on cyber threat:** With the safety and security of the global aviation system potentially vulnerable to attacks from hackers and other cyber criminals, the International Civil Aviation Organization (ICAO), Airports Council International (ACI), the Civil Air Navigation Services Organisation (CANSO), the International Air Transport Association (IATA) and the International Coordinating Council of Aerospace Industry Associations (ICCAIA), have agreed on a common roadmap to align their respective actions on cyber threats.

The five major international aviation organizations signed a new cybersecurity agreement in December formalizing their common front against the hackers, 'hacktivists', cyber criminals and terrorists now focused on malicious intent ranging from the theft of information and general disruption to potential loss of life.

To better coordinate their actions and responses, the cyber agreement signatories will now be more proactive in sharing critical information such as threat identification, risk assessments and cybersecurity best practices. They will also be encouraging more substantial coordination at the State level between their respective government and industry stakeholders on all cybersecurity strategies, policies, and plans.

Source: ICAO

**ICAO Council passes Chicago Convention Resolution:** The 36-State Council of the International Civil Aviation Organization (ICAO) adopted a special Resolution early December commemorating the continued relevance of the Chicago Convention and the role of ICAO in supporting the global availability of air transport benefits for all world citizens and businesses. The full text of the Resolution is included below.

*Resolution adopted at the extraordinary session of the Council on 8 December 2014 on the occasion of the seventieth anniversary of the signing of the Chicago Convention*

*Whereas* 7 December 2014 marks the Seventieth Anniversary of the signing in Chicago of the *Convention on International Civil Aviation*, also known as the Chicago Convention;

Convinced that the fundamental aims and objectives of the Chicago Convention remain as relevant today as when they were conceived in 1944;

*Recognizing* that the safe and orderly growth of civil aviation that has been achieved over the past seventy years has delivered many positive socio-economic benefits to humanity;

*Determined* to ensure that international civil aviation will continue to contribute to the promotion of global peace and security, social integration among the peoples of the world, economic prosperity of nations, and sustainable development for future generations; and

*Considering* that there remains a strong and ongoing need for the international community to continue forging consensus-based progress in international civil aviation and to build on the foundations that were laid in Chicago seventy

years ago;

*The Council of the International Civil Aviation Organization (ICAO), on the occasion of this 70<sup>th</sup> Anniversary of the signing of the Chicago Convention:*

1. *Pays tribute* to the leadership, vision and cooperative spirit of the signatories of the Chicago Convention, who came together seventy years ago to create and preserve friendship and understanding among the nations and peoples of the world in the development of international civil aviation;
2. *Emphasizes* the essential role that ICAO plays as a global forum for cooperation among its Member States and the civil aviation community, and as a standard-setting body for the safe and orderly development of international civil aviation;
3. *Reiterates* the need for ICAO, as a specialized agency in relationship with the United Nations, to continue to take a leadership role in the development of principles, standards, agreements and arrangements for global civil aviation, thereby contributing to peace and prosperity in the world;
4. *Encourages* all Member States of ICAO to continue to promote the ideals and principles of the Convention on International Civil Aviation and compliance with its provisions;
5. *Acknowledges* the critical need for continued ICAO efforts aimed at identifying the challenges posed by increases in global air transport demand and capacity, as well as the opportunities offered by new and emerging technologies, and to address those challenges and take advantage of those opportunities in order to achieve the safe, secure and sustainable growth of the international civil aviation system; and
6. *Invites* all stakeholders, including Member States and relevant organizations of the global civil aviation community, to continue sharing and promoting best practices and working together through ICAO in support of a worldwide air transport system, which serves and benefits all nations and peoples of the world.

Source: ICAO

**EU makes €3 billion available to deliver the Single European Sky:** The European Commission signed a new partnership agreement, involving major Air Traffic Management (ATM) stakeholders. Airlines, airport operators and Air Navigation Service Providers (ANSP) will receive up to €3 billion in EU funding, in order to implement common projects and modernise Europe's Air Traffic Management (ATM) System. The agreement with the SESAR Deployment Alliance consortium aims to enhance the performance of Europe's ATM systems, in order to manage more flights in a safer and less-costly manner, while reducing the environmental impact of each flight.

Source: European Commission

**IATA launches Lithium Battery Risk Mitigation Guidance for airline operators:**

The International Air Transport Association (IATA) announced the publication of the first edition of the Lithium Battery Risk Mitigation Guidance for Operators. This free online guidance material provides airline operators with critical



information related to the safe handling and transport of lithium batteries by air.

In addition to being available free of charge, the Lithium Battery Risk Mitigation Guidance for Operators is copyright-free, allowing download and onward distribution to interested users.

View the guidance manual [here](#) (pdf).

Source: IATA

#### ICAO: Strong passenger results and a rebound for freight traffic in 2014:

Some 3.2 billion passengers used air transport for their business and tourism needs in 2014, according to preliminary figures on scheduled services released on 18 December by the International Civil Aviation Organization (ICAO). The annual total passengers was up approximately 5% compared to 2013 and is expected to reach over 6.4 billion by 2030, based on current projections. Aircraft departures reached 33 million globally during 2014, establishing a new record and surpassing the 2013 figure by roughly one million flights. Solid global economic growth and improving world trade helped world scheduled passenger traffic grow at a rate of 5.9% in 2014 (expressed in terms of revenue passenger-kilometres or RPKs), compared to 5.5% in 2013.

The Asia/Pacific region was the world's largest air travel market in 2014, with a 31% share in terms of world RPKs. The second and third largest air travel markets were Europe and North America, representing 27% and 25%, respectively. The Middle East Region, accounting for 9% of world RPKs, recorded the fastest growth rate at 12.8%. The Latin America and Caribbean Region increased by a solid 5.9% while African growth registered in at 1.5%.

#### International passenger traffic

International scheduled passenger traffic grew by 6.3% in 2014, up from the 5.7% recorded in 2013. With recovery in the Eurozone economy, European traffic increased by 5.7% and accounted for the largest share of international RPKs with 38%. Asia/Pacific had the second largest share with 27%, growing by 5.8%. North America was also up by 3.1%, in line with its improving economic conditions.

With its combined economic strength and airline network expansion, the Middle East recorded the highest international passenger traffic growth at 13.4% compared to 2013. The Latin America/Caribbean meanwhile grew by a solid 6.2% despite weakness in some of its economies, and carriers in Africa experienced the slowest growth rate of 1.7%.

#### Domestic passenger traffic

Scheduled domestic passenger traffic increased by 5.1% compared to 2013, with North America and the Asia/Pacific accounting for a combined 82% of worldwide domestic traffic (44% for North America, 38% for Asia/Pacific). The Asia/Pacific domestic market experienced the fastest growth, 7.9% compared to 2013, driven mainly by Chinese airlines which accounted for approximately 60% of the region's total domestic traffic.

#### Capacity

Overall air transport capacity, expressed in available seat-kilometres (ASKs),

increased globally by 5.7% in 2014. The overall passenger load factor was relatively stable compared to 2013 at 79.5%. Carriers in North America achieved the highest passenger load factor in 2014, 83.5%, followed by European carriers at 80.4%.

#### Regional passenger traffic and capacity growth, market shares and load factors in 2014\*

Region of State's AOC Holders	International		Domestic		Total International & Domestic		Total	
	Revenue Passenger Kilometres						ASKs	LFs
	Traffic Growth	Market Share	Traffic Growth	Market Share	Traffic Growth	Market Share	Capacity Growth	Load Factors
Africa	1.70%	3%	0.60%	1%	2%	2%	2.10%	68.30%
Asia and Pacific	5.80%	27%	7.90%	38%	6.70%	31%	7.20%	77.40%
Europe	5.70%	38%	5.80%	9%	5.70%	27%	5.20%	80.40%
Latin America & the Caribbean	6.20%	4%	5.60%	7%	5.90%	5%	5%	77.80%
Middle East	13.40%	14%	3.60%	1%	12.80%	9%	12.50%	77.70%
North America	3.10%	14%	2.90%	44%	3.00%	25%	2.60%	84%
<b>World</b>	<b>6.30%</b>	<b>100%</b>	<b>5.10%</b>	<b>100%</b>	<b>5.90%</b>	<b>100%</b>	<b>5.70%</b>	<b>79.50%</b>

#### ASKs: Available Seat-kilometres -- LFs: Passenger Load Factors

\* These figures are preliminary and cover scheduled commercial services only. The statistics are applicable to the traffic by region of airline domicile.

**Air Freight:** World scheduled freight traffic, measured in freight tonne-kilometres (FTKs), grew strongly by 4.6% in 2014, a rebound from the 0.4% growth rate registered in 2013. This is a reflection of improvement in world trade. The Asia/Pacific was the world's largest air freight market in 2014 with a 40% share in terms of world FTKs. Europe and North America came in at 22% and 21%, respectively, while Middle Eastern airlines recorded the fastest growth in freight traffic in 2014 with a growth of 11.3%.

**Industry trends:** The world's major aircraft manufacturers will have delivered approximately 1,000 new commercial aircraft by the end of 2014, with orders recorded for over 2,000 more. Together with improved air traffic flow management (ATFM) and the expanded use of performance-based navigation (PBN), these environmentally-friendly aircraft will contribute positively to the sustainability of air transport development.

Source: ICAO

#### IATA figures -- Healthy passenger demand in November 2014 - domestic markets driving growth:

The International Air Transport Association (IATA) announced global passenger traffic results for November 2014 showing a continuation of the healthy demand trend of recent months. Total revenue passenger kilometers (RPKs) rose 6.0% compared to November 2013, which was ahead of the 5.7% year-over-year growth recorded in October as well as the 10-year average growth rate of 5.6%. November capacity expanded by 5.4%, leading to a 0.5 percentage point rise in the load factor to 76.7%.



Growth was driven primarily by domestic markets which experienced a 6.9% increase in demand over the previous November (an acceleration over the 5.3% year-to-date average for domestic travel). Chinese domestic travel (which rose 15.4% over the previous November) was the main contributor to this growth. International travel, meanwhile, experienced a slight deceleration in growth towards the end of the year.

Nov 2014 vs. Nov 2013	RPK Growth	ASK Growth	PLF
International	5.4%	5.9%	75.1
Domestic	6.9%	4.5%	79.3
Total Market	6.0%	5.4%	76.7

YTD 2014 vs. YTD 2013	RPK Growth	ASK Growth	PLF
International	6.1%	6.4%	79.3
Domestic	5.3%	4.2%	80.7
Total Market	5.8%	5.6%	79.8

### International passenger markets

November 2014 international passenger demand was up 5.4% compared to the year-ago period, which was below the 6.1% year-to-date growth trend. Capacity rose 5.9% and the load factor dipped 0.3 percentage points to 75.1%. All regions except Africa recorded year-over-year increases in demand. However, compared to October, most regions reported slower demand growth for November.

- **European carriers'** demand for international services rose 5.6% in November 2014 compared to the year-ago period in spite of the region's economic frailties and risks. Robust travel on low cost carriers is behind much of the growth. Capacity climbed 4.9% leading to a 0.5 percentage point rise in the load factor to 77.7%.
- **Asia-Pacific airlines** recorded a 4.9% demand increase compared to November 2013 amid signs of a slowdown in regional production activity. Trade volumes have remained strong, however. With capacity up 5.6%, the load factor slipped 0.5 percentage points to 74.6%.
- **North American airlines** saw demand rise 2.0% over the 2013 period. This was an improvement over growth of 1.6% in October. November capacity rose 3.1%, causing load factor to fall 0.8 percentage points to 76.8%. The US economy is a notable bright-spot among developed economies, and recent gains in trade volumes bode well for business-related travel.
- **Middle East carriers** had the strongest traffic growth at 11.7%. This was the fourth consecutive month of double-digit year-over-year growth and the region's economies are comparatively well-placed to withstand plunging oil revenues. Capacity rose 13.9% and load factor fell 1.4 percentage points to 70.1%.

- **Latin American airlines** experienced a 4.9% rise in demand in November. Capacity increased 5.7% and load factor fell 0.6 percentage points to 78.8%. Despite the decline, the load factor was the highest for any region. Although major economies in the region have been weak, the strength of the US economy has supported traffic carried by the region's airlines.
- **African carriers** were the only ones to see a decline in demand: November traffic fell 2.5% compared to the same month in 2013. Capacity fell 3.1%, causing load factor to rise 0.4 percentage points to 63.8%, the lowest for any region. Passenger volumes for the region's carriers are back at late 2012 levels. The recent weakness appears to reflect adverse economic developments in parts of the continent including Nigeria, which is highly reliant on oil revenues. The impact on traffic owing to the Ebola outbreak is largely restricted to Guinea, Liberia and Sierra Leone (markets that comprise a very small proportion of overall African traffic).

Source: IATA

**OUR**

**PARTNER**

**AIRLINES**



**LATEST NEWS**

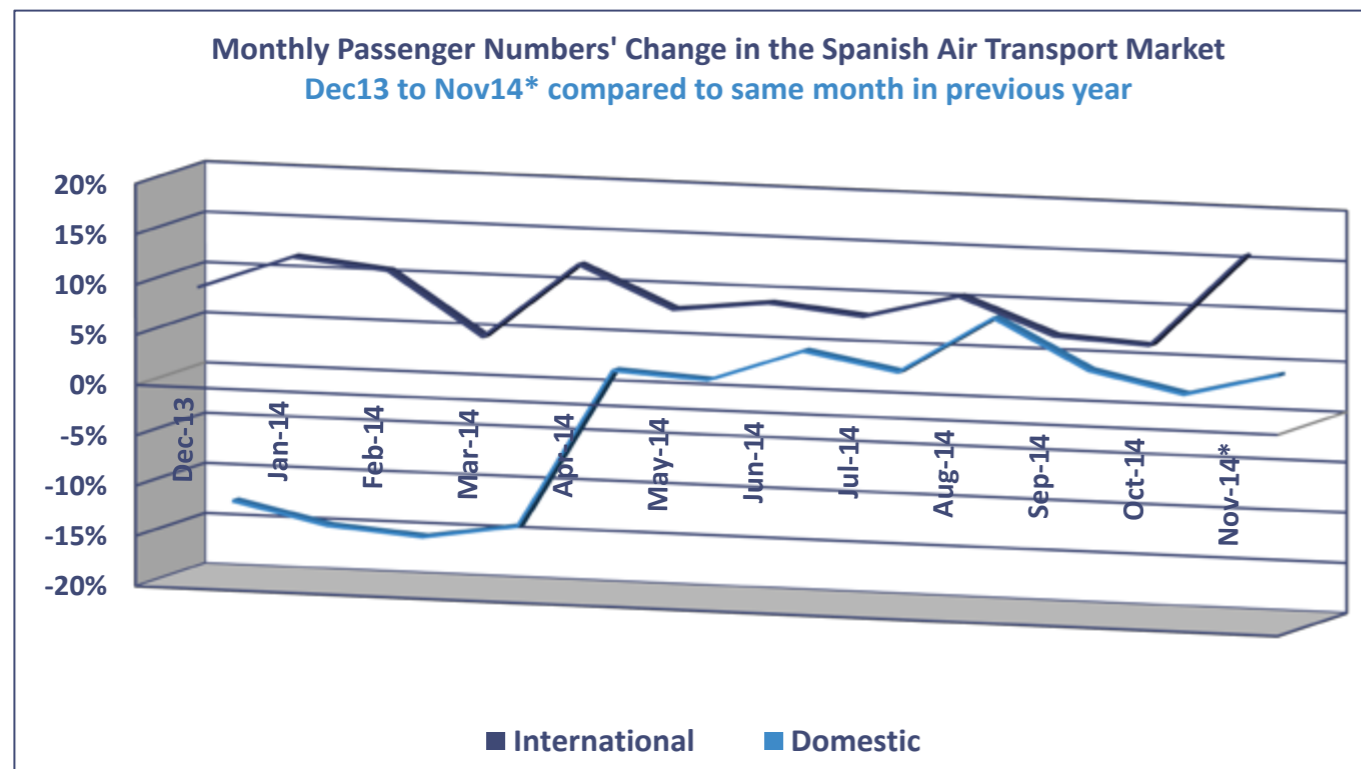
**IAG releases November traffic statistics:** In December 2014, IAG carried 5.8 million passengers, an increase of 10.8% compared to the same period in 2013. For the full year 2014, the Group carried 77.3 million passengers – an increase of 10 million passengers or 15% versus 2013. Group traffic in December, measured in Revenue Passenger Kilometres, increased by 5.7% versus December 2013; Group capacity measured in Available Seat Kilometres rose by 5%. Group premium traffic for the month of December increased by 4.3% compared to the previous year.

**Strategic Developments:**

On 11 December, Iberia announced its 2015 summer schedule. Along with its subsidiary Iberia Express, it will operate 13 new routes in key European markets such as Germany, Italy and the UK. The airline will also add 65 weekly flights to 24 existing Spanish, European and longhaul destinations. In addition, Iberia signed a codeshare agreement with the Brazilian airline TAM that belongs to the LATAM Airlines Group, which covers 19 routes in Europe & Brazil.

**SPAIN TRAFFIC**

The Spanish air transport market expanded by 6.7% in October 2014 over October 2013 in terms of number of passengers traveling to, from & within Spain, and is estimated to have grown in November 2014 by 14.2% compared to November 2013.

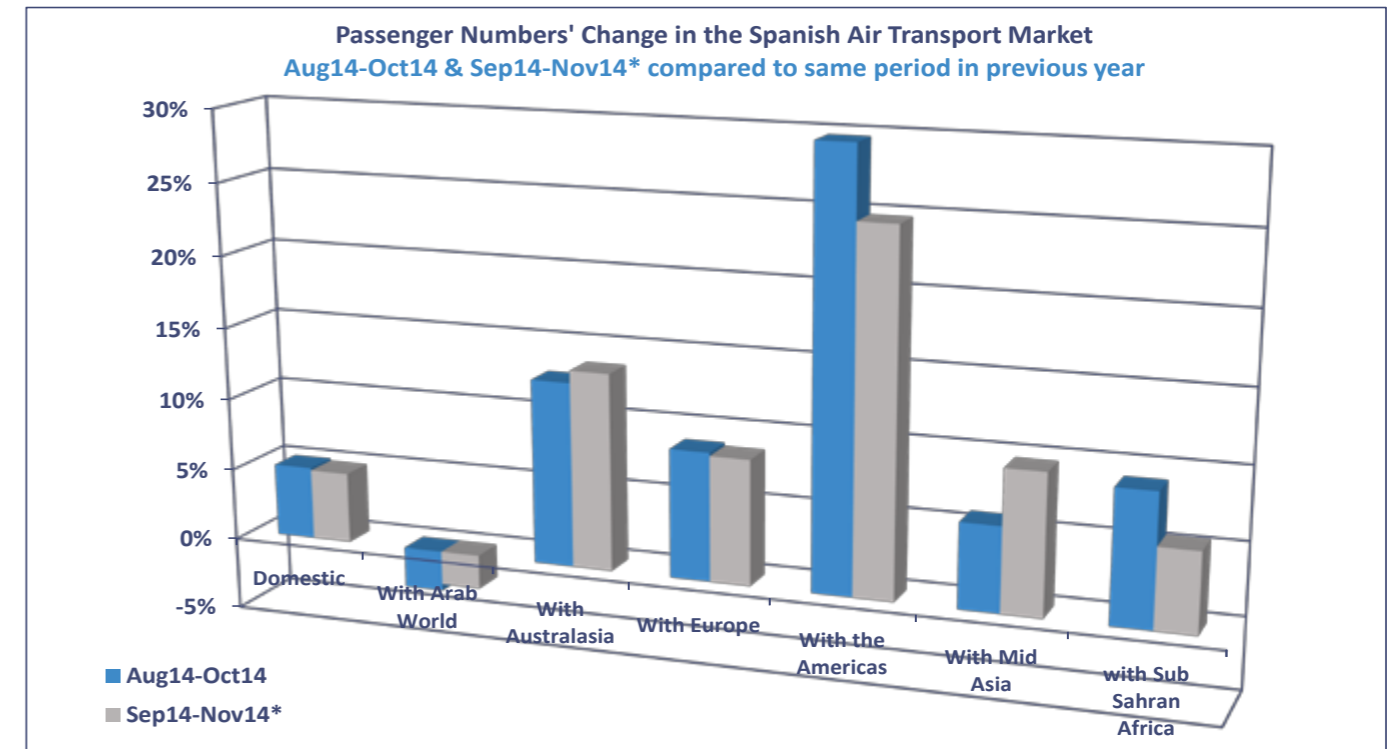


Source: AACO, IATA

\*Estimated



Looking at the Spanish market traffic flows, the international European market represented in October 2014 73.8% of the total market, and is expected to have shrunk to 70% in November 2014. Traffic between the Arab world and Spain represented 1.6% of the total Spanish market in October 2014, and is estimated to have expanded slightly to 1.7% in November 2014.



Source: AACO, IATA

\*Estimated

In October 2014, Ryanair was the biggest carrier operating to, from and within Spain by number of passengers, boarding 2.83 million pax, which represented a decrease of (2.9) over October 2013 operations.

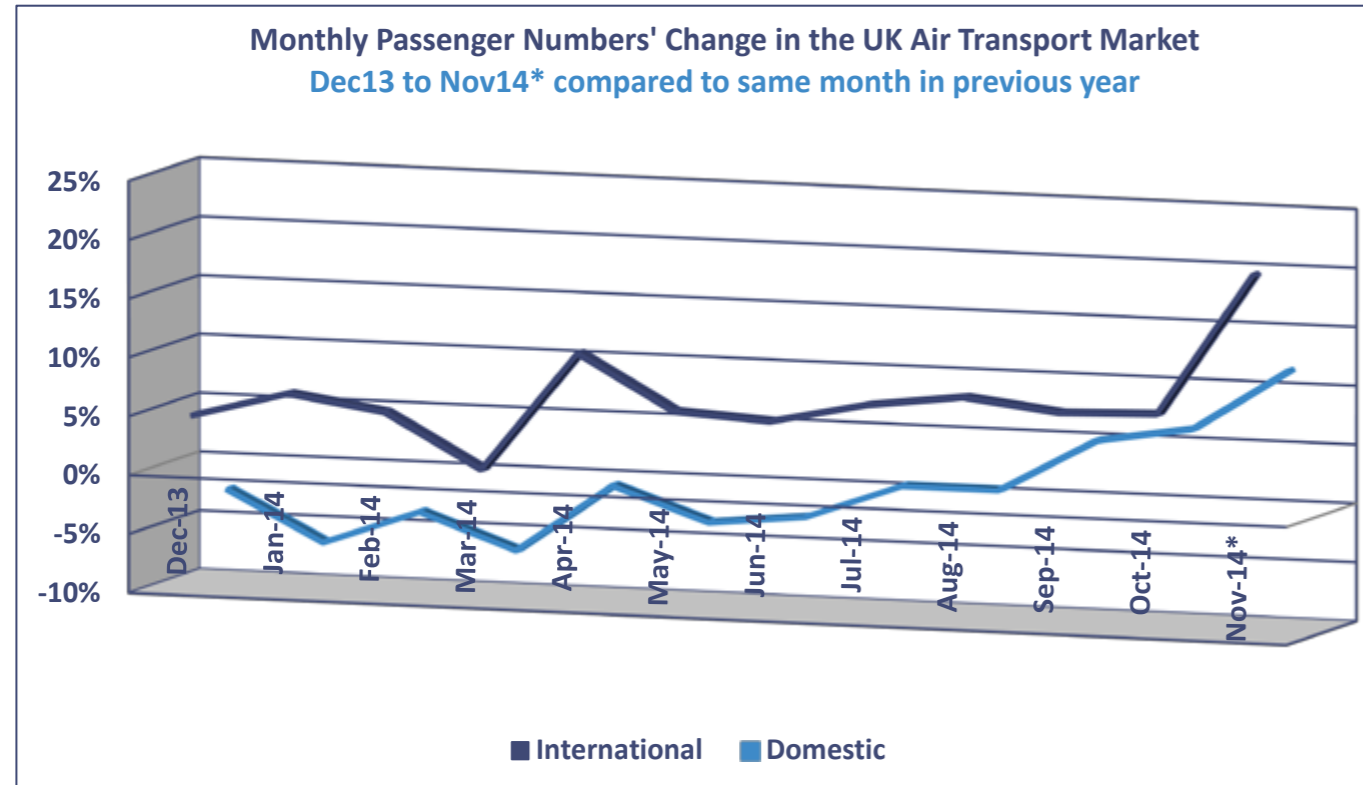
Top 15 Airlines Operating in the Spanish Market					
Airline	Oct-14	Change	Airline	Oct-14	Change
FR	2,839,759	(2.9%)	LS	266,056	3.3%
IB	1,463,099	4.5%	LH	262,829	(21.6%)
U2	1,114,081	2.7%	4U	221,635	77.9%
VY	1,056,172	12.7%	BA	220,478	13.9%
AB	912,891	(1.9%)	NT	217,286	(0.8%)
UX	585,730	5.5%	DE	207,178	8.0%
DY	397,113	51.8%	KL	187,391	10.9%
ZB	372,224	5.4%	<b>Grand Total</b>	<b>12,860,314</b>	<b>6.7%</b>

Source: AACO, IATA



### UK TRAFFIC

The UK air transport market expanded by 8.3% in October 2014 over October 2013 in terms of number of passengers traveling to, from and within the UK, and is expected to have grown by 19.6% in November 2014 compared to November 2013.

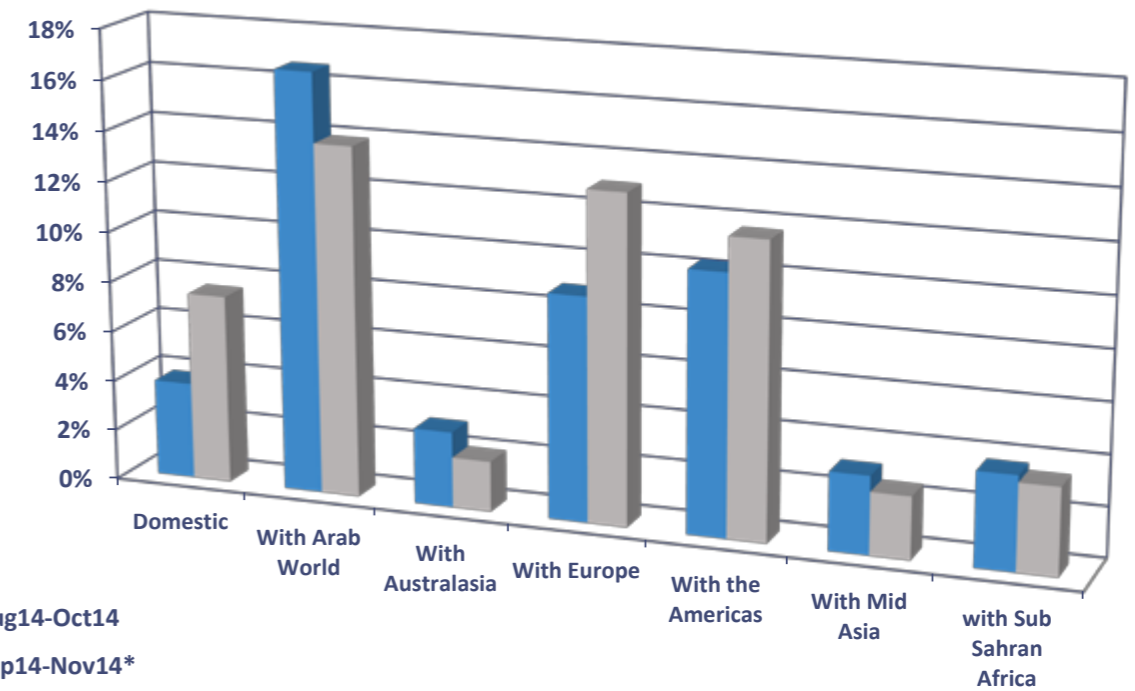


Source: AACO, IATA

\*Estimated

Looking at the UK market traffic flows, the international European market represented in October 2014 67.1% of the total market, and is expected to have shrunk to 64.8% in November 2014. Traffic between the Arab world and the UK represented 3.7% of the total UK market in October 2014, and is expected to have shrunk to 3.6% in November 2014.

Passenger Numbers' Change in the UK Air Transport Market  
Aug14-Oct14 & Sep14-Nov14\* compared to same period in previous year



Source: AACO, IATA

\*Estimated

In October 2014, easyJet was the biggest carrier operating to, from and within the UK by number of passengers, boarding 3.35 million pax, which represented an increase of 8.8% over October 2013 operations.

Top 15 Airlines Operating in the UK Market					
Airline	Oct-14	Change	Airline	Oct-14	Change
<b>U2</b>	3,352,201	8.8%	<b>KL</b>	360,789	(2.9%)
<b>FR</b>	3,145,125	8.2%	<b>EK</b>	352,249	8.6%
<b>BA</b>	2,610,531	2.5%	<b>W6</b>	326,248	28.4%
<b>ZB</b>	697,312	8.6%	<b>DY</b>	319,231	45.6%
<b>BE</b>	659,595	(3.4%)	<b>LH</b>	316,185	(19.4%)
<b>LS</b>	488,710	6.3%	<b>AF</b>	204,981	(11.2%)
<b>VS</b>	461,509	4.3%	<b>UA</b>	190,684	(3.7%)
<b>EI</b>	436,433	12.3%	<b>Grand Total</b>	<b>17,309,895</b>	<b>8.3%</b>

Source: AACO, IATA



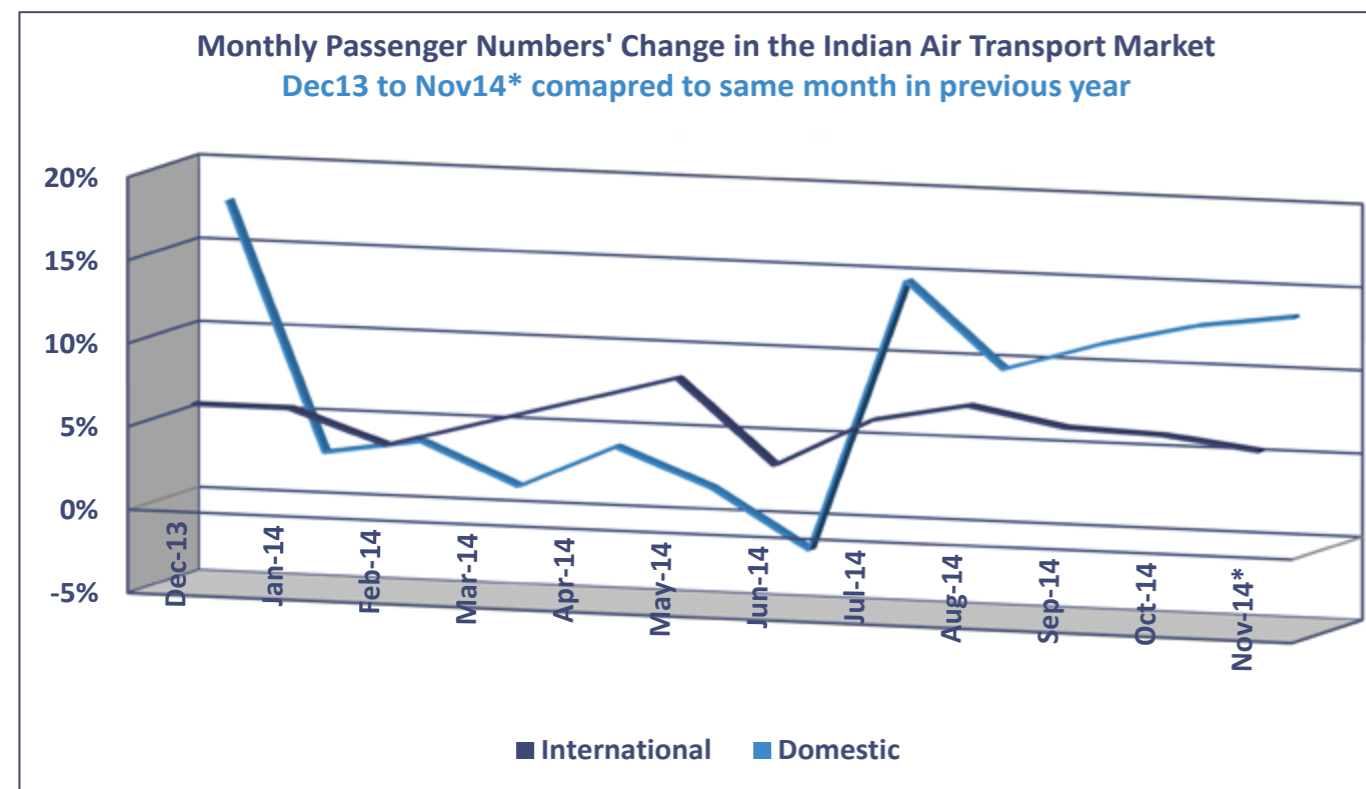
# JET AIRWAYS

## LATEST NEWS

**Jet Airways (India) Limited closes five-year syndicated loan in the Middle East region for USD 150 Million:** Jet Airways (India) Limited (“Jet Airways”), has successfully concluded a five-year syndicated loan facility of USD 150 million (“Transaction”). Mashreqbank psc, was the sole Initial Mandated Lead Arranger and Book Runner for the Transaction. The Transaction was fully subscribed to, by banks spread across the Middle East region, from Dubai, Abu Dhabi, Bahrain and Doha-based financial institutions. The participating banks include Abu Dhabi Commercial Bank PJSC, and Commercial Bank International PJSC as the Mandated Lead Arrangers and Ahli United Bank B.S.C and Arab Banking Corporation B.S.C., as the Lead Arrangers. Alpen Capital acted as financial advisors to Jet Airways for the transaction. This once again reiterates the multitude of synergies developing between the Middle East and the Indian subcontinent.

## INDIA TRAFFIC

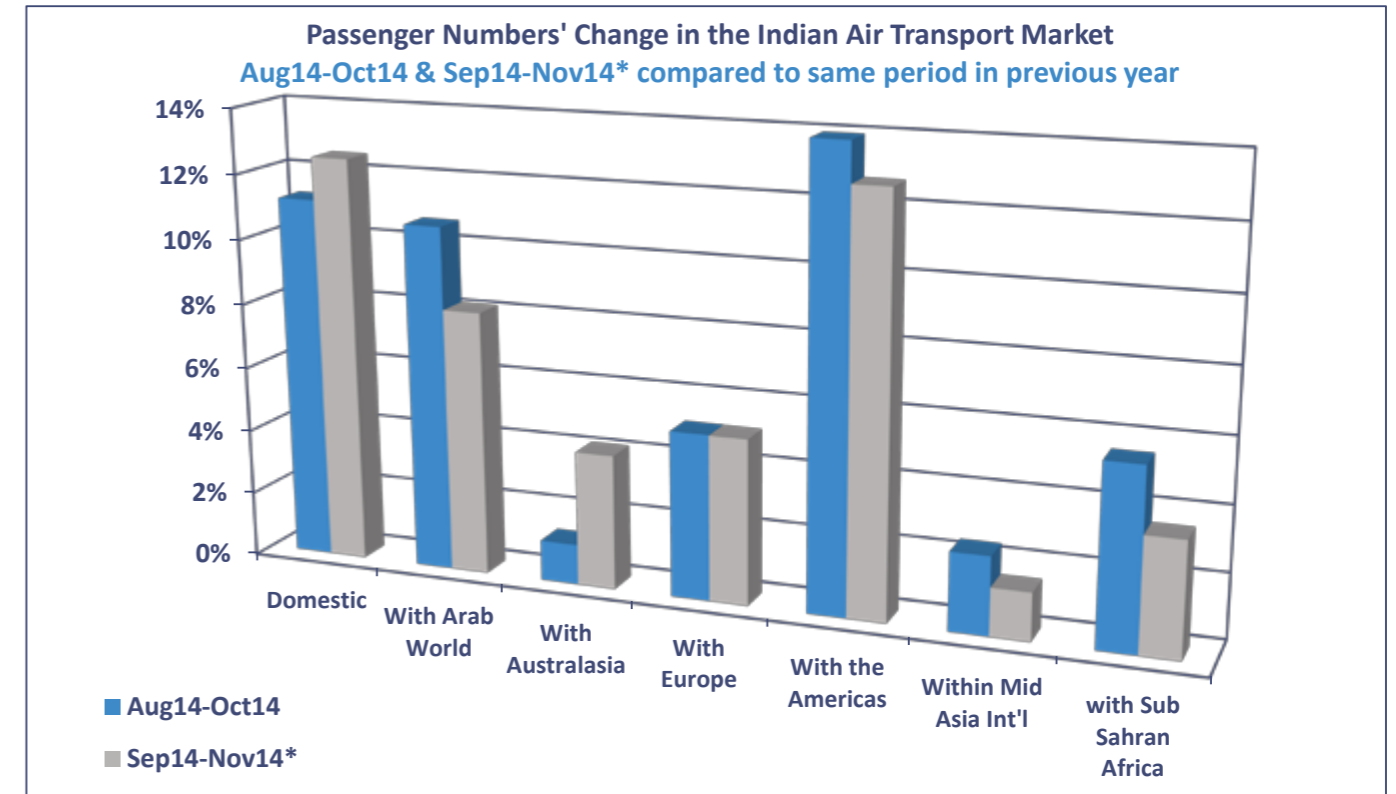
The Indian air transport market grew by 10.2% in October 2014 over October 2013 in terms of number of passengers traveling to, from and within India, and is estimated to have grown by 10.3% in November 2014 compared to November 2013.



Source: AACO, IATA

\*Estimated

Looking at the Indian market traffic flows, the domestic market represented in October 2014 59.5% of the total market, and is estimated to have shrunk to 58.9% in November 2014. Traffic between the Arab world and India represented 16.6% of the total Indian market in October 2014, and is estimated to have shrunk to 14.8% in November 2014.



Source: AACO, IATA

\*Estimated

In October 2014, Indigo Airlines was the biggest carrier operating to, from and within India by number of passengers, boarding 1.89 million pax, which represented an increase of 23.7% over October 2013 operations.

Top 15 Airlines Operating in the Indian Market					
Airline	Oct-14	Change	Airline	Oct-14	Change
6E	1,888,403	23.7%	QR	135,468	0.6%
AI	1,301,767	4.2%	G9	126,289	(1.9%)
9W	1,167,327	(1.4%)	SQ	124,238	1.9%
SG	1,058,782	2.1%	EY	121,762	90.7%
G8	495,747	25.6%	UL	100,833	10.3%
EK	419,069	9.9%	WY	99,797	0.1%
S2	272,801	11.5%	SV	97,144	13.9%
IX	187,387	(12.1%)	<b>Grand Total</b>	<b>8,922,847</b>	<b>10.2%</b>

Source: AACO, IATA



**LATEST NEWS**

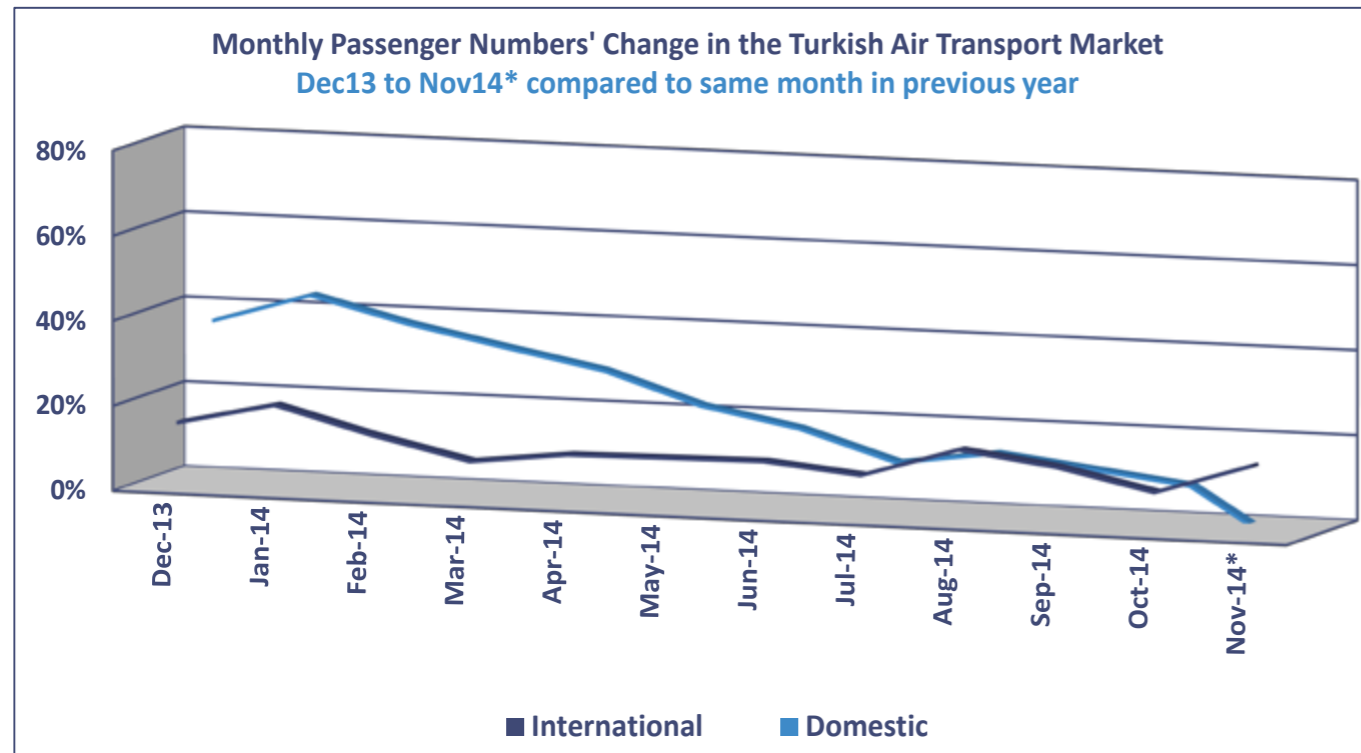
**Turkish Airlines has been recognized for the “Best Corporate Governance-Airlines-Europe-2015” award by Ethical Boardroom:** Ethical Boardroom has announced the winners of “Best Corporate Governance” in their respective industry sectors across Europe and Africa for 2015.

This year the airline industry was included in the reward program for the first time ever and Turkish Airlines has been recognized for the “Best Corporate Governance” in the airline industry in Europe.

Among the nominees, governance attributes were categorised under Board Composition, Board Committees, Shareholder Rights and Transparency. Both the internal and external research teams further scrutinise the nominations through a thorough analysis of 120 governance factors which, in turn, is supported by a robust set of key performance indicators.

**TURKEY TRAFFIC**

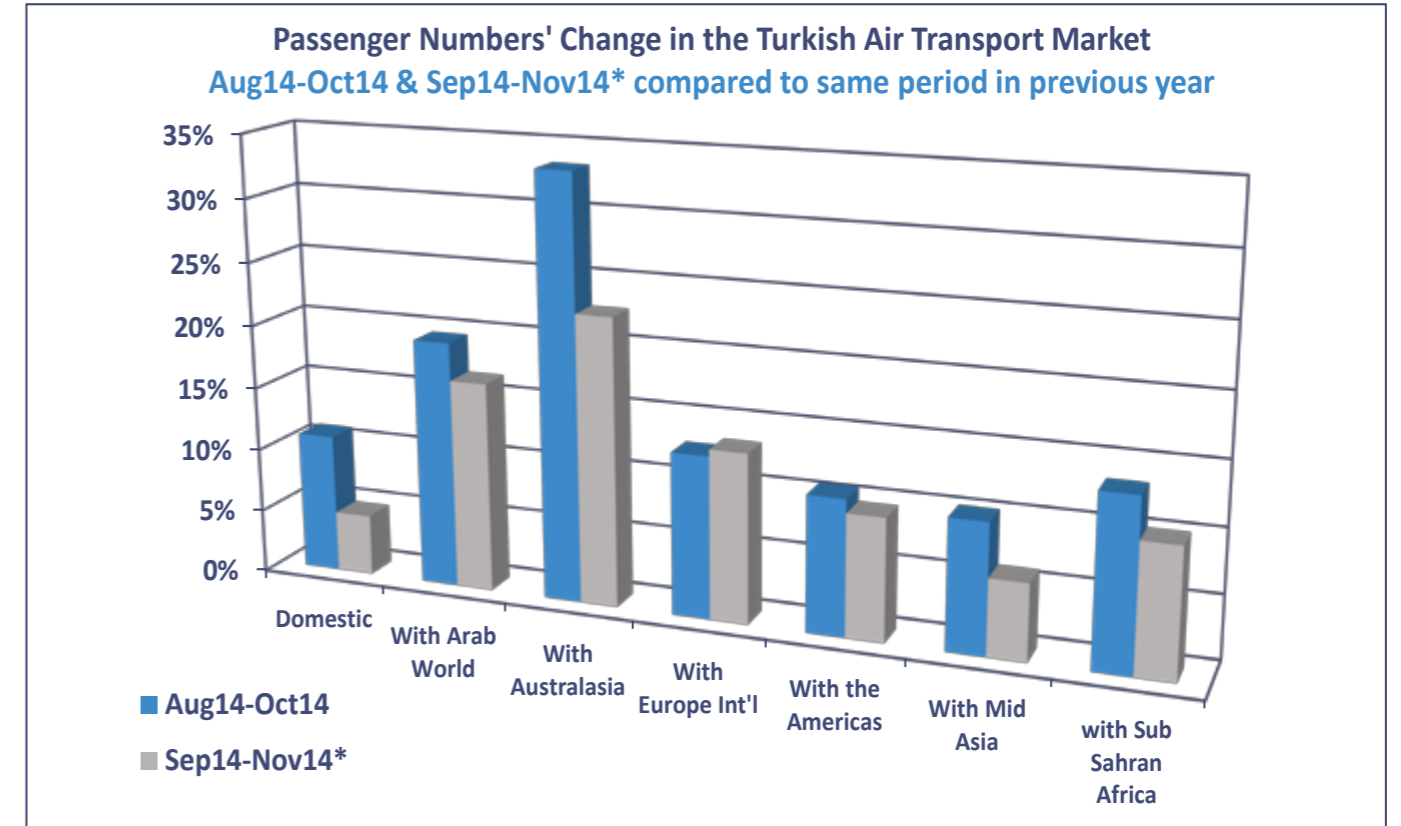
The Turkish air transport market in October 2014 grew by 9% over October 2013 in terms of number of passengers traveling to, from and within Turkey, and is estimated to have grown in November 2014 by 6.8% compared to November 2013.



Source: AACO, IATA

\*Estimated

Looking at the Turkish market traffic flows, the European market (international traffic between Turkey and Europe) was the biggest market. It accounted for 45.1% of October 2014 traffic, and is expected to have shrunk to 42.2% in November 2014. The domestic market was the second biggest market, accounting for 37.7% of October 2014 traffic, and is expected to have expanded to 38.8% in November 2014. On the other hand, traffic between the Arab world and Turkey represented 6.9% of the total Turkish market in October 2014, and is expected to have grown to 7.9% in November 2014.



Source: AACO, IATA

\*Estimated

In October 2014, Turkish Airlines was the biggest carrier operating to, from and within Turkey by number of passengers, boarding 3.1 million pax, which represented an increase of 9.1% over October 2013 operations.

Airline	Oct-14	Change	Airline	Oct-14	Change
TK	3,072,979	9.1%	X3	78,797	(17.6%)
PC	1,214,330	11.2%	ZB	78,200	9.6%
XQ	401,785	24.4%	SU	65,004	13.8%
8Q	218,292	4%	U2	64,054	(6.7%)
KK	203,746	19.1%	XG	55,409	21.7%
DE	116,832	4.7%	4U	41,598	20.0%
AB	105,693	(29.7%)	HV	41,422	(3.3%)
LH	85,659	(7.9%)	<b>Grand Total</b>	<b>6,683,483</b>	<b>9%</b>

Source: AACO, IATA

**OUR**

**INDUSTRY**

**PARTNERS NEWS**



**Kuwait Airways begins fleet upgrade with first A320 Sharklet delivery:** During a special ceremony in Airbus Toulouse, Kuwait Airways, took delivery of an A320 equipped with Sharklets; the first of 37 new aircraft the company ordered marking the start of a major fleet renewal plan.



In February 2013, Kuwait Airways announced the lease of 12 Airbus aircraft including 7 A320ceo and 5 A330-200 in addition to the purchase of 25 aircraft including 10 A350-900 and 15 A320neo family aircraft.

**Qatar Airways' 1<sup>st</sup> A350 accompanies its 4<sup>th</sup> A380 for delivery to Qatar:**

Departing Toulouse on its delivery flight to Qatar Airways' base in Doha, is the airline's first A350 XWB accompanied by its big sister A380 – the fourth for Qatar Airways which is also making its first journey home. With the delivery of this A350, the airline becomes the first carrier in the world to operate every family of Airbus' modern airliner portfolio, comprising the A320, A330/A340, A350 and A380.



**Etihad Airways receives its first Airbus A380:** At a ceremony in Abu Dhabi, Etihad Airways welcomed the first of its ten new Airbus A380 aircraft. Etihad Airways is the thirteenth airline to operate the A380, and the aircraft is the 150<sup>th</sup> A380 delivered by Airbus.

Etihad's first A380 made its debut on the popular London Heathrow route, from Abu Dhabi International Airport, in December. By the end of 2015, Etihad Airways will have five A380s in operation, with plans to introduce the aircraft on the airline's Sydney and New York JFK routes.



**Avolon firms up order for 15 A330neo aircraft:** Avolon has firmed up its contract for 15 A330neo aircraft.

**Hawaiian Airlines finalizes A330-800neo order:** Following a Memorandum of Understanding (MOU) signed in July 2014, Hawaiian Airlines has finalized an order for six A330-800neo aircraft.

**AirAsia X places firm order for 55 A330neo:** AirAsia X has placed a firm order with Airbus for 55 A330neo aircraft. This is the largest single order to date for the A330 Family.

**LAN takes delivery of first A321:** LAN Airlines celebrated the arrival of its first A321 at Santiago's Comodoro Arturo Merino Benítez International Airport.

**CIT firms up order for 15 A330neo and five A321ceo aircraft:** CIT Group Inc. has firmed up its order for 15 A330-900neo aircraft and five A321ceo aircraft. CIT became one of the launch customers of the A330neo after signing its initial agreement in July 2014, at the Farnborough International Airshow.

**Finnair orders eight additional A350 XWBs:** Finnair has signed an agreement, firming up the order for eight additional A350-900s. Finnair was the first airline to select the A350 XWB and will be the first European airline in autumn 2015 to receive the all new Airbus Widebody.

**Azul orders 35 A320neo:** Azul Brazilian Airlines has signed a purchase agreement for 35 A320neo Family aircraft. The airline, which is also leasing another 28 A320neo aircraft, has chosen the A320neo Family to carry out domestic long haul flights and high density routes. Azul has selected CFM engines for their A320neo fleet.

**China needs over 5,300 new aircraft in the next 20 years:** Airbus forecasts that China will need over 5,300 new passenger aircraft and freighters from 2014 to 2033, with a total market value of USD 820 billion. It represents 17% of the world total demand for over 31,000 new aircraft in the next 20 years.

**Airbus - AACO Partner since 1997**

**amadeus London Gatwick Airport increases runway capacity to 55 flights per hour and estimates an additional 2 million passengers on a single runway assisted by Amadeus A-CDM Portal:**

Amadeus announced that London Gatwick Airport (LGW) is the first to implement Amadeus' cloud-based Airport-Collaborative Decision Making Portal (A-CDM) to improve collaborative decision-making processes. Gatwick is now one of a forward-thinking group of airports to join the European-wide A-CDM standard, with airports such as Munich, Paris Charles de Gaulle, Madrid and Zurich.

Gatwick has followed an innovative approach opting for Amadeus' cost effective cloud technology to speed up the implementation time of A-CDM, rolling out the Amadeus portal to 300 users in just 8 weeks. Assisted by the Amadeus portal, LGW will handle 55 flights per hour from the world's busiest runway and estimates up to 2 million additional passengers.

The aim of the A-CDM standard is to bring the entire airport ecosystem (airport operators, airlines, ground handlers and air traffic management) together to operate more efficiently and transparently, sharing accurate information in a timely manner. This results in better air traffic management with fewer delays and increased capacity, as well as an improved passenger experience thanks to an integrated approach to operations.

The Amadeus A-CDM Portal provides aggregated views of the status of airport operational activities based on real-time flight, passenger and other operational data. It can predict future flight problems over a three-to-four hour period, identifying which flights might be delayed and how they can be turned around faster to make sure they leave Gatwick on time, even if they arrived late. With accurate data at their disposal, airport stakeholders can make cooperative decisions to rapidly deal with operational issues.

**Michael Ibbitson, CIO, London Gatwick Airport commented:** "We have received extremely positive feedback from our Amadeus A-CDM Portal stakeholders. It is easy to use and enables them to make better decisions that contribute to smoother and more efficient operations. The portal supports all partners at the airport involved in activities from refuelling and de-icing to ground handling and cargo. Those employees have access to real-time data about what's happening across London Gatwick – it's a game changer."

He continued: "We constantly strive to embrace new technologies at London Gatwick that will improve the travel experience and operating environment. We estimate that thanks to Amadeus' A-CDM Portal, we will be able to increase capacity to more than 40 million passengers on a single runway following wider adoption of the portal in the next year or so."

**John Jarrell, Head of Airport IT, Amadeus added:** "Communication gaps still prevail in the airport ecosystem – a collaborative approach is key to align on aspects such as disruptions, flight information, number of bags on board and passengers in transit. We hope to see other airports follow Gatwick's innovative use of the Amadeus A-CDM Portal to facilitate improved communications and operational efficiency." The Amadeus Portal and its customisation for London Gatwick is part of Amadeus' broader commitment to work with airports to improve the passenger experience. Earlier this year, Amadeus published a whitepaper focused on attitudes to cloud computing in the airport industry. This included the viewpoints of over 20 senior IT leaders from the airport industry to investigate the business case for adopting cloud based Common Use systems at airports.

**Amadeus - AACO Partner since 2000**



**ADNOC Distribution hosts Joint Inspection Group Workshop at Abu Dhabi International Airport training facility:** ADNOC Distribution has hosted a Joint Inspection Group workshop for the first time at the company's training facility at the Abu Dhabi International Airport towards enabling its employees to qualify as international inspectors in aviation fueling services.

The workshop drew the participation of 16 representatives of global blue-chip companies engaged in the aviation fueling services domain, in addition to employees from the Aviation Services Division at ADNOC Distribution. Participating employees are set to qualify as international inspectors in aviation fueling services at airports.

**ADNOC Distribution's Emirati technical team completes upgrading of fuel equipment, trucks supplying fuel at Abu Dhabi International Airport:** ADNOC Distribution has completed the upgrading of supplying fuel equipment and trucks to ensure compliance with world-class technical standards. ADNOC Distribution's Emirati technical team was assigned the upgrading work.

The preliminary stages of the project commenced in end-2013 focusing on upgrading of fuel equipment, reviewing the designs for conformity and conducting accredited training workshops for the staff. The project also involved sourcing the best-suited equipment from leading international manufacturers and implementing a design system that reflects international technical standards in security, safety and the environment.

The engagement of ADNOC Distribution's Emirati workforce in the project reinforces the company's efforts to provide exposure and experience to its national technical teams in the competitive fields of manufacturing and maintenance of aviation fuel machinery and aircraft equipment.

### ADNOC - AACO Partner since 2002



**Airways Aviation ground school launched in Malaysia:** Airways Aviation has teamed up with the International Aviation Centre (IAC) in Malaysia to deliver introductory aviation theory courses to aspiring airline pilots in Kuala Lumpur.

The Aviation Theory School delivers an Aviation Foundation Basics course specifically developed for students who want to obtain a Civil Aviation Safety Authority (CASA) commercial aeroplane or helicopter licence.

Delivered in a modern facility by specialised aviation instructors, the course offers an excellent pathway to becoming a pilot. It means students can commence their studies close to home, with minimal financial commitment or disruption.

Students who successfully complete the course can move on to practical flight training at one of two Airways Aviation Flight Training Academies in Queensland, Australia.

IAC has more than 20 years experience in assisting students to become airline pilots and aircraft engineers and its graduates have a proven track record in securing employment with local and international airlines.

Airways Aviation Business Development Manager Aaron McDonald said Kuala Lumpur was a viable and strong location to launch aviation theory courses in Malaysia.

The launch of the Airways Aviation Aviation Theory School in Malaysia is testament to the company's current global expansion and demonstrates its vision to bring world-class flight training to aspiring pilots around the world.

Through partnerships with its licensees, Airways Aviation aims to make flying a more accessible and real career option for people from all walks of life.

### Airways Aviation - AACO Partner since 2014



**Air France Consulting**, a wholly owned subsidiary of Air France is specialized in air transport consulting, training, management and reengineering services, located at Roissy CDG airport.

Air France Consulting calls on about 200 highly specialized international experts coming mostly from Air France and the SkyTeam Alliance who have built a field proven experience and whose competencies are recognized by the industry. Acting independently with flexibility, Air France Consulting proposes a comprehensive approach on key domains of the air transport such as operations, finance and commercial, maintenance, etc... whether to make you a diagnosis or audit, to set up new or improved processes driven by proven change management techniques or define a coaching and training program.

- **Performance and conformity of flight and ground operations:** EU-Ops, IR-Ops and FCL, CRM, SMS, ETOPS, IOSA & ISAGO Assistance, TRTO, Airline operations organization...)
- **Drivers** to reduce costs and increase revenues (Business Plan, Cost control, Network and Fleet, Revenue Management Pricing, Customer Relationship Management, E-business solutions, Fuel conservation Program, ETS, Procurement process...)
- **Fleet Asset Management:** aircraft specifications, acquisition, lease, sales
- **Maintenance Repair Overhaul & Supply Chain:** EASA 145/ 147 / 21 / 66 / 147, MCC, line maintenance and operational regulatory support, maintenance IT support, supply chain optimization
- **Emergency and Crisis Response plan** with a strong emphasis on customer oriented solutions
- Air France Consulting shares the ambitions of its customers through customized solutions, thanks to a flexible structure ensuring responsiveness and close proximity.

For more information, please contact us at, Telephone: +33 1 7425 4162, email: [mail.afc@airfrance.fr](mailto:mail.afc@airfrance.fr)

### Air France Consulting - AACO Partner since 2008



Creating Value \* Sector Expertise \* Rigor & Discipline

Founded in 2002, Apollo Aviation Group ("Apollo Aviation") is a multi-strategy alternative investment manager specializing in commercial aviation including buying, selling and leasing aircraft and engines. With more than USD 1.30 billion of assets under management as of June 30, 2013, we are one of the world's leading mid-life and mature commercial aircraft and engine operating lessors and investment managers. In the first quarter of 2013, Apollo Aviation formed, AAG Capital Markets LLC, to manage investments in aviation securities.

Led by its founders, William Hoffman and Robert Korn, Apollo Aviation is currently investing a near USD 595 million real asset fund, the Sciens Aviation Special Opportunities Investment Fund II ("SASOF II"), and harvesting a USD 213 million real asset fund, Sciens Aviation Special Opportunities Investment Fund ("SASOF") as well as several private accounts.

We have built a strong team with deep industry knowledge and extensive relationships throughout the world's aviation industry. We seek innovative and creative solutions to create value.

#### Regional Main Contact

Name: Mr. Pascal Picano, Head of Global Marketing

Telephone: +353 1 497 6621

Fax: +353 1 497 6317

Email: [pascalp@apollo.aero](mailto:pascalp@apollo.aero)

Website: [www.apollo.aero](http://www.apollo.aero)

### Apollo- AACO Partner since 2013



## ATPCO

Below is a summary of ATPCO corporate and product news from December:

- On 4 December, the Passenger Facility Charges (PFCs) information has been updated by the United States Federal Aviation Administration.
- To accommodate an industry request and align with IATA, effective 2 January 2015, ATPCO implemented on 5 December the Surface Equipment Code TRS, Surface Equipment - Train - High Speed Train.
- On 10 December, the IATA Weighted Mileage Involuntary Reroute Settlement Rates were updated to apply to new sectors on a bilateral basis.
- Neutral Fare Proration (NFP) was updated also on 10 December to apply the new Domestic and International Sectors Involuntary Reroute Settlement Rates.
- In response to customer requests, ATPCO postponing on 11 December the originally proposed implementation date of 15 December 2014 for the Data Application clarifications to 24 August 2015.
- On 22 December ATPCO announces that as agreed to by the Technology Transformation Data Distribution and Subscriptions (DD&S) Advisory Group, upon implementation of the DD&S project, the existing International, Add-on, and US/CA Fares Upload Service file formats will be merged into a single format. This change will affect fare uploads submitted via ATPCO's FareManager (PC upload) as well as those sent via FTP transmissions.
- ATPCO was requested on 23 December to implement new private Passenger Type Codes, which went into effect on 23 December 2014.
- ATPCO invites you to join for a webinar on 21 January at 1330 US Eastern time to discuss preparation for the implementation of the Canadian Transportation Agency (CTA) and IATA Resolution 302 Baggage Policy Changes which go into effect on 1 April 2015. **ATPCO - AACO Partner since 2014**



### ATR delivers its 200<sup>th</sup> ATR-600 to Air

**Algerie:** The hand-over ceremony of the first new ATR 72-600 to Air Algerie comes along with another important milestone

for ATR celebrating its 200<sup>th</sup> ATR -600 aircraft delivery.

The delivery marks the start of a new exciting chapter for Air Algerie, as it upgrades its fleet and expands operations. The ATR 72-600, with its unique combination of flexibility on regional routes, safety and unbeatable fuel efficiency, will enable the airline to offer its passengers more destinations and at unique comfort standards.

The first of three ATR 72-600s ordered earlier this year will join an existing fleet of 12 ATR 72-500s currently operating at the airline. The deliveries will continue until June 2016.

**Alliance Air introduces its first ATR 72-600:** Air India's fully-owned regional Subsidiary Airline Allied Services Limited under Brand Name "Alliance Air" introduced its first newest ATR 72-600 aircraft into its fleet. The aircraft, leased from Singapore-based leasing firm Avation, is the first out of five that the airline will receive until July next year. This brand new ATR 76-600 is configured with 70-seats, and will bring additional capacity to passengers flying on the regional network of the airline across the country. Thanks to their new "Armonia cabin", the ATR 72-600s will also propose to passengers the highest and most modern standards of comfort.

**ATR - AACO Partner since 1998**



## Bloomberg

**Malaysia Money Brokers Association selects Bloomberg's FX technology platform:** Bloomberg announced that the Malaysia Money Brokers Association, which comprises six licensed money brokers in

Malaysia, has chosen Bloomberg as its primary platform for the dissemination of foreign exchange (FX) rates. Under this arrangement, live Malaysian ringgit (MYR) FX spot and forward prices quoted by the brokers will be made available on the Bloomberg Professional service.

Traders, analysts and institutional investors will now have more comprehensive and informed ability to make timely trading and investment decisions, with insight into the Malaysian ringgit traded onshore. The money broker community in Malaysia includes Affin Moneybrokers Sdn Bhd, Amanah Butler Malaysia Sdn Bhd, First TAZ Tradition Sdn Bhd, Forex Enterprise Sdn Bhd, Harlow's & MGI Sdn Bhd and KAF-Astley & Pearce Sdn Bhd.

Bloomberg's foreign exchange rates include real-time and historical FX prices for more than 180 currencies and currency instruments ranging from spot, fixings, forwards, volatility, interest rates, FX derivatives and swaps. Year to date, Bloomberg has recorded a 77% increase in average daily volumes traded over its foreign exchange electronic trading platform in Asia.

**Bloomberg and State Street Global Advisors introduce the first Fixed Income ETF creation and redemption service to enhance transparency of Fixed Income ETFs:** Bloomberg introduced the Bloomberg Fixed Income ETF Basket Tool in order to further automate the workflow and construction of fixed income exchange traded funds (ETFs). The new offering provides the first comprehensive solution for clients of State Street Global Advisors (SSGA) to automate the process of creating and redeeming baskets of fixed income ETFs.

**Bloomberg - AACO Partner since 2013**



**Boeing delivers Etihad Airways' first 787-9 Dreamliner:** Boeing delivered Etihad Airways' first 787-9 Dreamliner sporting the airline's new "Facets of Abu Dhabi" livery which was revealed at a ceremony earlier in 2014.

The airplane is the first of the 71 Dreamliners that the airline has on order which includes 41 787-9s and 30 787-10s. Etihad Airways will also be the first airline in the Middle East to operate the 787-9.

**Boeing, Royal Air Maroc celebrate arrival of airline's first 787 Dreamliner:** Boeing and Royal Air Maroc celebrated the arrival into Morocco of its first 787 Dreamliner. The airline is the first carrier in the Mediterranean region to operate the 787. The airplane was delivered to the airline on 31 December 2014.

**Boeing delivers Etihad Airways' first 787-9 Dreamliner:** Boeing delivered Etihad Airways' first 787-9 Dreamliner sporting the airline's new "Facets of Abu Dhabi" livery which was revealed in 2014.

The airplane is the first of the 71 Dreamliners that the airline has on order which includes 41 787-9s and 30 787-10s. Etihad Airways will also be the first airline in the Middle East to operate the 787-9.

**Boeing, Kuwait Airways finalize order for 10 777-300ERs:** Boeing and Kuwait Airways have finalized an order for 10 777-300ERs (Extended Range), valued at USD 3.3 billion at list prices. The airline originally announced its intent to order the 777-300ER in November.

**Boeing forecasts unprecedented diversity, efficiency for 2015 aircraft financing:** Boeing said decades of predictable, attractive returns have led to unprecedented diversity, efficiency and volume of financing for commercial airplanes, with airlines and lessors set to benefit from increased competition among lenders and historically low interest rates in 2015.

**Boeing commercial airplanes achieves milestone year for deliveries, orders in 2014:** Boeing employees helped the company set a record for the most commercial airplanes delivered in a single year at 723 in 2014, breaking the company record for a second consecutive year.

**Boeing - AACO Partner since 1998**



**CHAMP Cargosystems** provides the most comprehensive range of integrated IT solutions and distribution services for the air cargo transport chain. The portfolio spans core management systems, messaging services, and eCargo solutions. These include applications to meet customs and security requirements, quality optimization, as well as e-freight and mobility needs. The products and services are well-known under the Cargospot and Traxon brands.

The company serves over 200 airlines and GSAs, and links these with some 3,000 forwarders and GHAs worldwide. CHAMP's solutions help its customers and their clients adapt to critical and continuous changes in air transport logistics to meet global trade demands.

CHAMP Cargosystems is headquartered in Luxembourg and operates offices in London, Zurich, Frankfurt, Atlanta and Manila.

**CHAMP Cargosystems – Connected thinking for the air cargo community.**

**Regional Main Contact**

Name: Mrs. Manuela Carvalho, Head of Global Marketing  
 Telephone: +44 (0) 20 8587 8018  
 Email: [Manuela.Carvalho@champ.aero](mailto:Manuela.Carvalho@champ.aero)  
 Website: [www.champ.aero](http://www.champ.aero)

**CHAMP - AACO Partner since 2010**



**CFM: The Power of Flight**

**CFM International** is a 50/50 joint company of Snecma (Safran) and GE and the world's leading supplier of commercial aircraft engines. CFM produces the highly successful CFM56 engine family, which includes nine engine models for more than 30 commercial and military applications. More than 26,000 CFM56 engines have been delivered to date to more than

530 operators worldwide

The company is currently certifying the LEAP engine family to power the next generation of single-aisle aircraft. The LEAP-1A engine is on schedule to enter airline service on the Airbus A320neo in 2016. In addition, the LEAP-1B engine is the sole powerplant for the Boeing 737 MAX, while the LEAP-1C is the exclusive Western powerplant for the new COMAC C919; both aircraft are schedule to enter commercial service in 2017.

The LEAP engine has been design to provide operators with both dramatically lower fuel consumption and lower environmental impact while maintaining the same world-class reliability and low maintenance costs that made the CFM56 family the best-selling engines in aviation history.

.2014 marks CFM's 40<sup>th</sup> anniversary and the two parent companies have renewed the partnership agreement to the year 2040.

**Regional Main Contact**

Name: Mr. Francois-Xavier Hussenet, Product Marketing General Manager  
 Telephone: +33160595092  
 Fax: +33160595501  
 Email: [francois-xavier.hussenet@snecma.fr](mailto:francois-xavier.hussenet@snecma.fr)  
 Website: [www.cfmaeroengines.com](http://www.cfmaeroengines.com)

**CFM - AACO Partner since 1998**



**StandardAero appoints Mr. Clinton Kent and Marc Wittingen as new sales leaders:** StandardAero has appointed Mr. Clinton Kent as Vice President, Sales & Customer Service for its Components business unit. Kent previously served as Director of Corporate Development for StandardAero. In his new role, Mr. Kent will lead sales and customer service teams and manage internal and external matters relating to sales, marketing and customer service activities across global regions. Mr. Kent joined StandardAero in 2007 and holds both MBA and a Master of Engineering Management degrees from Northwestern University Kellogg and McCormick graduate schools. He also earned a Bachelor of Science degree in Chemical Engineering from the University of Illinois.

In addition, StandardAero has appointed Mr. Marc Wittingen as Vice President, Military Sales for the company's Military & Components division. Mr. Wittingen previously served as Director of International Sales for StandardAero's Airlines & Fleets division. In his new role Mr. Marc will lead business development efforts for military and government agencies across the globe, with a major focus on growing and developing military business in international markets. Mr. Wittingen joined StandardAero in 2008 and works out of the company's Tilburg, The Netherlands office. He holds an MSc degree in Industrial Engineering & Management from the University of Twente in Enschede, The Netherlands.

**DAE - AACO Partner since 2014**

**Engine Lease Finance Corporation**

Engine Lease Finance Corporation (ELFC) has become the go-to spare engine lessor in the MENA region.

In 2013 and 2014 we provided short and long term spare engine leases to long-standing customers, who have a clear preference to lease from ELFC over any other, based on their experience of working with us.

However, we also opened business with new airlines for the first time. Including considerable sale-lease-back transactions. Our message is now almost universally accepted that ELF transactions offer:

- A means to pass on future engine value risk;
- Potential to generate profit for your airline;
- Cost efficiency – ELFC's fixed monthly rental rates compare favourably to continued ownership costs;
- Reduced need for airlines to tie-up capital in spare engines, it is more efficient to rent for as long as necessary from ELFC.

Open access to ELFC's independent dedicated technical team.

Our reputation as the largest and most financially capable independent aero-engine lessor is further enhanced this year by the transition to our new parent, Mitsubishi UFJ Lease and Finance Company (MUL). The benefits to ELFC of this transfer of ownership are manifold: on the one hand it retains the strength of the financially-powerful ownership of the Mitsubishi UFJ Financial Group and on the other, by moving from the banking side of the Group to the leasing side, it becomes more closely aligned within the asset-management culture developed under MUL's flexible, non-banking organisation.

We have spare engines available to lease to your airline and we have the financial strength to provide favourable terms for sale-leaseback.

For more information, please contact SVP Mr. Julian Jordan at e-mail: [julian.jordan@elfc.com](mailto:julian.jordan@elfc.com)

**ELFC - AACO Partner since 2003**



**Emirates using Farelogix technology for Dubai Visas:** In what is believed to be a worldwide first, Emirates travel agents in 83 countries are using Farelogix technology to book travel for their customers can now also help those customers ap-

ply and pay for their travel Visas to the UAE at the time of booking. Typically, travelers would arrange this directly with the UAE visa office or through the Emirates website after a reservation has been made.

Since the new process lets travel agents help their customers obtain Dubai Visas electronically at the time of booking, it saves the time and inconvenience of travelers having to physically visit their local visa office to submit documents. However, as this is an Emirates initiative in partnership with the Government of Dubai and VFS Global, travelers that fly to Dubai with other carriers will still have to go through regular visa application channels.

**How it works:** Applications for a visa must be made at least four days before departure. The traveler's itinerary must contain an EK or QF flight into and out of Dubai International Airport (DXB) with more than eight hours in Dubai, but fewer than 30 days. Even groups (up to 99 passengers) can have their travel agent obtain Visas for all. Travel agents simply access the VFS Global cloud portal from within the ticket booking screen and follow a few easy steps. To complete the application, all applicants must have clear electronic scans of their Passport picture page, a passport photo and appropriate proof of residence. Once the process is complete, travel agents receive a summary and charges page. An email is then sent to the applicant containing their visa application number, and a secure link to continue and finalize the visa application payment process.

This is just one of the innovative ways that Farelogix is working with airlines around the world to keep their customers happy while helping the airline generate more revenue.

Airlines interested in exploring what Farelogix can do for them should contact UAE-based

Mr. Rui Sequeira, VP, Sales & Business Development. **Farelogix - AACO Partner since 2013**



**GE Capital Aviation Services and Bombardier sign firm purchase agreement with options for up to 15**

**Q400 NextGen aircraft:** GE Capital Aviation Services (GECAS) has signed a firm purchase agreement with Bombardier Commercial Aircraft for five Q400 NextGen aircraft and has also taken options on an additional 10 Q400 NextGen aircraft.

Based on the list price of the Q400 NextGen aircraft, the firm order is valued at approximately USD 160 million US. The value could increase to USD 448 million US should GECAS exercise all its options.

**GECAS - AACO Partner since 2003**



**GlobalCollect and first data merchant solutions expand relationship to bolster ecommerce capabilities**

**in Asia:** First Data and GlobalCollect announced the extension of a strategic alliance that will help customers expand into Asia's rapidly growing eCommerce markets of Singapore, Malaysia and Hong Kong. First Data Merchant Solutions, First Data's direct-to-market merchant acquiring business, which already has a strong presence in Asia Pacific, will support GlobalCollect's growth in online travel, hospitality and retail operations into Asia, one of the world's fastest growing markets for eCommerce revenues.

Singapore and Malaysia represent the largest eCommerce industries of South East Asia, generating almost 50% of total online retail sales in the region, despite these two countries accounting for only 8% of the South East Asian population.<sup>1</sup> eCommerce volume in Singapore alone is expected to reach USD 4.4 billion by 2015.

1E-Commerce Across Asia: Trends and Developments 2014 – Asia Briefing Magazine

**GlobalCollect - AACO Partner since 2007**



**American Airlines to add inflight internet access to nearly 250 regional jets:** As a part of its USD 2 billion investment, American Airlines will upgrade its regional fleet by adding Gogo inflight wireless services to all two-class regional jets. Nearly 250 of American's regional aircraft will have inflight wireless Internet service installed by 2016. With this installation, the airline will have the largest fleet of connected regional jets.

American currently has nearly 850 aircraft with Gogo services and leverages Gogo's air-to-ground (ATG) service and its next generation ATG-4 technology. Approximately 70 of these 850 aircraft are two-class regional jets.

**Gogo - AACO Partner since 2014**



Hahn Air is a German scheduled airline that has specialised in distribution services for other airlines since 1994. The world's largest company of its kind, Hahn Air covers 190 markets and cooperates with 300 air & rail partners as well as 91,000 travel agencies worldwide.

Just one agreement with Hahn Air offers you the following benefits:

- **Truly global reach:** Hahn Air is represented in 190 markets and its e-tickets can be issued in all GDS.
- **Complexity reduction:** Hahn Air reduces complexity by managing global and specific local requirements in all markets.
- **Cost efficiency:** Hahn Air covers all fixed and variable costs, including BSS joining, participation and processing fees, e-ticketing fees and credit card charges.
- **Secure selling:** Hahn Air takes over risks involved in selling globally via GDS.
- **Agent relations:** Hahn Air invests in a high quality service towards the global travel agent community.
- **Marketing support:** Hahn Air uses a wide range of communication tools to promote its ticketing solutions to travel agents worldwide.

For more information, please contact Rick Saggar at [r.saggar@hahnair.com](mailto:r.saggar@hahnair.com).

### Hahn Air - AACO Partner since 2014

## Hogan Lovells

**Hogan Lovells** is a global legal practice that helps corporations, financial institutions, and governmental entities across the spectrum of their critical business and legal issues globally and locally. We have over 2,500 lawyers operating out of more than 40 offices in Africa, Asia, Europe, Latin America, the Middle East, and the United States.

Hogan Lovells is one of a small number of leading global law firms with in-depth knowledge in aviation-related matters worldwide. Our aviation team regularly re-

ceives first-tier rankings from Chambers USA., which notes in its 2014 edition "An excellent law firm, staffed by outstanding attorneys, that achieves results; impressive by any measure." We are also known for strong cross-border and asset finance work in global markets, earning praise from The Legal 500 for "clarity of thought, a solutions-driven approach and exceptionally talented partners."

Clients benefit from our aviation lawyers' experience in public service, which include positions as Chief Counsel of the U.S. Federal Aviation Administration (FAA), Special Assistant to the Secretary of Transportation, Special Counsel to the Administrator of the FAA, Special Assistant to a member of the National Transportation Safety Board and Executive Assistant to the Chair and Vice Chair of the Civil Aeronautics Board. In addition, our aviation lawyers team with lawyers from the firm's network of more than 40 offices worldwide to address a broad range of legal issues, including antitrust, corporate, finance, environmental, tax, litigation, lobbying, and regulatory matters.

We represent all segments of the aviation industry, such as air carriers, airports, corporate aircraft owners and operators, municipalities, aerospace manufacturers, repair facilities, aviation trade associations, foreign governments, business aviation operators, fractional ownership providers, unmanned aircraft systems providers and operators, and aircraft leasing and financing organizations. The insights we derive from our diverse practice enable us to achieve our clients' goals more efficiently and effectively.

### Hogan Lovells - AACO Partner since 2014



**HP takes big data platform to the cloud with HP Haven OnDemand:** HP unveiled HP Haven OnDemand, an important milestone in its Big Data strategy that gives organizations of all sizes cloud-based access to key components of HP's world class analytics platform.

HP Haven OnDemand, which runs on the HP Helion cloud, enables customers to analyze all forms of data, including business data, machine data, and unstructured, human information. Developers can also leverage this innovative web service, as well as engage with a robust and growing community to create next-generation applications and services.

HP also announced that it will embed its unique Haven assets deeper into the HP Software application portfolio with new offerings that leverage Big Data analytics to help businesses transform their IT operations, power information governance and compliance, and achieve greater levels of information security.

### HP - AACO Partner since 2014



**Inmarsat-5 F2 arrives at launch site:** Inmarsat has confirmed that its second Global Xpress (GX) satellite – Inmarsat-5 F2 – has arrived at Baikonur Cosmodrome in Kazakhstan, in anticipation of its launch early in 2015. The satellite left the Boeing El Segundo facility on 16<sup>th</sup> December, and was flown from Los Angeles International Airport (LAX) to Kazakhstan in an Antonov AN-124 heavy transporter.

Inmarsat-5 F2 is the second of three satellites that will form Inmarsat's GX fleet, providing seamless, globally available, high-speed broadband services on land, sea and in the air. When in orbit, Inmarsat-5 F2 will cover the Americas and the Atlantic ocean region.

The first GX satellite - Inmarsat-5 F1 - was launched at the end of 2013 and began delivering regional commercial services over Europe, the Middle East, Africa and Asia in July 2014.

The third GX satellite - Inmarsat-5 F3 – has completed its final testing and is now ready for shipping to Kazakhstan in early 2015. F3 will complete the Global Xpress constellation by providing coverage over the Pacific Ocean Region.

GX is scheduled to commence global commercial services early in the second half of 2015.

"The arrival of Inmarsat-5 F2 to the launch site in Baikonur demonstrates that we will be able to offer our high-speed Ka-band service, GX Aviation, early in the second half of 2015," said Leo Mondale, President, Inmarsat Aviation.

### Inmarsat - AACO Partner since 2013



Innovata, a global leader in travel and hospitality content management and distribution solutions is recognized as a major industry source for worldwide airline schedule and related data. As a partner of IATA in marketing the Schedule Reference Service (SRS) to the aviation and consulting industries, Innovata maintains one of the world's largest flight databases (passenger and cargo) representing more than 99% of the air segment miles flown worldwide, containing over 900 airlines, 95% of which are updated and refreshed every week.

Innovata delivers comprehensive, accurate and reliable up to date information to meet a wide range of data service needs for aviation related industries and is the market leader in the provision of timetables and route mapping services, via all distribution channels, to airlines and airports worldwide.

Take a look on the AACO website at the dynamic and interactive route network mapping service produced by Innovata, showing direct routes, online and interline connections, and a comprehensive timetable display for all 27 member airlines, dynamically plotted and displayed for users searching and querying: <http://aaco.innosked.com/>

Headquartered in Atlanta, USA, with regional offices in UK and Singapore, Innovata serves over 200 customers, in 52 countries.

**Regional Main Contact:**

Name: Mr. John McAleavy, Regional Account Manager Europe, Africa & Middle East

Telephone: +44 (0)1582635018

Fax: +44 (0)1582635001

Email: [jmcaleavy@innovata-llc.com](mailto:jmcaleavy@innovata-llc.com)

Website: [www.innovata-llc.com](http://www.innovata-llc.com)

**Innovata - AACO Partner since 2003**



**Initiation of the recruitment for the 2015-2016 Master program:** Like each year at the same period, IAS launches its recruitment campaign for the Master program. This program allows foreign professionals from partner entities of the French aerospace industry to enter advanced masters carried out by engineering and business schools: ISAE, ENAC, ENSEEIHT and TBS.

In addition to this academic training, IAS organizes and manages a two-month Summer Program to help the students to integrate in France, and to introduce them to the French aerospace industry, as well as an individual support scheme throughout their stay in France.

The application forms shall be send to the Key Account Managers, depending on the country (see our [world coverage](#)). Should the desired country not be listed, please send your application to: [info@inst-aero-spatial.org](mailto:info@inst-aero-spatial.org).

**IAS will have its own booth at the 2015 Le Bourget Air show:** During the SIAE (Le Bourget Air show), which will take place from the 15<sup>th</sup> to the 21<sup>st</sup> of June 2015, the Institute will welcome its customers and prospects to the IAS booth, located in the Hall 2B.

The IAS team is looking forward to meet you there in a few months!

**IAS - AACO Partner since 2008**



**Jeppesen helps SmartLynx Airlines of Latvia gain paperless operation authorization:** SmartLynx Airlines has

gained approval to operate in a paperless cockpit environment, using Jeppesen FliteDeck Pro on iPad as its electronic flight bag (EFB) solution. SmartLynx Airlines gained the clearance from the Latvian Civil Aviation Authority to eliminate bulky paper-based flight materials and increase operational efficiency after transitioning to use of Jeppesen's iPad-based EFB solution.

All essential flight information, including aeronautical charts, documents and operation manuals can be easily viewed and accessed by SmartLynx pilots, using Jeppesen FliteDeck Pro. The unique, data-driven display of FliteDeck Pro allows pilots to view real time information to enhance proper decision making and workflow capabilities related to the variable charter leasing operations of SmartLynx Airlines.

SmartLynx Airlines offers full service wet-lease charter services primarily for the European leisure flight market from its home bases in Riga, Latvia and provides wet leasing service for leading European airlines with worldwide service.

**UK carrier Flybe to go paperless with Jeppesen FliteDeck Pro:** Jeppesen has helped Flybe achieve paperless operational authorization from the UK Civil Aviation Authority. Flybe has integrated Jeppesen FliteDeck Pro on iPad as their electronic flight bag (EFB) solution fleet-wide, which allowed the carrier to gain paperless authorization status.

According to the UK Civil Aviation Authority, Flybe was authorized to begin their paperless operation on 17 October 2014. The use of digital flight information allows airlines to operate more efficiently by eliminating paper content on the ground and in the air. Elimination of paper content allows for reduced fuel consumption through weight reduction and improved bottom line results. Real-time, data driven flight information is displayed on iPad per the preference of Flybe pilots and FliteDeck Pro reduces flight preparation time and pilot workload significantly. **Jeppesen - AACO Partner since 2008**



**Aviation partner Aoife O'Sullivan joins Aerion board:** Aoife O'Sullivan, one of the London-based aviation partners, has been named to the Board of Directors of Aerion Corporation. Aoife will participate in strategy formulation and the overall governance of the company as its AS2 supersonic business jet program gathers momentum.

Aoife works with a global team of 60 lawyers and finance experts covering business and commercial aviation, military aircraft, and civil aerospace. She advises clients on aircraft finance and regulatory issues, including corporate structures, aircraft acquisitions, airline start-ups, and other issues. Aviation Week & Space Technology magazine named her as one of the top 10 leaders in European business aviation in 2014.

**Kennedys boosts Asia presence with seven-lawyer aviation team:** Kennedys announced that they have grown their global aviation capability with the appointment of three new partners and four solicitors to their Singapore and Hong Kong offices.

Partners, Peng Lim and Anita Quy, join the Singapore office along with a team of four other lawyers. A third partner, Sarah Catchpole, joins from Norton White in Sydney and will be based in Hong Kong.

The trio will be joined by senior associate San San Yeap, associates Hui Yain Yeo, Hermanto Moeljo and Gareth Lang, plus a team of four legal secretaries. The appointments grow their global aviation team to almost 50 legal advisers across the UK and Ireland, Brussels, Dubai, Hong Kong and Singapore.

**Kennedys - AACO Partner since 2011**



**Aligning airport parking profits with strategic goals:** At airports worldwide, and from small airports to the largest international hubs, car parks are contributing strongly to airport revenues.

Lufthansa Consulting has found that the precise share depends on factors such as airport type and size, and respective country. However, car parks contribute an average of 18% of total revenue at small airports, 9% at medium-sized airports and 6% at large airports. Looking at only non-aeronautical revenues, car parking typically contributes one of the largest shares.

Car parking income can far exceed car park capital and running costs, with some sites achieving up to medium two-digit margins. Airports usually use these funds to renew and expand their facilities, improve operations, and cap and cut airline fees – helping to generate more air traffic and parking revenue.

It's an overall trend that car parking operation is constantly increasing at airports. One reason for growing short-term parking demand is that airports now often charge for, restrict ban vehicle access to their terminal forecourt drop-off areas. In some countries, new national and local security regulations have exacerbated this trend. This has raised demand for short-term parking, typically of less than an hour, which is lucrative for airports.

**Limits to growth:** Airports are introducing environmental policies that commit them to minimizing noise, CO2 emissions and other pollution. Measures include subsidized public transport airport access and operating shuttle buses that run on alternative fuels.

More airports are balancing and reconciling car parking profits with their environmental objectives. For example, in its environmental policy, East Midlands Airport states: 'We acknowledge our duty to protect the environment ...

More details are found [here](#). To find out more about Lufthansa Consulting's support services, please contact [Mail@LHConsulting.com](mailto:Mail@LHConsulting.com). **Lufthansa Consulting - AACO Partner since 2010**



**easyJet selects MedAire for medical kits on aircraft:** easyJet selected MedAire to supply the onboard medical kits across all of easyJet's 226 aircraft. MedAire is a leading provider of medical and travel safety solutions for airlines.

Mr. Chris Hewitt, Cabin Safety Manager at easyJet comments: "We selected MedAire as our vendor after a comprehensive evaluation of all the proposals received during the tender process. We were impressed by the commitment and flexibility shown by MedAire. They understood our requirements with a specific emphasis on safety and it was felt they could provide the best solution for our needs."

"By working with MedAire we provide an appropriate level of first aid provisions on board the aircraft. The new first aid kits are compliant with European regulations and also meet the needs of our crew and customers on board the aircraft."

"We are thrilled to have worked with easyJet in jointly developing a new medical kit solution." said Peter Tuggey, Managing Director of MedAire Ltd., an International SOS company. "easyJet has consistently been a leader in the industry, introducing new innovative services and products. We are proud to have launched a bespoke First Aid Kit solution in time to meet the new EASA Regulatory timeframe, as well as proud to have launched a cost effective and lightweight Supplementary Medical Kit solution to support easyJet's exact needs and operational profile."

MedAire supplies airlines with a comprehensive range of standard and custom Emergency Medical Kits, First Aid Kits, Universal Precaution Kits, AEDs, and other medical equipment used on board aircraft. The medical kits are specifically designed and built to address the unique needs of an airline while complying with regional regulations, including the latest EASA requirements.

**MedAire - AACO Partner since 2008**



**Mercator** provides business technology solutions and services to the global airline industry. Our value proposition to our customers is a compelling one: reduce costs, improve operational processes

and ultimately achieve the objectives of our valued customers. Our mission is to consistently serve our airline customers to the highest possible standards, and so establish Mercator as the aviation IT solutions provider of choice – trusted and respected by airlines around the world. The result of this customer-centric approach is a pedigree customer base spread across 140 airlines in five continents.

Mercator's solutions cover four key areas of service excellence: reservation and bookings management (PSS) systems; cargo operations management systems; passenger and cargo revenue accounting systems; and customer loyalty management systems. For example, our end-to-end cargo and logistics management system, SkyChain, allows airlines to transform the way they manage their cargo operations, increasing revenues, reliability and overall performance.

Our clients span the globe and include award-winning carriers, hybrid, low-cost and regional airlines. Aviation is our core business, and as such the needs of our aviation customers has always driven our technology. Our focused aim is to develop products which help airlines reduce costs, streamline processes and increase productivity – enabling our customers to deliver on their promises.

**Regional Main Contact**

Name: Mrs. Michele Drummond

Position: Head of Marketing

Email: [michele.drummond@mercator.com](mailto:michele.drummond@mercator.com)

Website: [www.mercator.com](http://www.mercator.com)

**mercator - AACO Partner since 2003**



**MTU Maintenance – Global player in commercial engine MRO**

MTU Maintenance, a business division of MTU Aero Engines, is one of the world's leading provider of commercial engine maintenance services. A primary part of its business is repairing engines for programs in which it is a risk and revenue sharing partner. Further, MTU Maintenance offers alternative solutions for a wide range of engine types. Key programs include the CF34, CF6, CFM56, GE90G, PW2000 and V2500, as well as industrial gas turbines. In this respect, MTU focuses on developing high-tech repairs that are globally unique, mostly patented and known under the trademark MTUPlus repairs.

In addition to core engine maintenance and high-tech repairs, MTU Maintenance provides service solutions such as spare engine supply, on-site and on-wing services as well as technical and logistic support including accessory and LRU management. This broad range of comprehensive services can be combined under MTU's all-encompassing full service package Total Engine Care (TEC), guaranteeing customers care-free operations of their engines at all times. Recognizing early market trends, MTU Maintenance recently launched a new product called MTUPlus Mature Engine Solutions. These services are fully dedicated to the needs of airlines operating ageing engines and can offer considerable savings potential. The modular set-up of MTUPlus Mature Engine Solutions allows customers to choose from a variety of options all of which guarantee smart and cost-effective MRO alternatives.

Aiming to offer one-stop engine life cycle solutions MTU Maintenance expanded its engine lease business with the creation of a new joint venture with Japan-based Sumitomo Corporation. MTU Maintenance Lease Services B.V., provides airlines, MROs and lessors with comprehensive engine solutions which span the entire life cycle of an aircraft engine with focus on short- and medium-term engine leasing. Assets will be managed in the most cost-efficient and customized way from the delivery until teardown, including comprehensive material management solutions. **MTU - AACO Partner since 2013**



**Nigerian Aviation Handling Company Plc.** (nahco aviance) is a Nigerian diversified enterprise with interests in aviation cargo, aircraft handling, passenger facilitation, crew transportation, fueling services and aviation training.

The company currently serves more than 35 airlines at seven airports across Nigeria, with plans to expand operations to other African countries. It handles about 70% of domestic and foreign airlines operating in Nigeria.

The company commenced operation in 1979 as an establishment of The Federal Government of Nigeria and four foreign airlines (British Airways, Sabena, Lufthansa and Air France). In 2005, nahco aviance was privatized and subsequently listed on The Nigerian Stock Exchange in 2006. The company is now owned by over 80,000 shareholders, including two international airlines – Air France and Lufthansa; as well as local investors; Sycor Private Investment Limited and Rosehill Group Nigeria Limited. The company's stock exchange symbol is "Nahco".

The company is a member of aviance, the global alliance of 10 reputable airport service providers operating from 112 stations in 17 countries, and The International Air Cargo Association (TIACA), which exists to promote the air cargo industry and world trade. In 2010, nahco aviance was awarded the ISAGO certification, the IATA Safety Audit for Ground Operations, becoming the first ground handling company in West Africa to receive one of the aviation industry's highest honours for safety and service quality, and has been recertified till 2014. nahco aviance is rated Aa- by Augusto and A-by GCR.

The company was recently granted a license by the Federal Government to operate a Free Trade Zone.

**...Service beyond expectation**

**Regional Main Contact**

Name: Mr. Hakeem Ajiwokeu, Customer Relationship Manager (Africa, Middle East, Asia & Pacific Airlines)

**nahco aviance - AACO Partner since 2014**



**Like bees to a honeypot: low cost carriers swarm to the Middle East:** In the first of our new monthly Frequency and Capacity Spotlights OAG takes a look at the rapid growth of LCCs in the Middle East. When we think of Middle East aviation, three well known international airlines come to mind, along with their hub airports and their globe-spanning networks. But in recent years there's been a quiet revolution taking place at a more regional level as regional air services provided by Low Cost Carriers (LCCs) have grown rapidly.

According to OAG Schedules Analyser, LCCs will have flown 37 million air passenger seats to, from and within the Middle East in 2014, compared to just nine million five years ago. Providing 13% of all scheduled airline seats, their contribution is still relatively small compared to the LCC market share in Europe, the US and parts of Asia, but they've grown at a breath-taking rate, averaging 35% per annum over the past five years. They have been attracted, no doubt, by the potential rewards of an affluent consumer base hungry to travel and booming economies dependent on migrant labour.

There are now over 40 LCCs operating in the Middle East. Unsurprisingly the largest are based in the Gulf area, such as UAE-based flydubai, Air Arabia and Saudi-based flynas.

However, the typical Gulf-based LCC may not be the same as a low cost operation elsewhere. The average flydubai sector length is just shy of 2,000km which is significantly longer than the average 1,300-1,400km lengths operated by other LCCs such as AirAsia, easyJet, Ryanair and Southwest.

Meanwhile, flynas is outspoken about the fact that its business model isn't meant to be quite like other LCCs', calling it Low Cost Plus, or LCC+, with its luggage allowance and free on-board meals. This hybrid model is taken one step further by flydubai which offers full business class seats on their services in addition to a wide range of ancillary services. For these LCCs, it isn't simply a matter of slashing costs but maintaining quality standards perceived to be consistent with the expectations of their largely Middle East clientele. To read the full report visit [www.oag.com/LCCs-Middle-East](http://www.oag.com/LCCs-Middle-East)

**OAG - AACO Partner since 2002**

Daily news on [www.aaco.org](http://www.aaco.org)



**OnAir: Middle East business jet operators winning the connectivity race:** The Middle East business aviation market is the most sophisticated user of inflight connectivity, according to OnAir, the world's leading provider of inflight mobile phone and Wi-Fi services.

VIP and corporate jets use inflight connectivity for both the cockpit and the cabin. In the cockpit, connectivity is used to enhance the efficiency of the flight. In the cabin, it is used to replicate the office, ensuring travel time is used well. Aircraft owners and passengers can continue working as if they were in their office, with access to the corporate network.

With Mobile OnAir service increasingly provided on business jets, passengers benefit from real freedom to communicate whenever they wish.

OnAir has over 60 customers around the world, including government and VIP aircraft, as well as commercial airlines across the Middle East and the rest of the world. OnAir provides them all with consistent global coverage, whether they are flying over land or water, on every route.

OnAir's products, including both mobile phone and Wi-Fi services, are available on all aircraft types, from the Airbus A380 to the more typical VIP aircraft types. For example, OnAir is available as line fit on Airbus Corporate Jets, as well as Dassault's flagship, the Falcon 7X. It is also available as retro fit on all converted airliners, and OnAir has well-established partnerships with the best completion centres around the world.

As an Inmarsat Distribution Partner for both SwiftBroadband and GX Aviation services, OnAir is perfectly placed to meet VIP operators' needs for today and tomorrow.

**OnAir - AACO Partner since 2009**



**Optiontown** is an innovator in the realm of travel options. **With our patented MIT Technology airlines can generate up to 5-7 % more revenue without cash investment or IT development.** Our Post Sale Ancillary

Revenue algorithms sell dynamic travel options to customers after ticket purchase. It generates incremental revenues for airlines and enhances customers travel experience - a win-win for all. Our robust Plug-n-play model allows to launch a trial in 4 weeks with NO Cash Investment, NO IT development and minimal resource requirement for the airline. As there is NO cost involved to the airline, the revenue flows straight to their bottom line. Our ground breaking ancillary revenue solutions have already generated more than 1% of revenues of our partner airlines. For one of our airline partners, we generated USD 2 in incremental "profit" per passenger boarded. Optiontown offers brand-new, customized travel options; addresses constantly changing travel needs and rewards advantageous travel purchase behaviors. Our Upgrade Travel Option (UTo), Empty Seat option (ESo), Flexibility Reward option (FRo), Multiple Booking Option (MBo) and Preferred Flight Option (PFo) are very popular products in the suite of travel products being capitalized by airlines. Optiontown's latest innovation is the revolutionary "Flight Pass Option" that helps to convert customers into Subscribers, generating Perpetual Revenue Streams and Perpetual Customer Loyalty. The Flight Pass Option brings a paradigm shift in selling a dynamic booklet of flight coupons for multiple trips, yet still highly customizable to suit the needs of different customer segments (leisure, SME, corporate etc.). We believe, this will bring a revolution in aviation sales by enabling airlines to gain market share and competitive advantage. With these innovative ancillary travel products offered by Optiontown, travel industry can improve their business performance by generating incremental revenues, enhancing customer satisfaction, increasing load factor and decreasing operational costs. Optiontown is an innovator in the realm of travel options. Our technology has been developed following extensive research at the Center of Transportation Studies, MIT Boston.

**Optiontown - AACO Partner since 2011**



Established in 2006, **Quali-audit** is an Audit Organization (AO) officially accredited by IATA to conduct IOSA audit (IATA Operational Safety Audit), ISAGO audits (IATA Safety Audit for Ground Operations) and Endorsed Training Organization (ETO) to train IOSA auditors. Quali-audit is an independent, wholly-owned subsidiary of Air France group, with principal offices at Paris Charles de Gaulle airport (France) and additional offices in Atlanta, Georgia (USA) and Buenos Aires (Argentina). We offer a complete range of services including safety and operational audits, training and operational assistance in the fields of air operations. We are committed to assist airlines in achieving a higher level of safety, security and quality.

The Quali-audit team includes 56 highly experienced professionals with multi-cultural background and experience. Our teams of auditors / instructors have an average experience of 30 years in aviation. Many of our auditors were founding members of the IOSA Task Forces that created the IOSA standards and several continue to be actively engaged in the continued evolution of IOSA.

Our services include: IOSA Audit, Gap analysis, Preparation, Follow-up; ISAGO Audit, Gap analysis, Preparation, Follow-up; Operational Safety Audit and Evaluation; US-Department of Defense (DoD) Audit; Line Operations Safety Audit expanded (LOSAe); Other audits including against EASA, FAA, ICAO scope; IOSA Auditor Training (IAT); IOSA Familiarization Training; Quality Auditor Training; SAFA Training; Airline Operational Management Training; Safety Management System (SMS) (Training, Audit, Implementation); Human Factor and CRM Training; Dangerous Goods Training; and Security (SEMS) Training.

We are pleased to offer our services to AACO members and we thank the airline members who already have chosen to work with Quali-audit. Presently we have already offered our services to the following AACO members: Saudia, Yemen Airways, Royal Air Maroc, Middle East Airlines, Air Algérie, Tunisair, Jordan Aviation, Oman Air, Afriqiyah Airways, Libyan Airlines and Nouvelair with excellent feedback.

**Quali-audit - AACO Partner since 2008**



**Rockwell Collins' next-generation systems for A350 XWB debut at Qatar Airways:** Rockwell Collins' next-generation information management, communications, landing and navigation systems made

their debut on the first Airbus A350 XWB (Xtra-Wide Body), delivered to Qatar Airways. This is the first of 778 A350 XWB jets that Airbus has on order.

Highlights of Rockwell Collins' content on the A350 XWB include:

- The Information Management On-board solution—a new airborne hosting platform for flight operations, aircraft maintenance and airline applications
- The communication system, which consolidates five separate packages into one, ensures management of the aircraft's voice and data communications between pilots, flight crew, controllers and the airline
- The Multi-Mode Receiver provides Instrument Landing System, GPS Landing System and Space Based Augmentation System capabilities, as well as the aircraft's position, velocity and time reference
- The Digital Low Range Altimeter (DLRA), the first digital radio altimeter for commercial aircraft, provides precise height measurements above terrain during aircraft approach, landing and climb-out phases of flight.

Rockwell Collins is also providing the avionics data network, the trimmable horizontal stabilizer actuator and later, the rudder/brake pedal assembly.

**Boeing selects Rockwell Collins flight displays, integrated surveillance and select flight control systems for 777X:** Rockwell Collins has been awarded a contract by Boeing to provide its next-generation, large-format flight displays, integrated surveillance system and select flight control systems as standard equipment on the Boeing 777X. **Rockwell Collins - AACO Partner since 2002**

*THIS PAGE HAS BEEN LEFT BLANK ON PURPOSE*



**EgyptAir selects Sabre for airline transformation project:** EgyptAir has signed an agreement with Sabre to help develop and implement a transformation program for EgyptAir Airlines and Express. The airline is embarking on a comprehensive transformation strategy to increase revenues, improve efficiencies and explore new revenue streams by June 2016. The transformation strategy will address a wide range of EgyptAir's important areas including reviewing and developing a plan to improve the company's financial performance; revenue management; network, fleet and crew planning; alliance partnerships, and fuel and maintenance strategies.

**Sabre signs retailing solutions agreement with Alaska Airlines:** Sabre Corporation was selected by Alaska Airlines to provide technology solutions to enable its retailing strategy in all sales channels, including through some of the carrier's interline partner airlines. By late 2015, Sabre's suite of solutions will give Alaska the ability to offer customers ancillary products and optional services through travel agencies and some interline airline partners. Sabre's interline ancillary capabilities will also enable Alaska's interline partners to market and sell their ancillaries in Alaska's sales channels. By using Sabre's inventory control features, Alaska Airlines will be able to efficiently track and monitor inventory of ancillary products.

**TripCase manages more than 30 million trips in 2014:** TripCase, Sabre's travel management app, has managed more than 30 million trips in 2014, making it one of the fastest growing mobile travel apps. TripCase's rapid growth is being fueled by the launch of new, unique capabilities that travelers value, integrations with technology leaders like FourSquare, Pebble, Samsung and Checkmate – as well as broad adoption and usage by more than 100,000 travel agents and 40 airlines. In 2014, TripCase launched a host of new capabilities for travelers including integration with several wearable devices and platforms such as Samsung Gear S and Pebble; the launch of a tablet version for iPad; and new features that make it easy for travelers to share their travel itinerary with family, friends and co-workers. Some of the most popular TripCase features include:

- Auto Import – Millions of travelers can automatically access their trip information in TripCase without having to upload or input their itinerary themselves, and they receive real-time updates and changes on flight information.
- Real time alerts – TripCase actively monitors many aspects of the traveler's trip and notifies the traveler of any disruptions such as flight delays and gate changes.
- Follower – Travelers can easily share their trip details with family or co-workers. Followers will see all the messages and information the travelers sees, so no more texting back and forth about a delayed flight.
- Remember this place – Who hasn't stumbled upon a great restaurant, unique boutique or hole-in-the-wall bar while on a trip? Now TripCase users can remember these great finds by easily adding them to their trip with one click.

Today the majority of travel itineraries flowing through the TripCase system originate in North America. However, TripCase expects expanded international usage in 2015 as it creates new capabilities for travelers in EMEA, Latin American and Asia-Pacific regions.

**Sabre Red App Centre exceeds 1 million downloads:** Sabre Red App Centre, the world's first B2B travel app marketplace and innovation showcase, has exceeded 1 million downloads by travel agents worldwide. 1,206,898 downloads to be exact. That's 1.2 million downloads by nearly 118,000 users across 119 countries. The Top Five Red App downloads in the last two months of 2014 include Clipboard App, SeatGuru, Command Translator, Dynamic Calendar and Airport Search. Red App Centre has attracted developers and agencies from around the world, building creative tools and solutions travel agents use to extend the capabilities and customize the Sabre Red Workspace to meet the unique needs of their business and workflow. Using Sabre Dev Studio, which includes a powerful portfolio of APIs, Informational Services, Notification Services and a variety of other tools and resources, developers and travel agencies are building apps that are taking the travel buying experience to new levels.

**Belgian tour operator USA Travel selects Sabre as technology partner:** Sabre Corporation has signed a strategic multi-year partnership with USA Travel, a specialised tour operator in Belgium. Using Sabre, USA Travel agents will have access to the latest technology including the Sabre Red Workspace to shop, book and manage travel for customers, as well as the Sabre Red App Centre which allows agents to download a range of apps to customize their desktop including Clipboard, Airport Search, Recently Viewed PNRs and SeatGuru.



## SEABURY

### WHY WE DO WHAT WE DO

**We believe** expert support makes a difference. **That is why** our teams blend former industry executives, top-tier consultants and seasoned investment bankers.

**We believe** designing projects with change in mind allows our clients to navigate towards improved results faster, and make them more sustainable. **That is why** we prefer to work onsite with our clients and focus on sharing our expertise to build internal competence and embed new ways of doing things.

**We believe** strong business intelligence capabilities enable feedback loops that allow our clients to continually learn and innovate. **That is why** we always respect and use the data at hand. We have developed a suite of software tools considered the best globally for in-depth analysis and supporting rapid decision making.

**We believe** in partnering and sharing risk with our clients, combining their unique perspective with our broad experience. **That is why** since 1995 we completed over 1,000 client engagements globally including advising on fleet orders valued at >\$250B (list price) and serving as restructuring advisor for 10 of the largest 15 airline turnarounds.

**And we believe** there is still huge untapped potential in this industry. **That is why** we love to work with clients to help them confront big challenges and experience the feeling that comes with big wins.

**THAT IS WHY WE DO WHAT WE DO. THAT IS WHY OUR CLIENTS CHOOSE US.**

Regional Main Contact

Name: Mr. Jonathan Sullivan, Managing Director, EMEA

Telephone: +44 7766196087

Fax: +44 2081660301

Email: [jsullivan@seaburygroup.com](mailto:jsullivan@seaburygroup.com)

### Seabury - AACO Partner since 2008



#### Shell Aviation

Shell Aviation is a global supplier of Aviation Fuels and Lubricants, with a strong heritage of innovation of more than 100 years. We are active across all aviation segments, including commercial, business and general aviation; and our customers range from private pilots to

the largest global airlines. Every day, at over 800 airports across some 40 countries worldwide, Shell Aviation fuels around 7,000 aircraft, refueling a plane every 12 seconds. The industry values us for our world-class safety and operations standards, strong supply chains to deliver supply security, as well as our close collaborations with our customers and other stakeholders.

**Support for the aviation business in the Middle East:** Shell Aviation has been active in the Middle East region since the 1960s, and aims to provide long-term support to its fast growing aviation industry by providing fuel and comprehensive services at our various airport locations in the Middle East, South Asia and Africa. Our extensive global network also enables us to support the region's airlines at many of their destinations around the world. We have been an industry partner of the Arab Air Carriers Organization since 2002, and have a team of professional and knowledgeable account managers based in the region who are dedicated to providing the best possible customer service to the regions' airlines.

Always at the forefront of innovation, Shell Aviation contributed to a global aviation milestone in 2009 when the world's first commercial passenger flight (operated by Qatar Airways) from London Gatwick to Doha was powered by fuel made from natural gas by Shell.

**Track Record of Excellence:** In recognition of its contribution to the region's aviation and airport industry, Shell Aviation was named 'Best Regional Fuels Provider' at the Emerging Markets Aviation Awards (EMAA) for three consecutive years (2010-2012). Shell Aviation was also recently voted by airlines as the "Best International Fuel Supplier" in the 2013/2014 Armbrust Awards. In addition, it has won Armbrust's "Best Technical and Operational Performance" award fourteen times in the awards' 18-year history.

### Shell Aviation- AACO Partner since 2002

Daily news on [www.aaco.org](http://www.aaco.org)

## SITA

Create success. Together

**Beijing International chooses SITA for passenger processing:** Beijing Capital International Airport, has once again chosen SITA to provide its passenger processing technology to manage its more than 80 million passengers. The award follows the highly successful 15-year relationship during which SITA supported the airport during the Olympic Games traffic surge in 2008.

In this four-year, multi-million dollar contract, SITA's common-use technology, AirportConnect Open, will enable 700 work stations, more than 1,000 ticket or bag tag printers, nearly 300 scanners, more than 200 counters and 100 boarding gates in terminals 2 and 3 to be used by the airlines operating at the airport. Passengers are eager to use more self-service and SITA's technology supports, this trend. Airports and airlines can use kiosks, self-boarding gates and self-bag drop to help manage peaks of passenger traffic. At Beijing, SITA is working with the airport to investigate how both kiosks and self-bag drop can support the management of its passengers as the airport continues to grow between 3 and 5%.

SITA AirportConnect Open helps the airport to operate and manage its resources efficiently to provide high quality service to more than 80 airlines. The common-use passenger processing technology complies with all the international standards set by IATA and allows any airline to use any agent desk, gate position or self-service kiosk for passenger check-in and bag drop, and reconciles passengers boarded.

**Jamaica first in Americas to allow all passengers to use kiosks for faster border clearance:** Passengers arriving at the airports in Kingston and Montego Bay in Jamaica can look forward to faster border clearance with the launch of new automated border control (ABC) kiosks. The Passport, Immigration and Citizenship Agency (PICA) of Jamaica announced on 11 December 2014 that kiosks, supplied by air transport and government IT solutions provider SITA, would use sophisticated biometric checks to process passengers quickly and securely. Passenger throughput at the borders is expected to increase by close to 60%.

### SITA - AACO Partner since 2008



**Azerbaijan Airlines signs a full content agreement with Travelport:** Travelport announced that it has signed a multi-year, full content agreement with Azerbaijan Airlines, Azerbaijan's national carrier. Effective immediately, the deal secures

full access to all of Azerbaijan Airlines fares and inventory, including web fares, and ancillary offerings for the 67,000 Travelport-connected travel agencies worldwide. Azerbaijan Airlines has been a long standing customer of Travelport, however, the new expanded agreement also ensures that all of the airline's content will now be available locally, for the first time to Travelport users in Azerbaijan. The agreement means that local travel agencies can now book tickets more efficiently, as part of their existing booking workflow.

**Travelport wins at the Travolution Awards and Irish Travel Trade News Awards:** Travelport has won a total of three awards at the prestigious Travolution Awards and Irish Travel Trade News Awards. At the Travolution Awards, Travelport achieved Best Technological Innovation for Travelport's Travel Commerce Platform at the annual award ceremony held at The Ballroom, London Southbank, on 2 December. Travelport was also honoured with two Irish Travel Trade News awards, for Best Technology Provider and Best Agent Supplier Team. The Best Technology Provider award recognised Travelport's Travel Commerce Platform and Travelport Smartpoint. The coveted Best Agent Supplier Team award was the only category that all suppliers were eligible to win.

**Travelport announces new investments in Turkey:** Travelport announced a series of new investments in the growing Turkish travel industry. A new operator office will represent and distribute Travelport's Galileo and Worldspan products and services in Turkey, taking over from the current distributor, Turkish Airlines. The enhanced infrastructure and customer service investments cement Travelport's presence and commitment to the travel industry in Turkey, where the company has been operating for 20 years.

### Travelport - AACO Partner since 2000



**Virgin Atlantic cargo customers can now book shipments through Unisys**

**Cargo Portal Services:** Unisys Corporation announced that Virgin Atlantic Cargo has expanded its eBooking options to enable customers to book and track shipments using Unisys' Cargo Portal Services (CPS).

Unisys Cargo Portal Services is delivered via a cloud-based model hosted by Unisys. The online booking service is used by thousands of freight forwarders, agents and shippers around the world to conveniently make and manage their bookings at any time of day. CPS services vary by carrier but can include the ability to check availability, create bookings, check booking status, and submit master and house air waybill data.

Unisys has more than 45 years of experience providing advanced, mission-critical IT solutions to the aviation industry. Unisys solutions are used to process approximately 25 percent of the world's air cargo.

**Unisys receives "Customer Obsession" recognition from Amazon Web Services for leadership in government cloud services:** Unisys Corporation was recognized by Amazon Web Services (AWS) as a "Customer Obsession" honoree for excellence in providing AWS services and solutions to customers.

Unisys was cited for its work with AWS offering cloud solutions to government clients including the Consumer Financial Protection Bureau and the Department of the Interior. These and other Unisys customers were among the first government agencies to obtain the efficiencies and cost savings of the cloud.

Each year, AWS recognizes a select group of partners that reflect the principle of customer obsession. As stated in the company's 14 leadership principles: "Customer Obsession Leaders start with the customer and work backwards. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they obsess over customers."

**Unisys - AACO Partner since 2014**



**Willis** is one of the leading global providers of insurance and reinsurance brokerage, risk management, and human capital solutions. Willis operates on every continent with more than 17,000 colleagues working from a global network of 400 offices.

Positioning ourselves in the heart of the specialist insurance capital, the Willis Building is situated directly opposite the Lloyd's Building in the centre of the financial 'Square Mile'.

**The combination of global reach and insurance market focus delivers to AACO members three unique advantages:**

- Customised solutions, tailored specifically to your business needs and regional circumstances
- A world-class network of resources to strategically transact and sell your risks in the global marketplace
- Your own dedicated team skilled in servicing your programme, in your language, respecting your working culture and time zone

In this way Willis meets AACO members' risk management and insurance transfer needs wherever in the world you fly.

Willis is honoured to represent almost half of AACO's member airlines and was for many years lead broker to the former G.C.C. Airline Insurance Programme . We have long-standing relationships with Arab carriers some of which exceed 25 years and it has been an exciting journey to be playing our part in exceptional growth of airlines and aviation in your region.

Today there are new challenges of market price volatility following well-publicised accidents that have affected both All Risk and War Risk insurers alike. Willis is speaking daily with key insurers to encourage moderation in response and recognition of a market with over-supply of capacity.

Further information can be found at [www.willis.com](http://www.willis.com)

**Willis - AACO Partner since 2014**

**AACO &**

**RTC**

**CALENDARS**



## AACO CALENDAR

January 2015

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
Joint Purchasing of Consumables Meeting / Dubai	Vendors' Audit Delivery Team Meeting 2015 / Dubai		AWG Subgroup Meeting / Cairo			
25	26	27	28	29	30	31
	Jet Fuel Tender 2015 - Negotiations Meeting / Istanbul					

February 2015

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
			73 <sup>rd</sup> Executive Committee Meeting / Abu Dhabi	MRO Steering Board Meeting / Dubai		
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

## AACO RTC CALENDAR

January 2015

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
			Effective Delegation Skills / Cairo			
18	19	20	21	22	23	24
	Aircraft Maintenance Services Agreements / Amman					
25	26	27	28	29	30	31
	Aviation Security for Airlines (Management) / Tunisia					

February 2015

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
	Human Factors in Aviation / Amman					
8	9	10	11	12	13	14
15	16	17	18	19	20	21
		Executive Leadership Professional Certificate / Cairo				
22	23	24	25	26	27	28
			SAFA Essentials / Amman			

For additional information, kindly contact Mr. Mohamed Osman / Senior Manager RTC at [rtc@aacortc.com](mailto:rtc@aacortc.com)

**OUR MEMBER**

**AIRLINES &**

**INDUSTRY PARTNERS**

## AACO MEMBER AIRLINES

AACO member airlines were established in the following sequence:

1. Egypt Air (1932)
2. Iraqi Airways (1945)
3. Middle East Airlines (1945)
4. Saudia (1945)
5. Syrian Arab Airlines (1946)
6. Sudan Airways (1946)
7. Tunis Air (1948)
8. Gulf Air (1950)
9. Air Algerie (1953)
10. Kuwait Airways (1954)
11. Royal Air Maroc (1957)
12. Yemen Airways (1962)
13. Royal Jordanian (1963)
14. Libyan Airlines (1964)
15. Emirates (1985)
16. Nouvelair (1989)
17. Oman Air (1993)
18. Qatar Airways (1995)
19. Palestinian Airways (1995)
20. Tassili Airlines (1997)
21. Jordan Aviation (2000)
22. Afriqiyah Airways (2001)
23. Etihad Airways (2003)
24. Air Arabia (2003)
25. Air Cairo (2003)
26. flynas (2006)
27. Nile Air (2006)
28. Rotana Jet Aviation (2010)
29. flydubai (2008)
30. Air Go Egypt (2010)



## AACO INDUSTRY PARTNERS



## References:

The news included in this bulletin are collected from various sources as follows:

AACO	ATW Online	Arabian Aerospace
IATA	Innovata	Arab News
ICAO	GreenAir Online	MENAFN
EU institutions	AMEInfo	Arabian Business
Industry press releases	Airports' websites	Gulf News
Khaleej Times	Others...	

Where the news item was not based on various sources, AACO clearly mentions the source.

When the source is AACO, other parties may publish the information provided by AACO, but with reference to the source.

## Definitions:

### 1. Geographical Areas:

**Americas:** Includes North, Central, and South American countries.

**Mid Asia:** Includes the following countries: Bangladesh, India, Iran, Afghanistan, Pakistan, Sri Lanka, Nepal, Maldives.

**Australasia:** Includes the following countries: China, Hong Kong, Malaysia, Taiwan, Myanmar, Cambodia, Vietnam, Philippines, Singapore, Thailand, Japan, Indonesia, Australia.

**Europe:** Includes the European countries.

**Arab World:** Includes the Arab countries.

**Sub-Saharan Africa:** Includes the African countries except Arab countries in North Africa which are: Egypt, Sudan, Libya, Tunisia, Algeria, and Morocco.

### 2. Abbreviations:

**RPK:** Revenue Passenger Kilometer

**ASK:** Available Seat Kilometer.

**PLF:** Passenger Load Factor.

**RTK:** Revenue Tonnes Kilometer.

**ATK:** Available Tonnes Kilometer.

**WLF:** Weight Load Factor.

**3. All statistics in this bulletin represent the absolute number of passengers unless mentioned otherwise.**

### 4. Connotations:

**To and From the Arab world:** indicates traffic between the Arab world and other world regions.

**Within the Arab world:** indicates traffic within the Arab world region

**To, From, and Within the Arab world:** indicates the sum of the above

**About AACO:** The Arab Air Carriers Organization "AACO", established in 1965 within the framework of the Arab League of States, is the Regional Association of the Arab Airlines who have their homebase in countries members of the Arab League.

**AACO's Vision** is to stand out globally as THE association that serves with dedication the Arab airlines and be instrumental in dealing with an evolving aviation industry.

**AACO's Mission** is 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.

### 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.

**For any comments or suggestions, please e-mail:**

**Mrs. Manal Fares**

Senior Manager - Industry Affairs

thenashra@aaco.org

mfares@aaco.org

Or

**Mr. Rashad Karaky**

Senior Manager - Economics, IT & Technical

Management

rkaraky@aaco.org

85 Anis Nsouli St., Verdun

P.O.Box: 13-5468

2044-1408 Beirut- Lebanon

Phone: 00961-1-861297/8/9

Fax: 00961-1-863168



