



# THE NASHRA

Industry's Pulse & Arab Aviation

COVID-19 Special



الإتحاد العربي للنقل الجوي  
arab air carriers' organization



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# TABLE OF CONTENTS

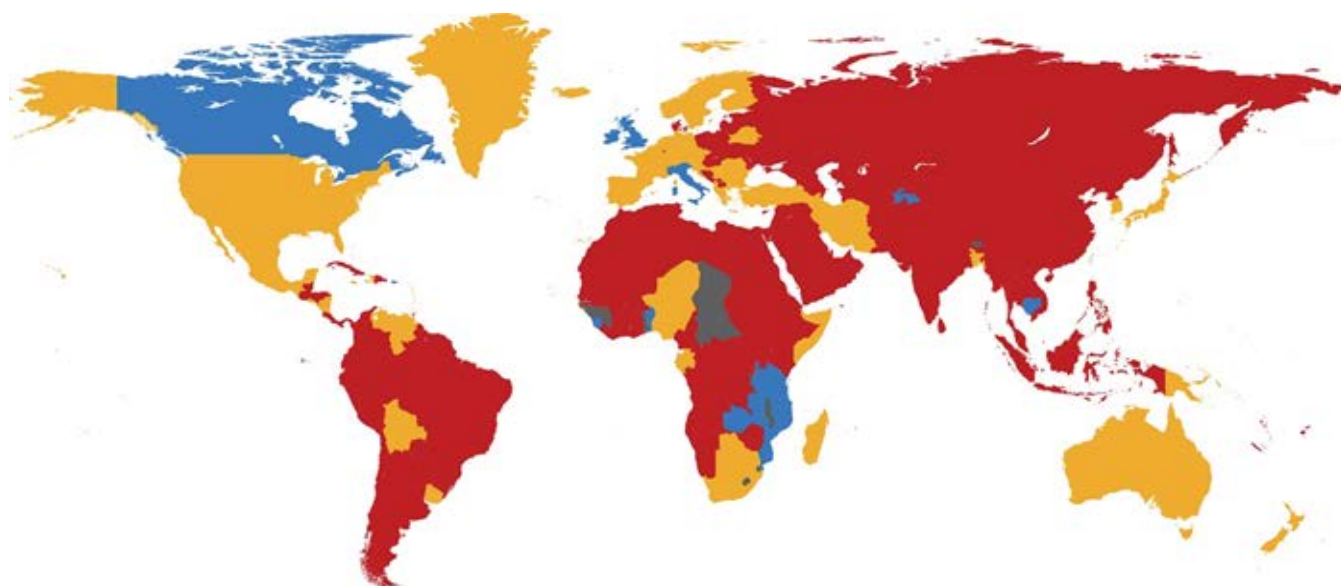
<b>IMPACT OF COVID-19 PANDEMIC ON AVIATION</b>	<b>3</b>
GLOBAL IMPACT	4
IMPACT ON THE ARAB WORLD & AACO MEMBERS	10
<b>AACO ACTIVITIES IN RESPONSE TO THE COVID-19 PANDEMIC</b>	<b>13</b>
<b>RELIEF MEASURES ADOPTED BY GOVERNMENTS</b>	<b>16</b>
ECONOMIC RELIEF MEASURES ADOPTED BY ARAB GOVERNMENTS	17
ECONOMIC RELIEF MEASURES ADOPTED BY NON-ARAB GOVERNMENTS	20
AVIATION RELIEF MEASURES ADOPTED BY ARAB GOVERNMENTS	29
AVIATION RELIEF MEASURES ADOPTED BY NON-ARAB GOVERNMENTS	31
<b>PARTNER AIRLINES</b>	<b>40</b>
<b>INDUSTRY PARTNERS</b>	<b>45</b>
<b>AACO COMMUNITY</b>	<b>65</b>

# **Impact of COVID-19 Pandemic on Aviation**



# Global Impact

## Countries Imposing Travel Restrictions In Response To The COVID-19 Pandemic\*



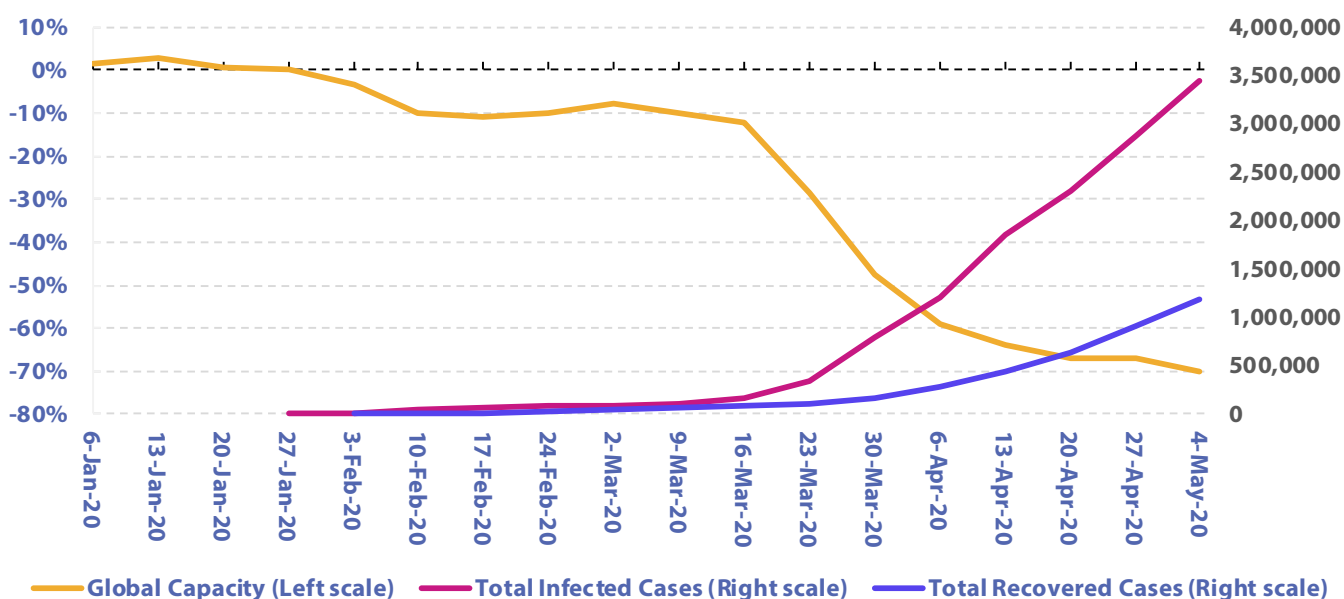
- Ban of all foreign visitors
- Ban of travel from various places with confirmed cases
- Other travel restrictions
- No data available

To view individual country restrictions please click [here](#)

\* Updates are until 08 May 2020

Source: IATA, Various News Agencies, AACO

## Year-on-Year Weekly Change in Capacity (Seats) Globally vs. Global COVID-19 Cases\*

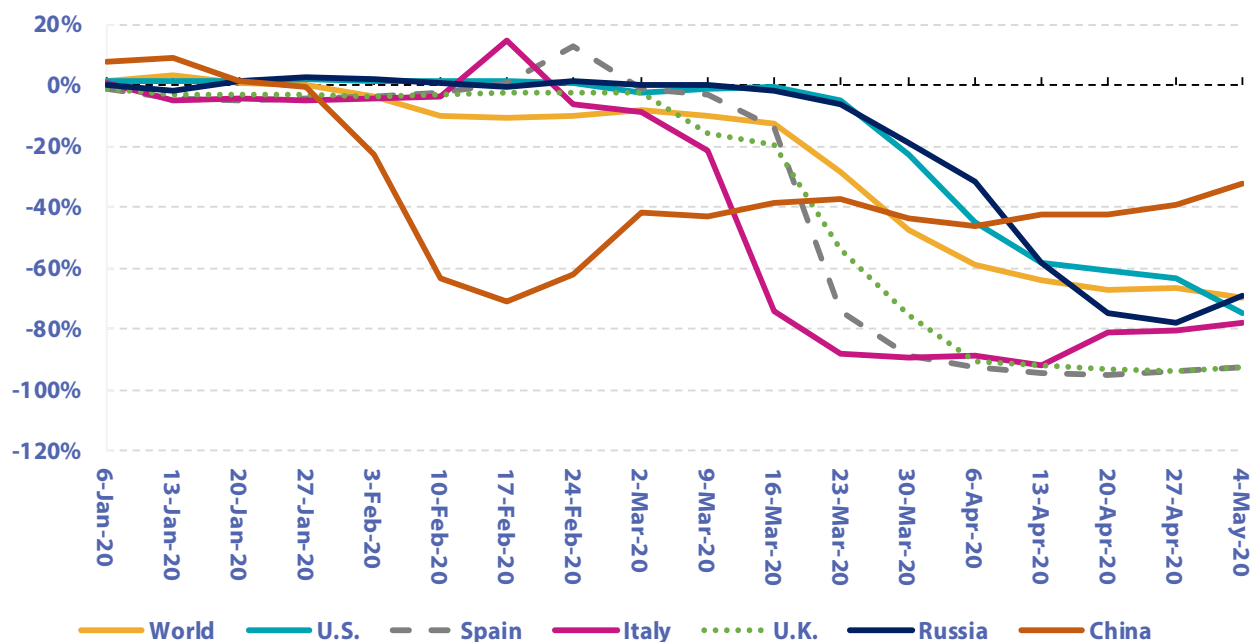


\*Data is based on published schedules

Source: OAG, Johns Hopkins University

During the second week of April 2020 (upon the release of the previous Nashra issue), the decline in weekly global seat capacity (Y-o-Y) reached -64.1% over the second week of April 2019, and global confirmed COVID-19 cases reached around 1.8 million. In this Issue of the Nashra, during the first week of May, the decline in weekly global seat capacity reached -69.9% and the total number of confirmed COVID-19 cases reached around 3.5 million.

### Year-on-Year Weekly Change in Capacity (Seats) Globally and in the Six Countries with Highest COVID-19 Cases\*

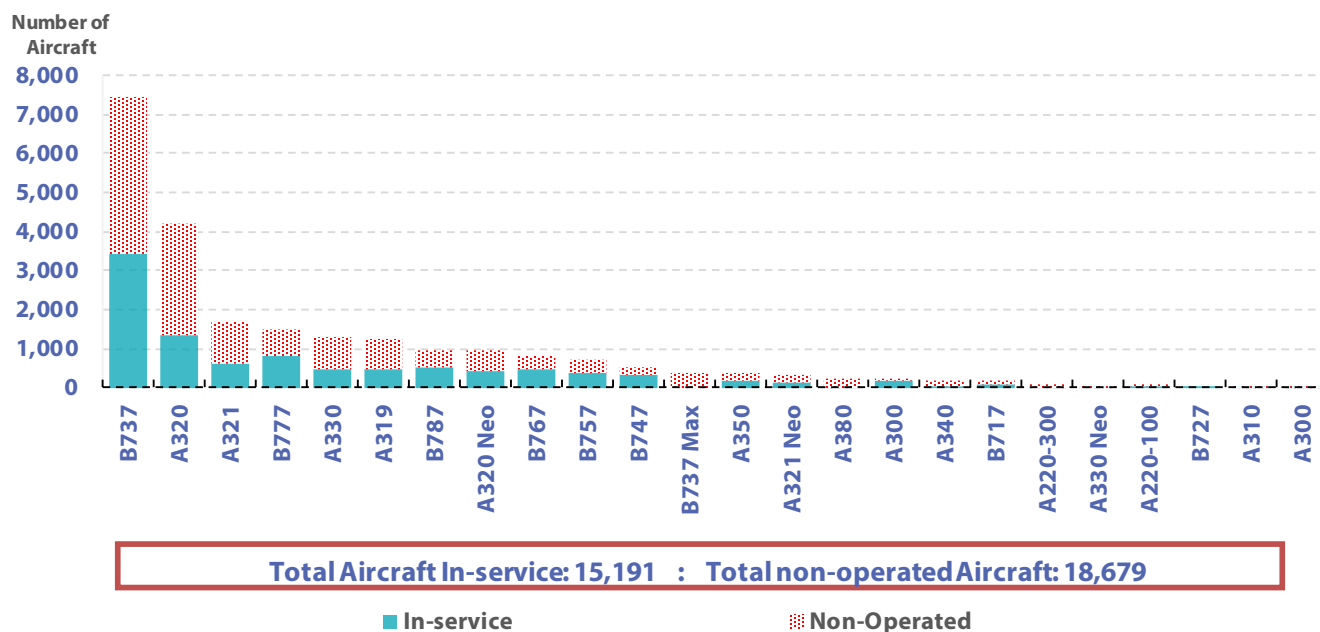


\*Data is based on published schedules

Source: OAG Analyzer, AACO

In the previous Nashra issue, the top six countries with highest infection rate were U.S., Spain, Italy, Germany, France, and China. As of 4 May 2020, the total number of confirmed cases in Russia and the United Kingdom exceeded those of Germany and France.

## Global Fleet Status by Major Aircraft Types (As on 8 May 2020)

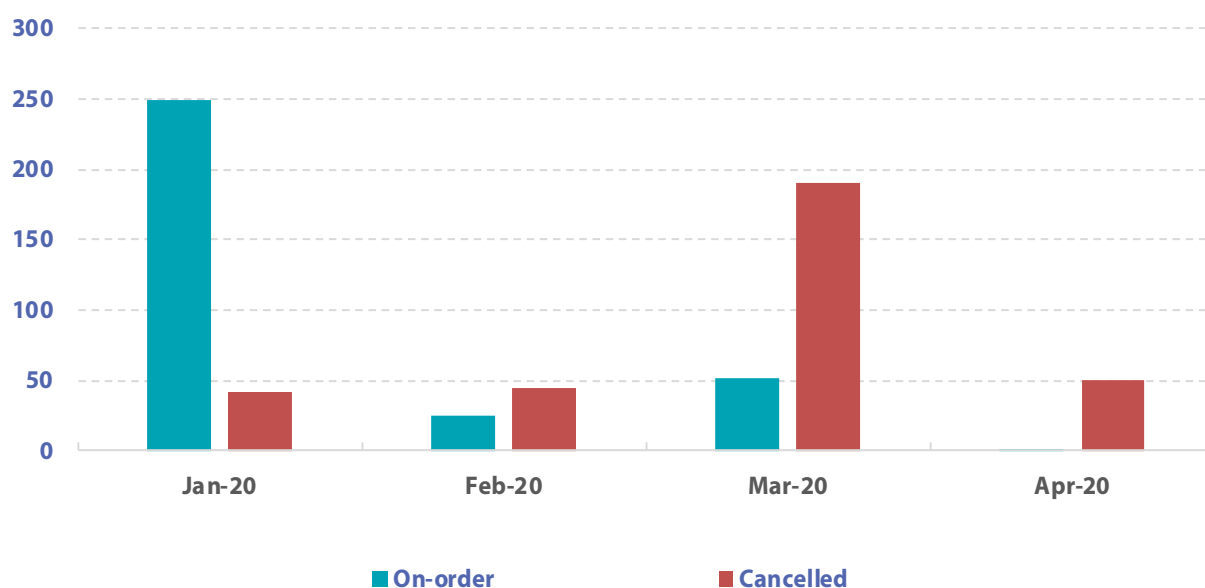


On 6 April 2020 (in the previous Nashra issue), the total number of aircraft in-service reached 16,866 compared to 15,191 aircraft on 8 May 2020. On the other hand, total non-operated aircraft were 17,035 on 6 April 2020 compared to 18,679 aircraft on 8 May 2020.

Fleet Retirements (From January 1 until 8 May 2020)		
Wide-bodies	Narrow-Bodies	Freighters
46	98	16

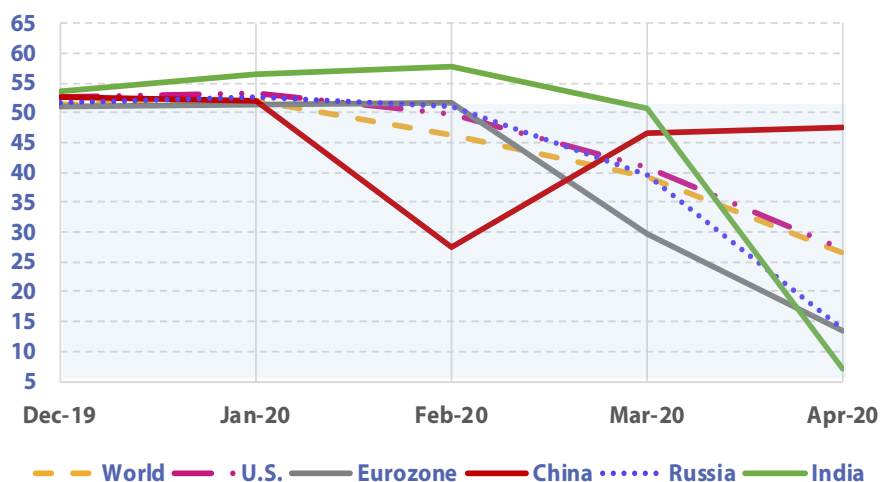
Source: Cirium Fleets Analyzer, AACO

## Global Fleet Orders (As on 8 May 2020)



Source: Cirium Fleets Analyzer, AACO

## Business Confidence Continue to Decline Amid COVID-19\*

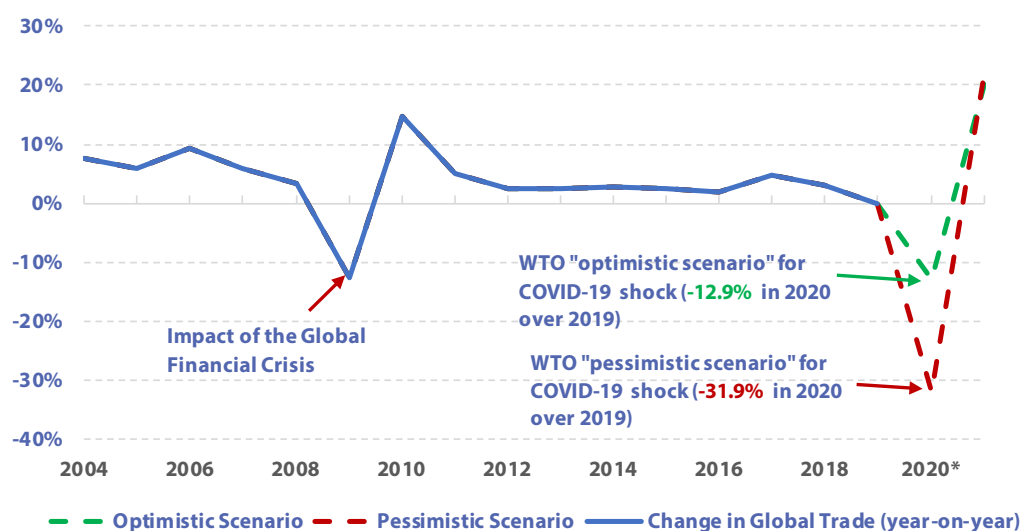


The COVID-19 pandemic continues to weigh on the global economy as several countries remain in lockdown mode. Business confidence dropped to unprecedented levels across key economies including the United States, Eurozone, Russia, and India mirroring the huge impact of the pandemic on business activities, especially labor-intensive sectors. On the positive side, business confidence regained some strength in China in April as the country reopened its factories and resumed production. However, with weak global demand even China's economy remains at risk of entering a recession in 2020.

\*Measured by Purchasing Managers Index (PMI) which tracks business confidence amongst firms below 50 represents a contraction when compared to previous month

Source: Bloomberg, AACO

## Global Trade Forecast



The World Trade Organization (WTO) developed two scenarios to predict the impact of COVID-19 on global trade.

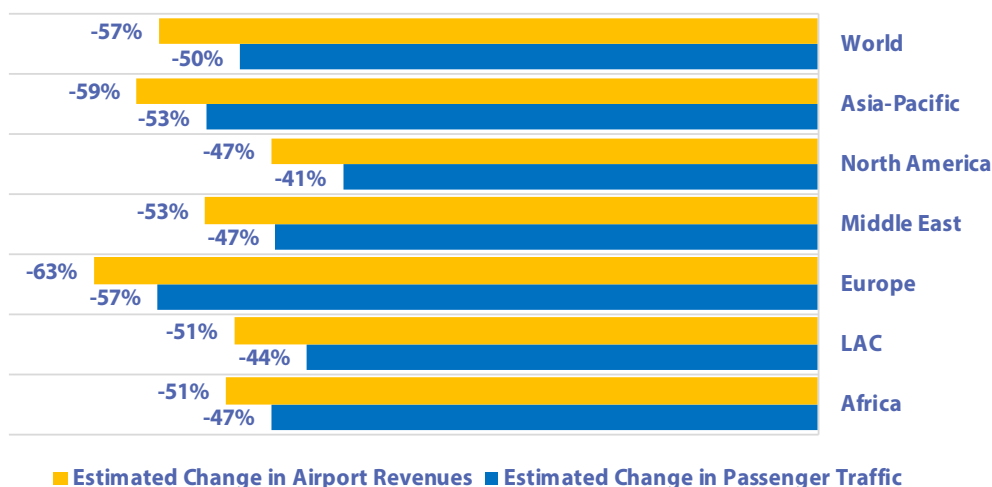
The first scenario: "optimistic scenario" estimates a fall in trade which is slightly below the Global Financial Crisis level.

The second scenario "pessimistic scenario" estimates that global trade could lose one-third of its 2019 levels.

\* Estimated

Source: Bloomberg, AACO

## Estimated Impact on Airport Passenger Traffic and Revenues by Region for 2020\*



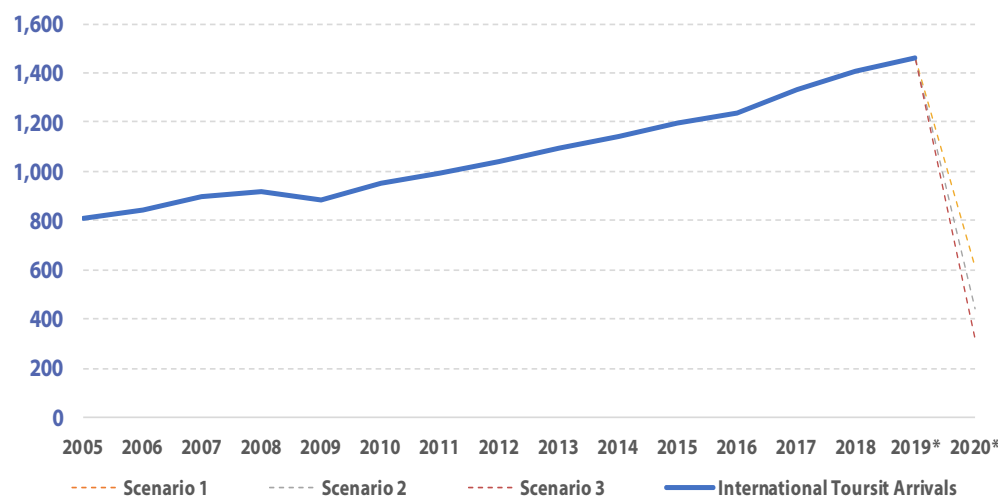
\*Estimated change in 2020 is compared to the pre-covid19 forecast scenario.  
LAC: Latin America and the Caribbean

Source: ACI

According to the latest estimates released by ACI, world airports are expected to witness 57% drop in revenues and 50% drop in passenger traffic, representing a significant downward revision compared to the organization's April forecast.

In terms of passenger traffic, the most affected regions are Europe, followed by Asia-Pacific and the Middle East.

## Expected Impact of COVID-19 on International Tourism



\*Estimated

Source: UNWTO

The UNWTO developed three scenarios to assess the impact of COVID-19 on the tourism sector (estimates are for 2020 compared to 2019):

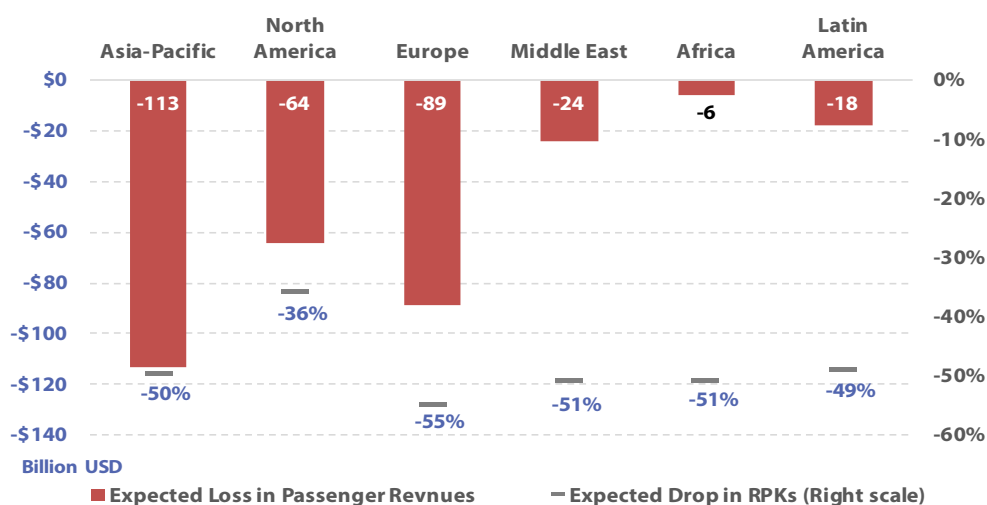
**Scenario 1:** Loss of 850 million tourists (-58%), and USD 910 billion in tourism receipts (-62%).

**Scenario 2:** Loss of 1.02 billion tourists (-70%), and USD 1.08 trillion in tourism receipts (-73%).

**Scenario 3:** Loss of 1.14 billion tourists (-78%), and USD 1.17 trillion in tourism receipts (-79%).



### COVID-19 Expected Impact on Aviation per Region (Numbers are 2020 over 2019)

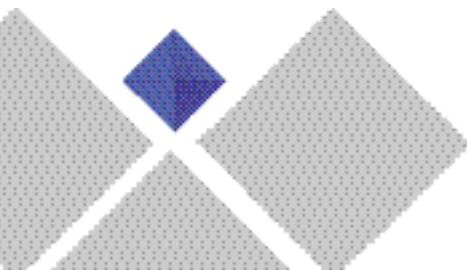
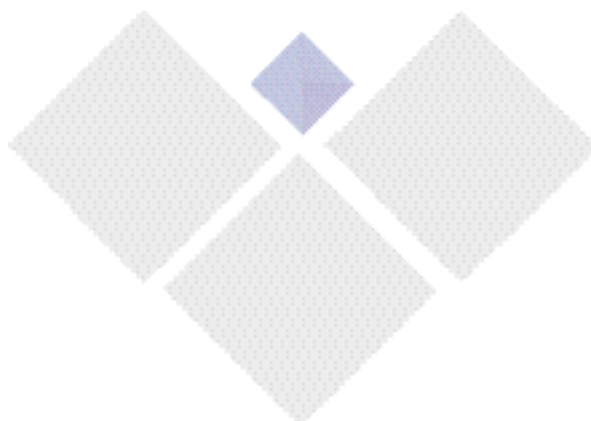


The COVID-19 crisis is unprecedented in the history of aviation.

IATA estimates that total loss in passenger revenues is estimated to reach USD 314 billion in 2020 compared to 2019, and passenger demand measured in RPKs is estimated to fall by 48% in 2020 compared to 2019.

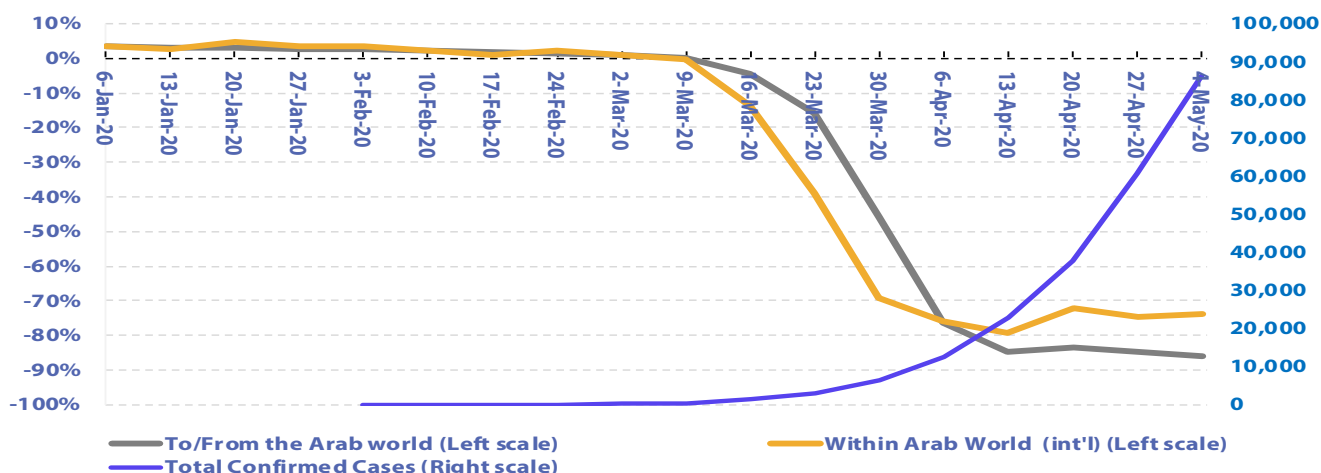
Results vary across regions (see left chart).

Source: IATA



# Impact on the Arab World & AACO Members

## Year-on-Year Weekly Change in Capacity (Seats) vs. Arab world COVID-19 Cases \*

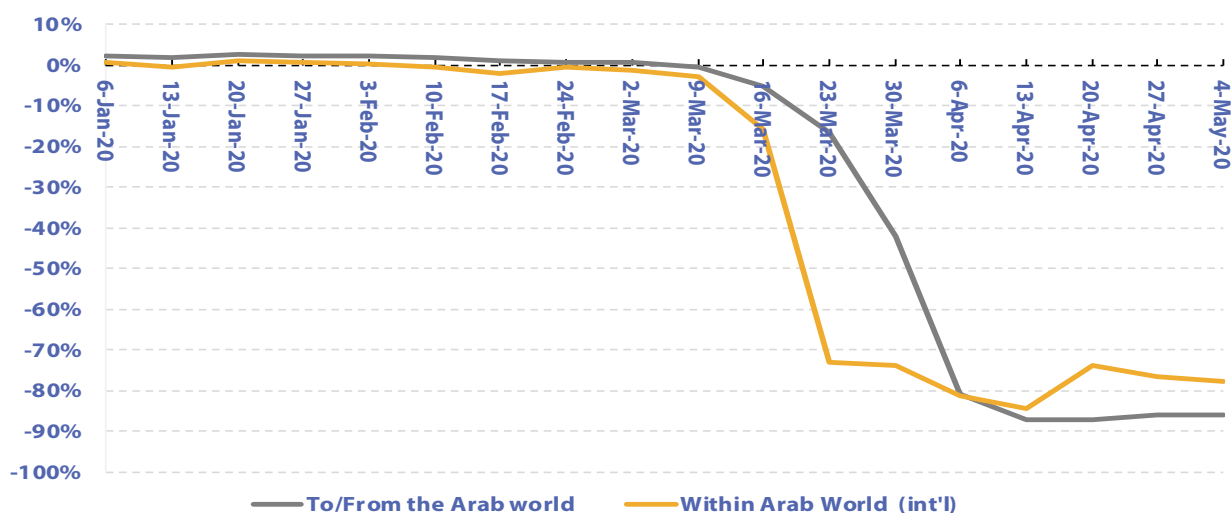


\*Data is based on published schedules

Source: OAG, WHO

During the second week of April 2020 (upon the release of the previous Nashra Issue), the decline in weekly seat capacity (Y-o-Y) to/from the Arab world reached -84.9% and within the Arab world -79.3%, both over the same week in April 2019, while the total number of confirmed COVID-19 cases in the Arab world reached 22,653. In this Issue of the Nashra, during the first week of May, the decline in weekly seat capacity to/from the Arab world reached -85.9% and within the Arab world -73.9% over the same week in May 2019, and the total number of confirmed COVID-19 cases in the Arab world reached around 86,322.

## AACO Members' Year-on-Year Weekly International Capacity Changes (Seats)\*

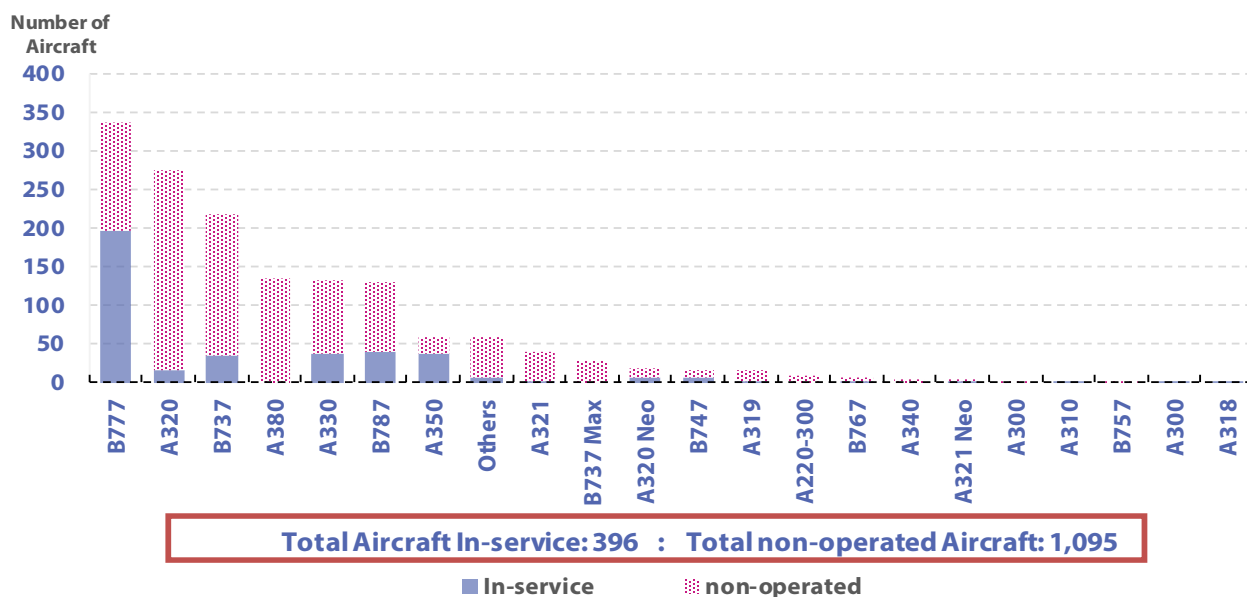


\*Data is based on published schedules

Source: OAG Analyzer, SRS Analyser, AACO

During the second week of April 2020 (upon the release of the previous Nashra Issue), the decline in weekly seat capacity (Y-o-Y) for AACO members to/from the Arab world reached -87.0% and within the Arab world -84.4%, both over the same week in April 2019. In this Issue of the Nashra, during the first week of May, the decline in weekly seat capacity for AACO members to/from the Arab world reached -86.1% and within the Arab world -77.6% over the same week in May 2019.

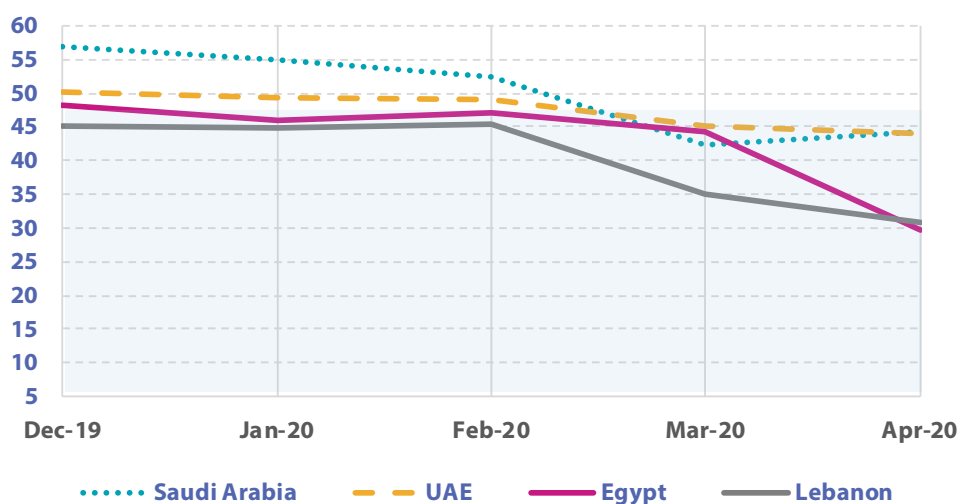
## AACO Members Fleet Status (As on 8 May 2020)



Source: Cirium Fleets Analyzer, AACO

On 6 April 2020 (in previous the previous Nashra issue), the total number of AACO Members' aircraft in-service reached 396, compared to 333 aircraft on 8 May 2020. On the other hand, total non-operated aircraft were 1,148 on 6 April 2020 compared to 1,095 aircraft on 8 May 2020.

## Business Confidence Continue to Decline Amid COVID-19\*



\*Measured by Purchasing Managers Index (PMI) which tracks business confidence amongst firms below 50 represents a contraction when compared to previous month.

Source: Bloomberg, AACO

Economic activity weakened further in the Arab world during April 2020. On top of the adverse impact of COVID-19 on the economies of Arab countries, lower oil prices are affecting the revenues of the region's biggest economies. The chart to the left shows business confidence in some Arab countries where all reporting countries are in the contraction area (below 50).

Oil prices are expected to tick up in May 2020 after the OPEC+ deal goes into effect, giving a push for the region's oil-exporters to expand their fiscal stimulus to limit the pandemic effect, which could improve business confidence. However, oil-importers could struggle to cope with the crisis considering the circumstances.

## Expected Impact of COVID-19 on International Tourism in the Arab World and Year-on-Year Change



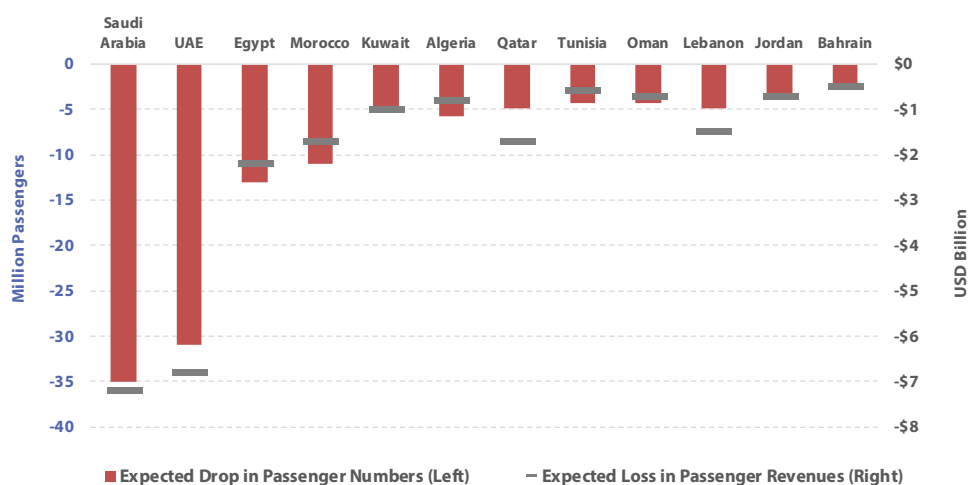
Travel and tourism contribution to the Arab world GDP is expected to be around USD 126 billion less than 2019, which puts around 4 million jobs at risk.

International tourist arrivals to the Arab world are estimated to drop by 45.7% in 2020 compared to 2019, while the drop in international tourism receipts could reach 52.0% in 2020 compared to 2019.

\*Estimated

Source: UNWTO, AACO

## COVID-19 Impact on Passenger Traffic and Expected Loss in Passenger Revenues in Some Arab Countries (2020 compared to 2019)

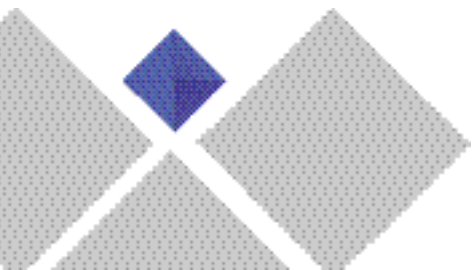


Overall drop in total passenger traffic to/from the Arab is expected to reach -40% in 2020 compared to 2019.

Total loss in passenger revenues is expected to reach 28 billion in 2020 compared to 2019.

Aviation contribution to Arab world GDP is expected to be less by around USD 65 billion in 2020.

Source: IATA



# **AACO Activities in Response to the COVID-19 Pandemic**



## **AACO proposes a plan to ensure that health measures are risk based and globally harmonized**

- The COVID-19 pandemic resulted in halting the international commercial air transport system.
- Until a COVID-19 vaccine becomes available, restarting commercial international air transport and restoring commercial air links between countries will require the formulation and implementation of health measures for the traveling public.
- Health measures should provide assurance to governments and passengers that the health of passengers and staff is well protected
- In addition, health measures should cater for the importance of operational sustainability and the travel experience as major components of air transport restart. These components will be damaged severely with the fragmentation of health measures as those will negatively affect passengers' confidence and tremendously increase the compliance burden on air transport stakeholders as well as the traveling public.
- In line with those objectives, AACO formulated a proposal to harmonize health measures in line with risk assessment globally, and which would ensure a smooth return to service of the commercial international air transport system.
- The proposal advocates for the following roadmap:
  - Global risk assessment of countries according to clear assessment criteria to be conducted by ICAO Council Aviation Restart Task Force (CART), followed by categorization of countries according to several levels of risk exposure.
  - CART formulates a set of health measures to be implemented in a manner commensurate with countries' risk level.
  - CART continuously reviews its assessments based on developments in each country and amends the categorization as needed.
  - CART also plays an advisory role to states advising them on best practices to move to a better risk level.
- The above proposal was communicated to concerned regional and international organizations for their consideration.
- In parallel, AACO is working closely with the Arab Civil Aviation Organization – ACAO, and the Arab Tourism Organization – ATO in order to raise awareness on the impact of the COVID-19 pandemic on travel and tourism, and to formulate a common vision to restart the air transport and tourism sectors in the Arab world.

## **AACO collaborates with regional and international organizations on air transport restart and recovery in the region**

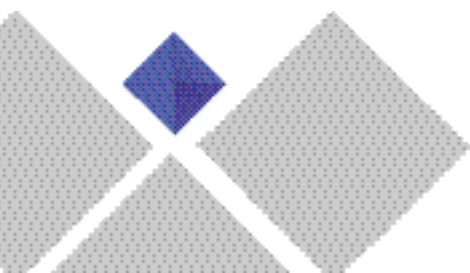
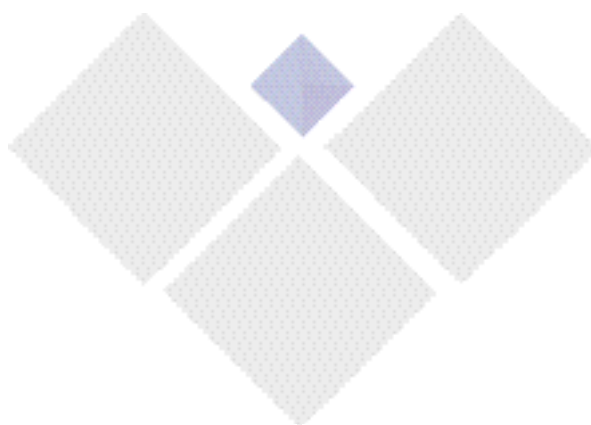
- Following AACO's calls for establishing recovery bodies on the national, regional, and international levels, ICAO established its Middle East Recovery Planning Task Force.
- The Task Force gathers regional and international organizations (AACO, ACAO,

ACI, CANSO, IATA, and ICAO) in addition to state representatives current serving as Chairpersons of ICAO Middle East Safety, Security & Facilitation, and Air Navigation groups.

- The main objectives of the Task Force are to support the restart and recovery of international air transport on the regional level.

### **AACO groups hold virtual meetings to discuss developments and plans**

- In line with the importance of maintaining communication channels with member airlines, AACO held virtual meetings for its groups: Aeropolitical Watch Group, Fuel Steering Board, Environment Policy Group, Ground Handling Steering Board, ERP Steering Board, Aviation Security Advisory Group, and MRO Steering Board.
- The meetings' objectives were to:
  - Raise awareness of members on the expected impact of the pandemic on the global and regional air transport industry.
  - Update members on global developments and the efforts conducted on regional and international levels to restart aviation.
  - Present to members the details and elements of the air transport restart and recovery proposal that AACO formulated and advocated for on the regional and global levels.
  - Receive input from members and discuss with them their challenges and priorities for the coming period, which will be incorporated in AACO's near and medium term plans.



# Relief Measures Adopted by Governments





## Economic Relief Measures Adopted by Arab Governments

Arab governments announce economic stimulus packages to ease the impact of the COVID19 outbreak (new measures introduced between 14 April and 11 May are highlighted in yellow)

Several Arab governments announced economic stimulus packages to ease the impact of the Coronavirus outbreak in their respective countries.

### Algeria:

- General Stimulus worth USD 11.7 billion.
- Deferred fiscal reporting until 20 May.
- Corporate Taxation Payment of revenue taxes is deferred until 20 June.

### Bahrain:

- A government commitment to contribute to private sector salaries.
- Waiver of government fees for the hospitality sector.
- Waiving utility bills for 3 months, supporting the banks and financial system.
- Stimulus package worth USD 11.7 billion.

### Egypt:

- Corporate income tax payments due for 2019 for companies operating in specific sectors (including aviation and tourism) can be paid in installments by 30 June 2020 without interest or penalties.
- Cutting interest rates by 3%.
- USD 6.4 billion package to fight COVID-19.

### Jordan:

- EUR 200 million provided by European commission as assistance package to enlargement and neighborhood partners to limit the economic fallout of the coronavirus crisis.
- Any corporate tax payments are deferred for up to a year without interest and collateral if gross income decreases by 20% or more in 2020.
- USD 0.7 billion economic stimulus package.
- Government suspended the implementation of old-age insurance for private sector employees for three months as of March 1, 2020 and reduced the social security subscription ratio for institutions and employees from 21.75 % to 5.25 %.

**Kuwait:**

- USD 1.6 billion economic stimulus package.

**Lebanon:**

- Central bank to enable Lebanese banks to agree on loans to companies that find themselves unable to pay the salaries of their employees and debts accumulated in recent months or that will be accumulated in the coming weeks. In addition to allowing special conditions for loans, for which zero interest can be agreed, both in dollars and in Lebanese lira. The loans come due after five years starting from 01 June 2020.

**Morocco:**

- Deferred any fiscal reporting until 30 June 2020.
- Companies with less than USD 2 million of turnover in 2018 may get, if they wish, a delay in payment of income tax for 2019 until 30 June 2020. For companies with more than USD 2 million, and where the business activity suffered due to coronavirus spread, deferral of tax payment will be given (no blanket measure was announced and open for interpretation and negotiations).
- Social security payment was deferred until 30 June.
- Allocation of USD 1 billion to help economy.

**Oman:**

- Oman Covid-19 Supreme Committee announced a range of incentives to support private sectors firms and workers on 15 April, although the financial value of such measures has not yet been confirmed.
- Postponement of certain VAT, excise tax and income tax compliance and payments, including expat levy, for a period of three months.
- USD 20 billion financial stimulus for liquidity, businesses, and the tourism industry

**Qatar:**

- Qatar announced support to private sector by paying private sector wages for up to three months with a capped amount. Qatar Development Bank has been appointed as the administrator of the program, which is expected to cost USD 820 million (part of the USD 20 billion par stimulus program) and will cover Qatari and foreign workers General 12 April 2020.
- The General Tax Authority of Qatar issued guidance providing a two-month extension of the due date (from 30 April 2020 to 30 June 2020) for filing tax returns for the year ending 31 December 2019.
- Economic stimulus of USD 20 billion to assist the private sector, flexible loans, deferring payments, waiving rental fees, electricity and customs fees.

**Saudi Arabia:**

- Government allocated another USD 13.3 billion to bolster the private sector targeting small and medium-sized enterprises.
- Postponement of certain VAT, excise tax and income tax compliance and payments, including expat levy, for a period of three months.
- KSA Government to cover 60% of salaries of Saudi citizens for businesses in the private sector which are affected by COVID-19 crisis:
  - 60% of the salary for three months for a maximum amount of SAR 9000 per employee and a total of SAR 9 billion.
  - This support covers 100% of Saudi employees in companies that have 5 Saudi employees or less.
  - This support covers 70% of Saudi employees in companies which have more than 5 Saudi nationals
- USD 32 billion package announced earlier to support the private sector.

**Tunisia:**

- EUR 600 million provided by European commission as assistance package to enlargement and neighborhood partners to limit the economic fallout of the coronavirus crisis.
- USD 0.9 billion economic stimulus package.
- Accelerating VAT refunds of the commission for examining applications for recovery, once a week instead of 2 times a month

**United Arab Emirates:**

- UAE allowed banks and finance companies in the country to extend deferrals of principal and interest payment to their customers until 31 December 2020.
- Abu Dhabi announced further economic stimulus of USD 1.36 billion.
- Dubai Free Zones Council, representing the emirate's 'free zones', announced stimulus package that includes a six-month postponement on rent payments, allowing payment by installments, refunding security deposits and guarantees, canceling fines for both companies and individuals, and permitting temporary contracts allowing the free movement of labor between companies operating in the free zones for the rest of 2020.
- A government commitment to ensure prompt and timely payment of fees to government bodies within 15 days.
- Central Bank announced USD 70 billion financial stimulus package.
- Dubai announced USD 400 million economic stimulus for Tourism and Hospitality sector.
- Tourism and Hospitality tax cut from 7.5% to 3.5%.

## Economic Relief Measures Adopted by Non-Arab Governments

**Economic relief measures adopted by states around the world to ease the impact of COVID-19 outbreak** (new measures introduced between 14 April and 11 May are highlighted in yellow)

Several states around the world adopted relief measures to ease the impact of COVID-19 outbreak.

### Afghanistan

- The Executive Board of the International Monetary Fund (IMF) approved a disbursement in the amount of about USD 220 million for Afghanistan under the Rapid Credit Facility (RCF). The disbursement will help meet the urgent fiscal and balance of payments needs stemming from the COVID19 pandemic, catalyze donor support, and shore up confidence.

### Albania:

- EUR 180 million provided by European commission to the enlargement and neighborhood partners, as financial assistance in the form of loans on highly favorable terms to limit the economic fallout of the coronavirus crisis.

### Angola

- Extension is granted for the deadline for complying with tax compliance obligations and the payment of taxes:
  - Until 30 June 2020 for companies included in tax Group A.
  - Until 29 May 2020 for companies included in tax Group B.

### Australia:

- Announced measures totaled \$213.6 billion in direct, on-budget spending from the federal government, \$12.8 billion from the states and \$105 billion in lending from the Reserve Bank and the federal government.

### Austria:

- VAT and other tax relief measures.
- EUR 4 billion relief measure adopted
- Additional EUR 38 billion were provided to secure jobs and keep companies afloat.

### Belgium:

- The European Commission has approved, under EU State aid rules, a EUR 50 billion Belgian loan guarantee scheme to support the Belgian economy in the context of the coronavirus outbreak.
- Tax relief measures that concern corporate income tax, individual (personal) income

tax, value added tax (VAT), and withholding tax, such as:

- An additional two months for making payments of certain taxes, including corporate income tax and individual income tax for the 2019 tax year.
- Late-payment penalty relief for tax liabilities arising before 12 March 2020 and additional payment terms.
- A VAT payment plan (provided it is demonstrated that the payment difficulties are linked to COVID-19) that provides relief from imposition of penalties.
- A payment plan for withholding tax, with relief from penalties that otherwise would apply.

### **Brazil:**

- USD 45 billion relief package announced by the Brazilian government.

### **Bosnia-Herzegovina:**

- EUR 250 million provided by European commission to the enlargement and neighborhood partners, as financial assistance in the form of loans on highly favorable terms to limit the economic fallout of the coronavirus crisis.

### **Bulgaria:**

- Bulgaria notified to the Commission under the Temporary Framework of approximately EUR 770 million wage subsidy aid scheme that would allow the Bulgarian authorities to finance 60% of the wage costs (including the employers' social security contributions) of undertakings that, due to the coronavirus outbreak, would otherwise lay off personnel.

### **Canada:**

- For workers affected by the outbreak, there will be a taxable \$2,000 monthly benefit for up to four months.
- Relief measures including CAN 27 billion in direct support for families and businesses
- CAN 55 billion in tax deferrals.

### **China:**

- USD 586 billion for the economy.

### **Croatia:**

- Adopted a USD860 million economic stimulus package.

### **Denmark:**

- Extended payment deadlines for tax, VAT and other government charges.

**Estonia :**

- Adopted a USD1.9 billion economic stimulus package.

**European central Bank:**

- Adopted a USD 820 billion economic stimulus package.

**European Commission:**

- The Commission proposed a EUR 3 billion macro-financial assistance package to ten enlargement and neighborhood partners with the aim to limit the economic fallout of the coronavirus crisis in partner countries.
- The European Commission adopted a Temporary Framework to enable member states to use the full flexibility foreseen under State aid rules. The Temporary Framework provides for five types of aid:
  - Direct grants, selective tax advantages and advance payments
  - State guarantees for loans taken by companies from banks
  - Subsidized public loans to companies
  - Safeguards for banks that channel State aid to the real economy
  - Short-term export credit insurance

The Framework will be in place until the end of December 2020 and could be extended if the need arises.

**Finland:**

- A support package worth some EUR 15 billion to support economy.

**France:**

- The European Commission has approved, under EU State aid rules, a EUR 10 billion French guarantee scheme to support the domestic credit insurance market in the context of the coronavirus outbreak.
- Adopted a USD 348.2 billion economic stimulus package

**Georgia:**

- EUR 150 million provided by European commission to the enlargement and neighbourhood partners, as financial assistance in the form of loans on highly favourable terms to limit the economic fallout of the Coronavirus crisis.

**Germany:**

- The European Commission has approved, under EU State aid rules, a German guarantee scheme to support the trade credit insurance market in the face of the Coronavirus outbreak.
- Announced a USD 820 billion economic stimulus package.

- EUR 500 billion available to boost liquidity of German companies by the state's KfW bank.

### Hong Kong

- Government announced measures involving over USD 130 billion to support enterprises, employees and the public.

### Greece:

- Adopted a USD1 billion economic stimulus package.

### Hungary:

- Adopted a USD152 million economic stimulus package.

### Iceland:

- The Icelandic government presented an ISK 230 billion (USD 1.6 billion/EUR 1.5 billion) response package to the COVID-19 crisis. The package is equivalent to just under 8% of Iceland's GDP.

### India:

- The Indian government announced a Coronavirus-related relief package of around 4.5 trillion rupees (USD 60 billion).

### Ireland:

- Adopted a USD216 million economic stimulus package.

### Italy:

- Italian government announced a fresh EUR 400 billion aid package for the country, to prop up businesses that have been hit hard by the coronavirus lockdowns.
- All invoices' payment terms are extended to 60 days.

### Japan:

- One-year deferral of taxes without penalty, subject to approval by the taxation office.
- The government will subsidize part of employee leave allowance (up to 90% but not exceeding JPY8330 per day) when the furlough is caused by COVID-19 for the period from 1 April to 30 June 2020.
- Japan announced a USD 994 billion stimulus package to shield economy from Coronavirus widening fallout.

### Kosovo:

- EUR 100 million provided by European commission to the enlargement and neighborhood partners, as financial assistance in the form of loans on highly favorable terms to limit the economic fallout of the coronavirus crisis.

**Malaysia**

- Adopted a USD 62 billion economic stimulus package.

**Malta:**

- A guarantee scheme for working capital loans granted by commercial banks estimated at a budget of EUR 350 million.

**Mexico:**

- Mexican President Andres Manuel Lopez Obrador announced he will inject around USD 2.5 billion into the economy in May to mitigate the effects of the coronavirus pandemic, as critics bemoan his government's modest efforts to protect businesses and jobs.

**Moldova:**

- EUR 100 million provided by European commission to the enlargement and neighborhood partners, as financial assistance in the form of loans on highly favorable terms to limit the economic fallout of the coronavirus crisis.

**Montenegro**

- EUR 100 million provided by European commission to the enlargement and neighborhood partners, as financial assistance in the form of loans on highly favorable terms to limit the economic fallout of the coronavirus crisis.

**New Zealand:**

- The New Zealand Government introduced a temporary tax loss carry-back rule which enables companies which incur a tax loss in their 2020 or 2021 income year to carry the losses back 1 year. This will enable COVID-19 impacted companies to access cash refunds of taxes paid in prior years.
- Stimulus package of USD 7.3 billion.

**Norway:**

- The government will establish two state-backed loan and guarantee schemes in the total amount of NOK 100 billion (approximately USD10 billion) in an effort to provide liquidity for Norwegian enterprises.
- Adopted EUR 4 billion relief measures

**Peru:**

- The Government approved a financial stimulus package known as "Reactiva Peru," which will provide a total of 30 billion Soles (approximately USD 9 billion) in loans to fund the working capital of any company affected by COVID-19.

**Poland:**

- The government announced new stimulus plan to finance companies with around PLN 100 billion (EUR 24 billion) with the majority going to small businesses and



the aim being to save up to 5 million jobs. The new stimulus package brings total covid-19 assistance to over PLN 300 billion or EUR 330 billion.

### **Portugal:**

- Adopted a USD14 billion economic stimulus package.

### **Republic of North Macedonia:**

- EUR160 million provided by European commission to the enlargement and neighborhood partners, as financial assistance in the form of loans on highly favorable terms to limit the economic fallout of the coronavirus crisis.

### **Romania:**

- Adopted a USD 3.6 billion economic stimulus package. Under the scheme, support will be granted in the form of direct grants and state guarantees for investment and working capital loans.

### **Russia:**

- Moscow has promised to unlock the equivalent of USD 4 billion to help businesses withstand the coronavirus pandemic, especially in the tourism and aviation sectors, by allowing them to defer tax payments.

### **Singapore:**

- Singapore announced a further 5.1 billion Singapore dollars (USD 3.6 billion) in stimulus to soften the economic damage from the ongoing Coronavirus outbreak.
- Singapore has set aside 59.9 billion Singapore dollars (USD 41.7 billion), accounting for around 12% of the country's gross domestic product.
- Deputy Prime Minister and Finance Minister announced measures that include wage subsidies for all companies, rental waivers and cash payout for all adult Singaporeans.
- USD 243 million dedicated for airlines including rebates on airport charges, assistance to ground handling agents, and rental rebates at Changi Airport.
- USD 55 billion economic relief package that includes funding 75% of salaries of aviation employees up to USD 2,400 per month.
- State-backed investment fund Temasek is underwriting Singapore Airlines USD 3.72 billion in equity and up to USD 6.8 billion capital raising, noting that Temasek owns 55% of Singapore Airlines.

### **South Korea:**

- South Korean government will add about 56 trillion won (USD 46 billion) for additional economic stimulus package to help prevail over the economic fallout from the Covid-19 outbreak across the world.
- USD 8 billion stimulus package
- Increase in income tax deduction rate to 80% until June 2020.

**Spain:**

- Adopted a USD 220 billion economic stimulus package.

**Sri Lanka:**

- The central bank announced a USD 250 million refinancing facility for banks, enabling them to expand their lending capacity by Rs 40,000 crores to businesses, offer loan repayment moratoriums and provide working capital at 4 per cent interest.
- Sri Lanka is also planning to enter into an agreement with the Reserve Bank of India for a currency swap worth USD 400 million to boost the foreign reserves and ensure financial stability.

**Sweden:**

- The European Commission has approved under EU State aid rules a SEK 420 million (approximately EUR 38 million) Swedish scheme that compensates companies affected by the Coronavirus outbreak for the loss of revenue or additional costs related to the cancellation or postponement of cultural events.
- The government adopted USD 52 billion economic stimulus package

**Switzerland:**

- The Swiss government wants to unlock a further 32 billion francs (USD 33 billion) in aid, increasing its support to the equivalent of 6% of economic output to help struggling businesses through the Coronavirus crisis.
- An initial package of CHF 280 million is made available for two months.

**Taiwan:**

- The Taiwanese government made an additional USD 1.33 billion on top of previously announced package as the coronavirus epidemic will have a longer and stronger impact than it had previously anticipated.
- The Taiwanese government announced USD 2 billion (TWD 60 billion) package, to stimulate the island's economy.

**Thailand:**

- Thailand announced a third stimulus package equivalent to 10% of GDP; 1 trillion baht (USD 30 billion) was provided through bond issuance and 900 billion baht (USD 27.8 billion) from the central bank, Bank of Thailand (BOT).
- The third package targets three areas:
  - Commercial banks, SMEs.
  - Households, temporary workers, contract workers, and self-employed persons.

- Financial services sector. Tax relief packages, reduction in levels of charges and slot waivers.
- The country has already issued two stimulus packages (Phase 1 and Phase 2) to counter COVID-19. Phase 1 was issued on March 4, 2020 and was valued at Baht 100 billion (USD 3.2 billion), providing financial assistance to small and medium-sized (SMEs) businesses as well as tax relief, and cash handouts. Phase 2 was issued on March 24, 2020, and was valued at Baht 117 billion (USD 3.56 billion). The second phase focused on enhancing the incentives provided in Phase 1 and extending the filing of tax returns for businesses and employees.

### The Netherlands:

- The government adopted a stimulus package to support the business community by injecting between EUR 20.1 billion into the economy over the course of the next three months. The following measures will be implemented:
  - The implementation of a temporary scheme allowing companies to apply for help in paying their labor costs.
  - Additional support for independent contractors.
  - Relaxed rules with respect to the payment of taxes and reduced fines.
  - Broadening of the scope of the Guarantee Corporate Financing scheme.
  - Interest-rate deduction on credits microcredit for small companies.

### Turkey:

- Turkey announced a USD 15.5 billion package aimed at ensuring economic stability in the face of the coronavirus outbreak.
- Turkey's President Recep Tayyip Erdogan announced plans to postpone following taxes for April 2020, May 2020 and June 2020:
  - Concise tax withholding.
  - Value added tax (VAT).
  - Insurance premium payments for industries.

### Ukraine:

- EUR1200 million provided by European commission as assistance package to enlargement and neighbourhood partners to limit the economic fallout of the Coronavirus crisis.

### United Kingdom:

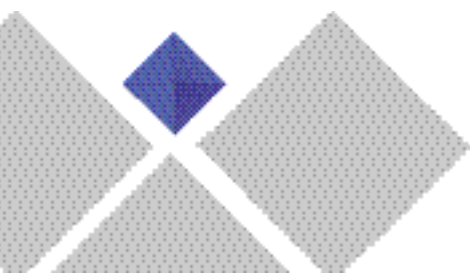
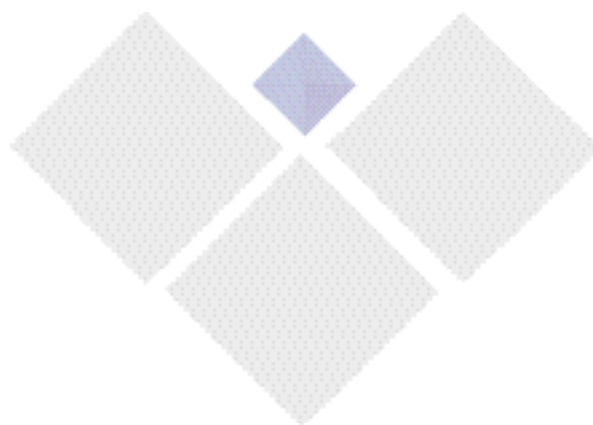
- Businesses allowed to temporarily hold onto 30 billion pounds in VAT.
- GBP 330 billion in loan guarantees to businesses.
- The 2020 Budget unveiled on March 11 introduced GBP 30 billion in new spending

with GBP 12 billion specifically earmarked for sustaining businesses during the spread of Coronavirus.

- Coronavirus Job Retention Scheme (CJRS): The government will pay 80 percent of salaries of employees that have been furloughed, up to GBP 2,500 per month. On 26 March, the scheme was extended to self-employed workers.
- Announced a USD 400 billion economic stimulus package.

### **United States of America:**

- The U.S. Congress passed and the U.S. President signed the 2020 Coronavirus Air, Relief, and Economic Security (CARES) Act. This law authorizes more than USD 2 trillion in government spending to address a broad range of economic, health and social challenges.



## Aviation Relief Measures Adopted by Arab Governments

Arab governments announce aviation relief measures to ease the impact of the COVID19 outbreak (new measures introduced between 14 April and 11 May are highlighted in yellow)

Several Arab governments announced aviation relief measures to ease the impact of the Coronavirus outbreak in their respective countries. Noting that some of the general economic relief measures (included in the previous section) could also include the aviation sector as part of the economy.

### Algeria:

- Waived slot rules and consumer protection regulations.

### Bahrain:

- Waived slot rules and consumer protection regulations.

### Egypt:

- Corporate income tax payments due for 2019 for companies operating in aviation and tourism sectors can be paid in installments by 30 June 2020 without interest or penalties.
- Egyptian L2 airports (HBE, HRG, RMF, SSH) confirmed alleviation for full summer season

### Iraq:

- Implementation of 2 Routes (North/southbound) to reduce airline cost, time, fuel burn on the 2 major flows to/from the middle East.

### Jordan:

- Waived slot rules and consumer protection regulations.
- All parking charges for passenger aircraft belonging to airlines based C6 QAIA, will be waived from the first day of the passengers commercial flights ban C6 Tuesday 17 March 2020 until the resumption of flights or initially a maximum duration of 3 months until 15 June 2020, whichever happens first.
- Waiving of aeronautical parking charges for a period of 4 months for all commercial regular passengers' flights that will resume permanent operations at QAIA during the first month following the end of the commercial passenger flight ban decreed.

### Morocco:

- On 30 April 2020, the government agreed to officially authorize the use of vouchers by travel and tourism providers, applicable for travels due in the period of 1 March to 30 September.
- Full slot waiver for northern summer season 2020 (29 March to 24 October).

- Tax reporting deferral.

**Oman:**

- The Public Authority of Civil Aviation confirmed support to airlines by extending the payment terms for the invoices of March, April, and May 2020 to 90 days. This includes overflight charges, navigation, security, passenger-related, etc. (any fees paid by the airlines to the government)
- Waiver for airport rental charges and concession fees.
- Payment of invoices at airports extended to 60 days.
- Waived slot rules and consumer protection regulations.
- Oman Aviation Group announced a near 50% discount on Cargo and handling of essential and medical supplies.

**Qatar:**

- Waived slot rules.

**Saudi Arabia:**

- Saudi GACA confirmed that airlines are exempted from the compensation obligations in the Customer Protection Rights Regulation based on Force Majeure (as per Article 16). Airlines must continue to provide the appropriate care and assistance services.
- Return filing dates will be postponed until 31 July for taxpayers with a December year-end, certificates will be issued without restrictions for 2019
- Return filing dates for VAT will be postponed until 30 June, 31 July, 31 August, 30 September for the February, March, April, and May periods.
- Full slot waiver for northern summer season 2020 (29 March to 24 October).
- Refunds for all visas to passengers.

**Tunisia:**

- Waiver on airport slots for summer 2020 season

**United Arab Emirates:**

- Freezing of aeronautical charges and taxes.
- Waived parking fees, Relaxed restrictions on freighter movements at DXB airport.
- 10% reduction in Utilities and Infrastructure tariffs
- Full slot waiver for northern summer season 2020 (29 March to 24 October), (updated on 30 March to full season).

## Aviation Relief Measures Adopted by Non-Arab Governments

**Aviation relief measures adopted by states around the world to ease the impact of COVID-19 outbreak (new measures introduced between 14 April and 11 May are highlighted in yellow)**

Several states around the world adopted aviation specific relief measures to ease the impact of COVID-19 outbreak, noting that some of the general economic relief measures (included in the previous section) could also include the aviation sector as part of the economy.

### Australia:

- Australia and New Zealand have agreed to commence work on easing travel restrictions between the two countries as part of a Trans-Tasman travel “bubble”.
- The Australian Government expanded airline relief measures up to approximately AUD 988 million.
- The Australian government announced AUD 715 million relief package for Australian aviation industry, involving:
  - The refunding and ongoing waiving of a range of government charges on the industry.
  - Aviation fuel excise.
  - Air services charges on domestic airline operations.
  - Domestic and regional aviation security charges.

### Bangladesh:

- The state-owned Sonali Bank Limited has granted Crore Tk1,000 in loans to the national carrier under the government-announced stimulus package for the coronavirus affected industries and the service sector.

### Barbados:

- Government of Barbados made a USD 3 million injection into a local regional airline.

### Belgium:

- Belgian scheme deferring payment by Walloon airports of concession fees to mitigate economic impact of Coronavirus outbreak.

### Bermuda:

- Airlines will be granted full alleviation at Level 2 (Facilitated) airport for northern summer 2020 season as well as northern winter 2019.

### Brazil:

- Full Slot waivers.
- Brazil's national development bank BNDES working on providing support for the country's airlines in April to restructure. BNDES plans to finance the airlines via

convertible debentures at low interest rates to help cover the cost of operations but the financing should not be used to repay debt. The support of BNDES for airlines would be in the region of RD 10 billion (2 billion) and that airlines will not be able to use the money to repay existing loans or lessor air-craft rentals.

- Longer period to reimburse consumers for cancelled flights (TBC).
- Airlines are allowed to postpone payments of air navigation and airport fees.
- Airlines will be granted full alleviation at Level 2 (Facilitated) airports for northern summer 2020 season as well as northern winter 2019.

### Canada:

- Transport Canada Civil Aviation released a Civil Aviation Safety Alert (CASA) to provide guidelines to Canadian air operators during the current COVID19 crisis for transporting cargo in a passenger compartment in effect until 31 August 2020.
- Full slot waivers till end of summer season.
- Easing passenger rights requirements towards airlines.

### China:

- Exempting China's domestic airlines from contributions to the civil aviation development fund reducing airport charges and air navigation charges for all airlines.
- Exempting all airlines from aircraft parking charges.
- Reducing airport charges and air navigation charges for all airlines.
- Subsidies for airlines that continued to operate flights to the country.

### Colombia:

- The Government published Decree 482 enabling airlines to issue vouchers in lieu of refunds for cancelled flights.

### Cuba:

- Airlines will be granted full alleviation at Level 2 (Facilitated) airports for northern summer 2020 season as well as northern winter 2019.

### Denmark

- The European Commission has found a Danish State guarantee of up to approximately EUR 137 million on a revolving credit facility in favour of Scandinavian airline SAS to be in line with EU State aid rules. The measure aims at partly compensating the airline for the damage suffered due to the Coronavirus outbreak.
- EUR 200 million Danish loan in support of the Travel Guarantee Fund of travel cancellation dues to Coronavirus outbreak.
- USD 215 million in state guarantees for the national airline.
- Other airlines can also apply from the general state guarantee fund of USD 3.6 billion



intended for large corporations, and USD 2.5 billion for small and medium size enterprises.

#### **Ecuador:**

- A waiver of the tax collected on all international tickets originating in Ecuador .
- A waiver of the tourism tax charged on tickets sold outside of Ecuador with Ecuador as a destination.
- The collection of both taxes will be reinstated once the state of emergency is lifted.

#### **European Commission:**

- The European Commission has underlined that airlines must continue to refund passengers for canceled flights, in compliance of EU261 guidelines.
- European Commission's new guidelines on the application of the EU261 passenger rights regime.
- Limitations on the care and assistance obligations for cancellations to three nights (as set forth in the proposed EU261 revision). For more details please [click here](#).
- The European Union suspended the 80/20 slot rule till end of October 2020.
- The European Union has published guidelines to member states to ease and remove restrictions on the transport of cargo to keep air freight moving. These guidelines have been disseminated to EU member states and AACO shared them with Arab governments through the Arab Civil Aviation organization as best practices to consider in their own states.

#### **European Air Navigation Service Providers**

- Deferred payments worth USD 1.19 billion for all airlines.

#### **Finland:**

- State guarantee of EUR 600 million to assist the national carrier.

#### **France:**

- Air France will get EUR 3 billion in direct loans from the French state and a EUR 4 billion bank loan guaranteed by the state.
- Waiver of parking fees at CDG.
- A scheme will be accessible to airlines with an operating license in France, and will offer them the possibility to defer the payment of certain taxes that would in principle be due between March and December 2020 to after 01 January 2021, and to pay the taxes over a period of up to 24 months.

#### **Ghana:**

- Ghana Airport Company has rolled out a support package for airlines comprising of a total waiver of rents and aeronautical charges (landing, parking and lighting) for the second quarter of 2020.

**Germany:**

- The TUI Group has been granted a EUR 1.8 billion bridge loan from German Development Bank KfW.
- The European Commission approved a EUR 550 million public loan in favour of German airline Condor.
- Discussions are ongoing on a EUR 9 billion government aid due to help Lufthansa.

**Hong Kong**

- Waivers of taxes, parking fees and ATC charges.
- Reducing airport charges and air navigation charges for all airlines.
- Exempting all airlines from aircraft parking charges.
- The Airport Authority Hong Kong (HKAA), with government support, is providing a total relief package valued at USD 2.6 billion for the airport community, including waivers on airport and air navigation fees and charges, and certain licensing fees, rent reductions for aviation services providers and other measures.
- Exempting China's domestic airlines from contributions to the civil aviation development fund.

**Iceland:**

- USD 0.7 million in flight subsidies for Icelandair.

**India:**

- India offered slot waiver at level 2 airports in India (Calicut, Jaipur and Trivandrum) for the full summer 2020 season.

**Indonesia:**

- Announced an initial USD 750 million stimulus package including the tourism sector and airlines and a second USD 8.1 billion package that includes tax incentives and wage subsidies.
- Domestic passenger flights have resumed from 7 May 2020 following the release of a circular allowing business people and state officials involved in health and essential services to travel, under strict health protocols. The Minister of Transportation has ordered airlines to apply the maximum tariffs for flights.
- Slot waivers on a reciprocal basis until 24 October 2020 and postponement of the proposal to adjust air navigation charges.

**Italy:**

- The CAA (ENAC) will suspend invoicing for its own charges for airlines and airports.
- The Italian government is reportedly due to allocate up to USD 764 million in a fund to nationalize flag carrier Alitalia.
- Aeroporti di Roma is granting a temporary 50% reduction in airport premises rents and bills until 30 April.

**Japan:**

- CTS Airport is allowing deferral of payment by two months for invoices issued in May to July 2020, so for invoices with due date of 31 May 2020, airlines are allowed to pay by 31 July 2020.
- Full slot waiver extension
- Six months deferral of landing, parking, security charges without late payment penalty for government for airlines.
- Six months deferral of ATC charge payments at all airports for flights between 26 March and September without late payment penalty.
- Deferral of fuel tax, corporate tax and fixed assets tax with reduction or exemption of late payment penalty.

**Latvia:**

- Latvia's Cabinet of Ministers conceptually supports allocating EUR 150 million (USD 164.3 million) into the base capital of Latvia's national airline airBaltic.

**Malaysia**

- Malaysia Airports Holdings Berhad (MAHB) has confirmed a three-month (May to July 2020) moratorium on all gazetted aeronautical charges such as aircraft landing and parking fees, with a possibility of further extension, if necessary, to help airlines with their cash position. MAHB has also offered the following extensions:
- Credit extension of 90 days for tenancy (commercial services) for all payment billed from 01 May 2020 until 30 September 2020.
- Credit extension of 90 days for all gazetted aeronautical charges billed from 01 April 2020 until 30 September 2020.
- Further extension of deferment of parking and landing charges invoices from 22 March to 14 April until the MCO/CMCO is lifted.
- A potential merger between Malaysia Airlines and the Air Asia group is being discussed.
- Extension to 60 days for resolution of complaints and remittance of refunds.
- Waiver of requirements under the MACPC on communicating to the passengers and the public information about any change of flight status.
- Airlines in Malaysia could get up to USD 2.2 billion in loans guaranteed by sovereign wealth fund Khazanah Nasional Bhd.

**Mexico:**

- The airport administrator for 13 airports in Mexico, has agreed to grant passenger and cargo airlines:
  - A full waiver on landing fees at contact positions.

- Long-term parking fees.
- Office space rental fees through May 2020.

### **New Zealand:**

- Airways NZ have advised that they will be maintaining FY20 prices throughout FY21. This defers the 4.2% increase scheduled for July 2020.
- USD 350 million support for the aviation sector.
- The New Zealand government has offered a USD 524.3 million loan to Air New Zealand.

### **Norway:**

- The Norwegian government introduced tax cuts for airlines and exempted Norwegian and SAS from abiding by the competition Act for three months to allow cooperation between the carriers.
- The EFTA Surveillance Authority (ESA), approved on 31st March 2020 Norway's implementation of a guarantee package of USD 552 million for air transportation to be primarily given to Norwegian, SAS and Wideroe.

### **Poland:**

- Poland's Civil Aviation Authority announced that carriers including LOT Polish Airlines, Ryanair Sun, Enter Air, SprintAir, SprintAir Cargo and SmartWings Polska will be eligible for 0% value added tax (VAT) rate from 01 April 2020 to 31 May 2021.

### **Senegal:**

- 200 billion CFA francs (USD 334 million) already secured by the government at the central bank to serve as a guarantee fund in order to enable companies in the air transport industry (airport, ground handling, private airlines) to benefit from cash credit and quick loans from financial institutions.
- 45 billion CFA francs (USD 25 million) as direct cash allocated specifically to the national carrier.

### **Singapore:**

- USD 243 million dedicated for airlines including rebates on airport charges, assistance to ground handling agents, and rental rebates at Changi Airport.
- 75% of salaries of aviation employees up to USD 2,400 per month.
- State-backed investment fund Temasek is underwriting Singapore Airlines USD 3.72 billion in equity and up to USD 6.8 billion capital raising, noting that Temasek owns 55% of Singapore Airlines.

### **South Korea:**

- The Korea Development Bank (KDB) has provided KRW 188 billion (USD 152 million) to South Korean low-cost airlines: Jeju Air (KRW 40 billion), Jin Air (KRW 30 billion), Tway Air (KRW 6 billion), Air Seoul (KRW 56 billion) and Air Busan (KRW 56 billion).

- Supply of liquidity to airlines through pre-purchase of airline tickets by government agencies and public organizations and prepayment of 80% of the contract amount.
- Suspension or reduction of aircraft property tax payment for full-service carriers.
- Funds disbursed so far by the Korean Development Bank (KDB) to South Korean low-cost airlines. The state-owned bank is reportedly planning to lend up to KRW 300 billion (USD 242 million) to airlines, including the amounts confirmed so far.

#### Spain:

- AENA will grant an exemption of parking space rental costs, depending on the type till 31 May 2020 for airlines, handling agents, air cargo operators, commercial desks, buildings and general services in all airports in Spain.
- The government also delayed the payment of aircraft parking charges for 6 months. No interest will be applicable.

#### Sri Lanka:

- Sri Lanka has extended slots waiver till 30 June 2020 for all routes.
- CAA is negotiating with the government to obtain support for the industry.
- Sri Lanka granted slot waiver for all routes from 29 March to 31 May 2020 at Colombo (CMB) Airport.

#### Sweden:

- Swedish public guarantee of up to EUR 137 million to compensate airline SAS for damage caused by Coronavirus outbreak.
- EUR 455 Swedish guarantee scheme to support airlines affected by the Coronavirus outbreak.
- USD 300 million for SAS jointly with Denmark.

#### Switzerland:

- The Swiss federal government will announce support measures for airlines worth 3-5 billion francs USD 3.08 billion to USD 5.14 billion.

#### Taiwan:

- Taiwan's Minister of Transportation and Communications announced that the government will help airlines obtain loans of up to USD 1.7 billion instead of the previous USD 992.4 million cap, while also subsidizing interest payments on such loan.

#### Thailand:

- Reduced ANS (Enroute and TNC) charges (50% for Domestic and 20% for International flights to/from high risk countries).
- Exemption of interest charges for 90 days on monthly ANS invoices between 22 March and 22 September 2020.
- CAAT has granted permission to 28 airports in Thailand to resume domestic services

from 7 a.m. to 7 p.m. All passengers must undergo health screenings and follow disease control measures at the airports and provinces of their destinations.

- Airports of Thailand announced discounts to all tenants (and not only local carriers) such as the 50% reduction in office and state property rents.
- Plans are in motion to assist with a financial turnaround plan for Thai Airways within two months.
- Tax relief packages, reduction in levels of charges and slot waivers.

### **The Netherlands:**

- The Dutch government confirmed that it will provide flag carrier KLM between EUR 2-4 billion through a loan and guarantees.
- The Netherlands has given leniency to airlines not refunding passengers for cancelled flights within the usual time limits.
- Netherlands' Ministry of Foreign Affairs launched a EUR 10 million fund to provide assistance to Dutch travellers stranded during the Coronavirus outbreak.

### **Turkey:**

- Slot waiver has been extended to full summer season 2020.
- The civil aviation authority is giving a 50% discount on all 2020 service including airport services, navigation services, aviation security services, flight operations services, airworthiness services, and services from the civil aviation academy such as training.
- Turkish DGCA issued an amendment to the regulation "Passengers Rights for Air Travel".
- Reduce VAT on domestic air services from 18% to 1% for three months.

### **United Kingdom:**

- Adopted various tax relief measures for UK airlines.
- EasyJet has issued USD 740 million of Commercial Paper through the Bank of England's Covid Corporate Financing Facility (CCFF).

### **United States of America:**

- Airlines are eligible to receive pay outs equal to their payroll costs between April and October of last year. That puts Delta and American in line to receive a maximum of almost USD 7 billion each, with an additional USD 6.5 billion for United, according to data published by the Transportation Department. Southwest could get up to almost USD 4.3 billion; JetBlue and Alaska are each in line to see more than USD1 billion each.
- The U.S. Treasury Department has disbursed an initial round of financial aid to passenger airlines worth USD 2.9 billion.
- USD 10 billion in Relief for America's Airports under CARES Act.

- American Airlines Group Inc. announced that the U.S. Department of the Treasury has approved USD 5.8 billion in financial aid.
- The FAA has extended the COVID-19 related waiver of the minimum slot usage requirements at JFK, LGA and DCA through 24 October 2020. The FAA also extended its policy for Level 2 airports in the U.S. through 24 October 2020 for purposes of establishing a carrier's operational baseline in the next corresponding seasons at ORD, EWR, LAX and SFO.
- No vouchers are allowed ,only refunds.
- The Cares Act included USD 29 billion in grants to airlines for payroll support. USD 25 billion to passenger carriers and USD 4 billion to cargo operators. In addition, the legislation provides USD 25 billion in loans or loan guarantees.
- [Here](#) is a summary developed by Holland & Knight Legal Firm on the aviation-related provisions of the CARES Act that was signed.
- For non - US carriers that fly to and from the United States, the ACT suspends through 31 December 2020 the Domestic Transportation Tax (7.5%), the International Transportation Tax (USD 18.90), and the Domestic Segment Tax (USD 4.30). For more details, please check the provided link.

#### **Vietnam:**

- Vietnamese carriers are allowed to remove social distancing restrictions on aircraft and limitations on the number of passengers from 7 May 2020.
- The Transport Ministry also approved the Civil Aviation Administration of Vietnam's (CAAV) proposal to lift limitations on flight frequency for carriers. They can increase flights on routes linked to Hanoi, HCMC and Da Nang depending on demand.
- Reduction in airport charges March to August 2020.



# PARTNER AIRLINES



## NEWS UPDATES

### International Airlines Group (IAG) announces that Luis Gallego will succeed Willie Walsh as Group chief executive on 24 September 2020

Antonio Vazquez, IAG's chairman announced that Luis Gallego will take over the leadership on 24 September 2020, the expected date for IAG's AGM, when Willie will step down as CEO.

### IAG's actions to address COVID-19's financial impact

The rapid spread of COVID-19, and associated government travel restrictions and advisories are having a significant and increasingly negative impact on the demand for global air traffic on almost all routes operated by IAG's airlines.

To date IAG has suspended flights to China, reduced capacity on Asian routes, cancelled all flights to, from and within Italy and made various changes to our network.

The US Presidential announcement to restrict entry of foreign nationals who have been in countries in the Schengen Area, the UK and Ireland has added to the uncertainty on North Atlantic routes. In addition, many other countries have banned or are restricting inward travel including Argentina, Chile, India and Peru. Spain has also been the subject of travel advisories, for example by the UK Foreign and Commonwealth Office (FCO).

IAG is implementing further initiatives in response to this challenging market environment. Capacity, in terms of available seat kilometres, in the first quarter of 2020 is now expected to be reduced by around 7.5 per cent compared to last year. For April and May, the Group plans to reduce capacity by at least 75 per cent compared to the same period in 2019.

IAG is also taking actions to reduce operating expenses and improve cash flow. These include grounding surplus aircraft, reducing and deferring capital spending, cutting non-essential and non-cyber related IT spend, freezing recruitment and discretionary spending, implementing voluntary leave options, temporarily suspending employment contracts and reducing working hours.

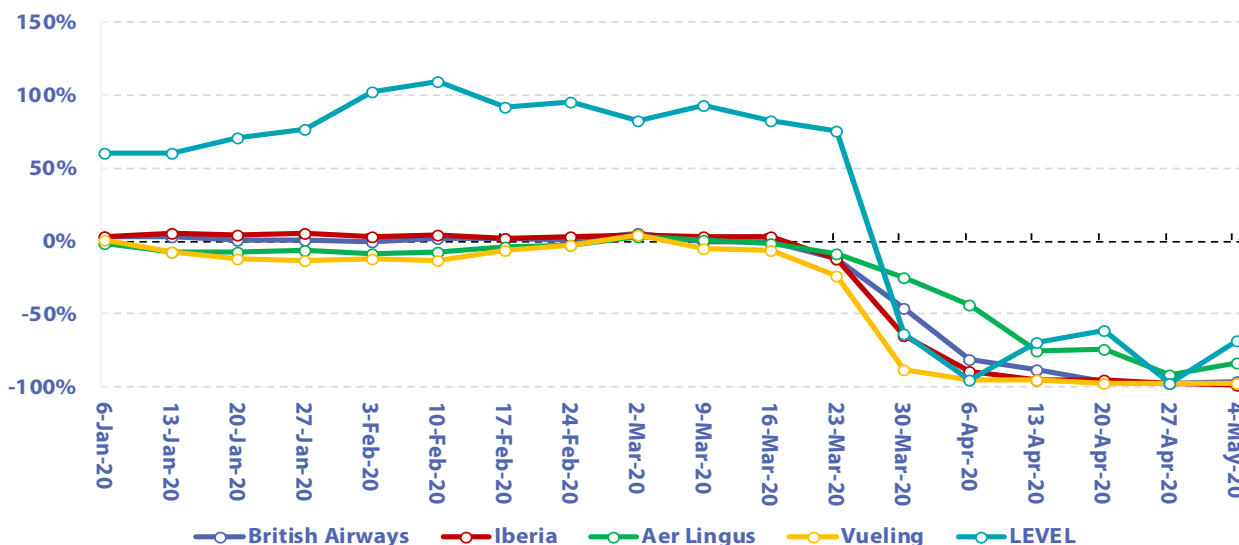
Given the continued uncertainty on the potential impact and duration of COVID-19, it is still not possible to give accurate profit guidance for the full year 2020.

The Group has strong liquidity with cash, cash equivalents and interest-bearing deposits of €7.35 billion as at 12 March. In addition, undrawn general and committed aircraft backed financing facilities amount to €1.9 billion, resulting in total liquidity of €9.3 billion.

*Source: IAG*

# IAG Group DATA

## Year-on-Year Weekly Changes in Seats Offered by IAG Group Carriers\*

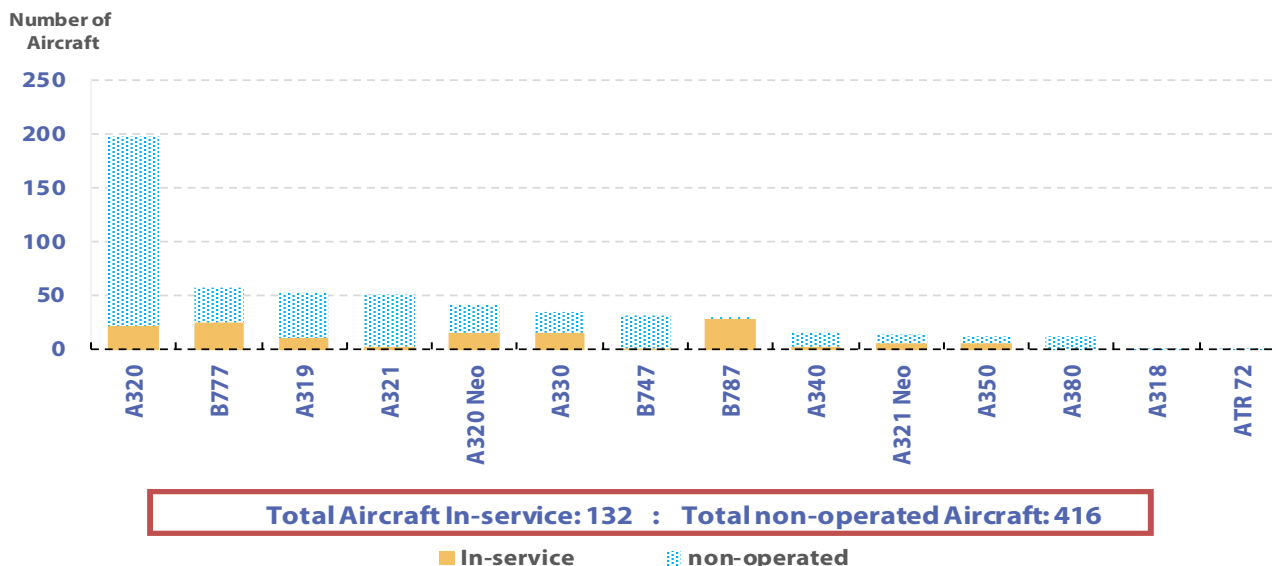


\*Data is based on published schedules

Source: SRS Analyser, AACO

During the second week of April 2020 (upon the release of the previous Nashra issue), the decline in weekly seat capacity (Y-o-Y) for IAG Carriers was distributed as follows: British Airways -87.8%, Iberia -95.4%, Aer Lingus -75.2%, Vueling -95.1%, and LEVEL -69.9%, all over the second week of April 2019. In this Issue of the Nashra, during the first week of May, the decline in weekly seat capacity for Carriers was distributed as follows: British Airways 95.6%, Iberia -98.3%, Aer Lingus -82.9%, Vueling -97.4%, and LEVEL -68.3% over the first week of May 2019.

## IAG Group Fleet Status (As on 8 May 2020)



Source: Cirium Fleets Analyzer, AACO

On 6 April 2020 (in the previous Nashra issue), the total number of IAG in-service aircraft reached 206 compared to 132 aircraft on 8 May 2020. On the other hand, total non-operated aircraft were 351 on 6 April 2020 compared to 416 aircraft on 8 May 2020.



A STAR ALLIANCE MEMBER

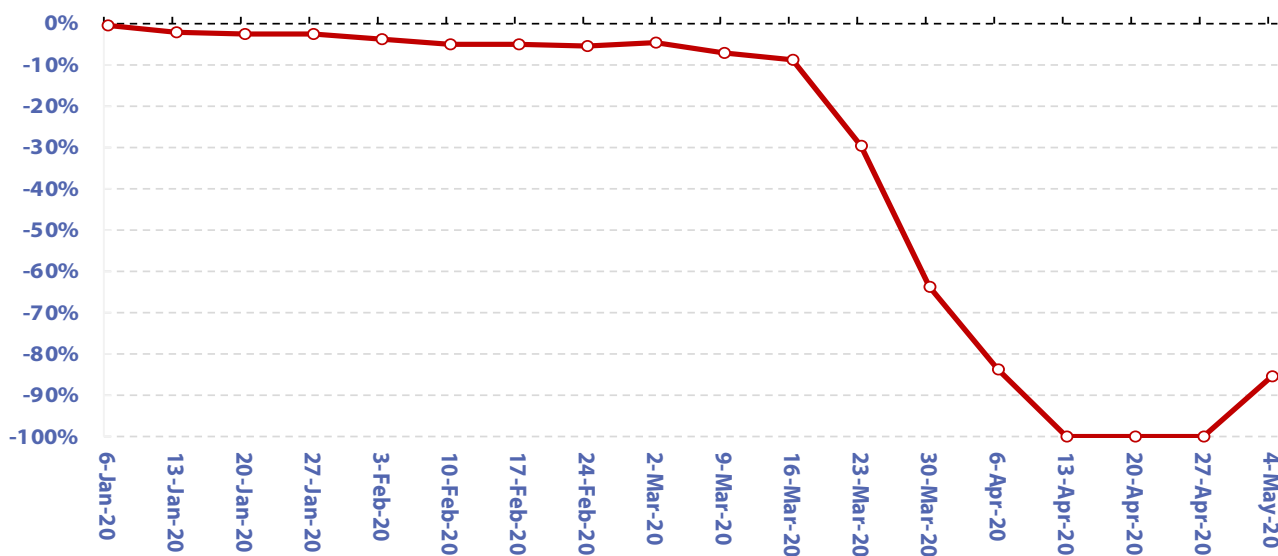
### About Turkish Airlines

Turkish Airlines was founded in Ankara on 20 May 1933 under the name of 'State Airlines Administration' and started its operations depending on the Ministry of Defence. In 1955, it was restructured into 'Turkish Airlines', and 25% of the company was sold under the privatisation program in 2005. Today 49.1% of the company is owned by the Privatisation Administration and the rest of the shares are on free float.

As one of the fastest-growing airlines in Europe, Turkish Airlines flies to 295 destinations (246 international and 49 domestic) with a fleet of 334 aircraft (passenger and cargo). Turkish Airlines flies to more countries in the world than any other airline (119 countries over 5 continents). The airline was ranked as a 4-star airline in 2007 and joined Star Alliance in 2008.

## TURKEY DATA

### Year-on-Year Weekly Changes in Seats Offered by Turkish Airlines



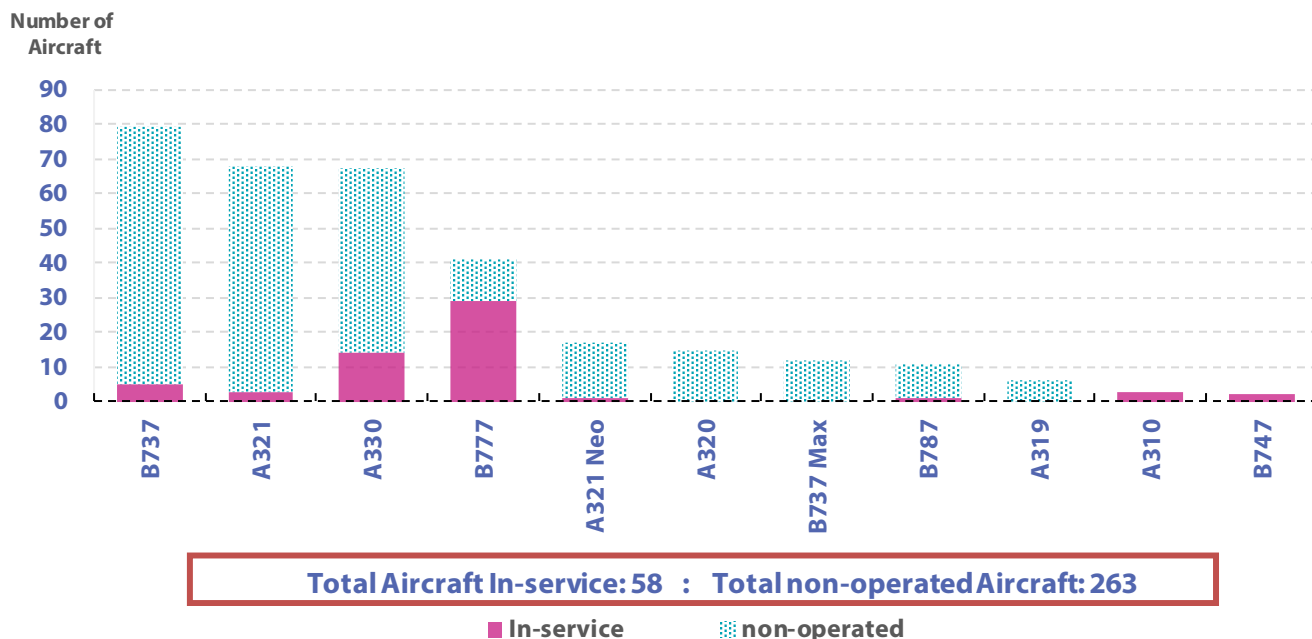
\*Data is based on published schedules

Source: SRS Analyser, AACO

During the second week of April 2020 (upon the release of the previous Nashra issue, the decline in weekly seat capacity (Y-o-Y) for Turkish Airlines reached -100% over the second week of April 2019. In this Issue of the Nashra, during the first week of May, the decline in weekly seat capacity for Turkish Airlines reached -85.8% over the first week of May 2019.



### Turkish Airlines Fleet Status by Major Aircraft Types (As on 8 May 2020)



Source: Cirium Fleets Analyzer, AACO

On 6 April 2020, in the previous Nashra issue, the total number of Turkish Airlines in-service aircraft reached 62 compared to 58 aircraft on 8 May 2020. On the other hand, total non-operated aircraft were 260 on 6 April 2020 compared to 263 aircraft on 8 May 2020.



# **INDUSTRY PARTNERS**



## Accelya partners with IATA to support the industry with a new service facilitating ADM management

Airlines have an extraordinary need, now more than ever, to cut costs and to unlock cash as fast as possible. As a market leader in revenue leakage detection services, Accelya has partnered with IATA to present a new industry service, ADM Insight. ADM Insight is an IATA product, powered by Accelya.

This solution gives airlines a worldwide consolidated view of uncollected ADM volumes, enabling a global breakdown of the ADMs to identify those that require urgent action and to conduct analysis for swift decision-making.

Considering the unique situation airlines are facing today, Accelya has agreed with IATA to offer a free trial of this solution until June 30th. This tool helps airlines obtain greater visibility of common gaps and root causes and to understand the weak points and how to address them to prevent revenue leakage and improve cash flow.

ADM management costs the airline industry \$150 million a year and it is essential for airlines to clearly identify the issuance reasons. The ADM Insight solution enables airlines to benchmark performance, break down ADM per category and compare their own ADM recovery rate with those of the industry at large.

ADM Insight is aimed at helping airlines to prioritize critical blocked ADMs to be collected. The tool provides data through several KPIs (e.g. agent, country, form of payment and others) helping airlines make the right decisions more quickly through enhanced data visualization.

## AIRBUS

### Special COVID-19 : Parking and storing aircraft



Airbus Customer Services teams are working hard to adapt maintenance recommendations and support customers which have fleets partially or wholly grounded during this period. The situation calls for exceptional measures and reactivity to provide pragmatic support to operators during this difficult period, while keeping the highest levels of safety. To this end, Airbus is helping airlines to reduce the huge and sudden maintenance workload, and to ensure a quick return to service of their aircraft when required. In addition to increasing

its support teams and giving recommendations to customers, Airbus is providing technical justifications and solutions for maintenance burden reduction. This includes extending calendar intervals for scheduled maintenance tasks and reducing the frequency of periodic ground checks wherever justified by experience and engineering analysis.

Airbus has published technical data via Operators Information Transmissions (OITs). Customers can submit technical queries directly to Airbus Customer Services via the AirbusWorld portal.

### New aircraft “e-Delivery” process assures health & safety for customers and Airbus employees, and enables business continuity

A new aircraft hand-over and “e-Delivery” virtual process has recently commenced operation, guaranteeing continuation of Airbus’ delivery stream, while integrating the required health & safety requirements during the ongoing COVID-19 pandemic. The first customer to adopt the remote end-to-end process is Pegasus Airlines,

which in the last few days received three brand new 'e-delivered' A320neo Family aircraft. More airlines will follow likewise in the coming days and weeks. This new e-Delivery approach comprises three main stages: (a) Technical Acceptance Completion (TAC) tasks delegated to Airbus (or to a local third party appointed by the airline);

(b) electronic Transfer-of-Title (electronic ToT);

(c) ferry-flight and subsequent reception of the aircraft at the customer's base.

For the TAC (which is a prerequisite for ToT) the airline can delegate Airbus to perform, on its behalf, all the necessary actions. These include the 'ground-check', the acceptance test flight, acceptance manuals and procedures, as well as minor cosmetic rework if needed. Then for the ToT completion, Airbus' and customers' teams take benefit from a new secure collaborative platform: "e-SalesContracts". This brings them all together – wherever they happen to be – into one real-time virtual environment where they can optimise and simplify all the contractual transactions, from the paperless drafting and commercially negotiating the delivery documents up to the remote ToT digital signature. This platform thus obviates the need for any of the customer's own staff to be physically present at the Airbus Delivery Centre. After the TAC and ToT formalities are complete, the subsequent ferry-flight is also performed in a health-wise safe manner whereby the customer's own flight crew (or an appointed third party) can pick-up the sanitised aircraft and fly it straight back from the delivery centre to the airline's home base.

As well as affording a means of safe business continuity during the current COVID-19 crisis, the e-Delivery process, especially its new collaborative digital aspects – which confer enhanced workflow efficiencies, flexibility, transparency, plus a more environmentally-friendly and smoother overall customer experience – could become the blueprint for Airbus and its customers going forward.

## amadeus

### Amadeus: COVID-19 Strategic Growth Businesses Update

The COVID-19 pandemic has brought unprecedented challenges to our society as a whole, and the impact we are seeing on the travel industry is no less testing.

As we all cope with these difficult times and work to grow from this adversity, it is important to have a dual focus. Firstly, on how best to manage through current uncertainty as global travel is severely reduced, and secondly, to build the path to recovery, even if its uncertain when that path begins. Ultimately, travel players must take action now to help secure consumer confidence and ensure they are well positioned when demand for travel returns.

Recent events have highlighted that collaboration is key. Airlines and airports, for example, will have to collaborate more closely with other industry stakeholders to work out how to manage the impact of COVID-19. At Amadeus, we have put plans in place to assist our airport, payments and travel advertising customers.

Providing airports with the flexibility and support they need

- Actively helping travel sellers across their payment needs
- Supporting destinations as they plan for recovery
- Innovation remains key to provide a safe and frictionless experience to travelers a renewed focus on helping our customers recover and develop further.

### Amadeus: Delivering information fast during COVID-19 with advertising solution

During any difficult crisis, such as the current COVID-19 situation, getting accurate information fast is crucial. Within the travel industry, sharing information quickly between different travel providers has meant helping travelers get home safely and reorganizing future trips planned while being safe at home.

At Amadeus, we have been working closely with our customers across all areas of the travel industry in order to help them navigate this complicated situation. Specifically, for our travel agency and corporate customers, Decius Valmorbidia, President of Travel Channels, outlined some measures we're taking to share information with them in this fast-changing situation.

### Information from travel providers

Travel companies can choose to share their updates to Amadeus-connected travel agents via banners in Amadeus Selling Platform Connect and to travelers via itinerary documents.

### Information from Amadeus

Whilst most of the banners are being used for updates from travel providers, our Travel Channels team within Amadeus is also using these banners to share helpful tips & tricks to travel agents around the world. This information helps travel agents respond to traveler questions, save time, automate processes as much as possible, and show how to efficiently use our solutions remotely.

For more specific information about how we are helping our travel agency and corporate customers within the Travel Channels community, you can refer to our recently published website [here](#).



### ATPCO's call to action for Voluntary Changes and Refunds

The unexpected event of COVID-19 has led to complex problems, including government-imposed travel restrictions. The existing automated solution for changes and refunds on tickets was not set up to handle this type of emergency.

The industry needed an automated solution to waive fees on these tickets during this time and provide greater flexibility for the traveling public. It is incredibly time-consuming for each airline and agency to manually process changes to tickets. Each airline was trying to come up with their own solution and nothing was working the same way across all channels. ATPCO saw this happening and, as a service organization to the industry, started looking for ways to help.

#### Better for everyone

ATPCO quickly got to work, analyzing several ideas to design an automated industry solution to make it easier for airlines to provide passengers with greater flexibility for future travel. It had to be something simple that did not cause a lot of changes in processing for subscribers so it could be implemented soon. More specifically, the automated solution temporarily allows new Voluntary Changes and Voluntary Refunds data to be applied to previously issued tickets.

#### Collaboration for a quick industry response

ATPCO personnel from various teams are working closely with individual airlines and subscribers to establish this viable, automated solution that can be implemented across all channels quickly. In fact, implementing a solution like this would normally take years. But this solution has been established in just a few months, which is an incredible achievement for the industry as a whole, and is one example of how the community has been working together.

ATPCO remains committed to 99.99% operational reliability serving our customers, so they can best serve theirs.

#### Want to learn more about this solution?

- Recorded product webinar: ATPCO customers can watch a high-level webinar to learn how the solution works by following this [link](#) and registering.
- Attend a virtual training session: ATPCO customers can register for a virtual training session for a more in-depth look at how to apply this solution by visiting the [training section](#) of the customer center or sending an email to: [learning@atpco.net](mailto:learning@atpco.net).





### **ATR supports airlines in unlocking potential with quick turnaround passenger to cargo conversion**

Since the beginning of the Covid-19 pandemic, the sourcing and delivering of essential supplies has been one of many logistical challenges. ATR has responded to the needs of its customers and collaborated with external suppliers AKKA and PMV ENGINEERING to come up with a light cargo conversion solution, enabling its customers to quickly convert their ATR passenger aircraft to carry freight.

Both passenger airlines wishing to carry medical supplies and cargo operators have turned to ATR aircraft, the economics and flexibility of which make it perfect for freight operations. Two solutions are now available to them. Transport medical cargo on passenger seats, restrained with straps or loaded inside 'seat bags', which can be installed in just a few minutes. The bags and straps are either attached to the seats or fixed to the seat tracks. The second, dubbed "floor-to-floor nets configuration", consists in removing the aircraft seats and loading shipments directly on the floor, secured with nets attached to the seat tracks.

Depending on the selected configuration, four to five tonnes of payload can be put onboard quickly converted passenger ATR 72 aircraft. With this solution, ATR aircraft all over the world will continue to offer a helping hand to many communities relying on air links to have access to vital medical equipment, medicines, food and other essential supplies.

## **Bloomberg**

Bloomberg, the global business and financial information and news leader, gives influential decision makers a critical edge by connecting them to a dynamic network of information, people and ideas.

The company's strength – delivering data, news and analytics through innovative technology, quickly and accurately – is at the core of the Bloomberg Professional service.

Bloomberg's enterprise solutions build on the company's core strength: leveraging technology to allow customers to access, integrate, distribute and manage data and information across organizations more efficiently and effectively.

Bloomberg Intelligence (BI) is Bloomberg's research arm and delivers an independent perspective with in-depth analysis and data sets on industries, companies and the government, credit, litigation and economic factors that can impact decision-making.

BI's team of 250+ research professionals covers 130+ industries and over 1,500 companies globally, all backed by data from Bloomberg and 300+ third-party data contributors.

For more information, visit [www.bloomberg.com](http://www.bloomberg.com)



The Power of Flight

CFM International (CFM) is a 50/50 joint company between GE Aviation (USA) and Safran Aircraft Engines (France) created in 1974. Today, CFM is the world's leading supplier of commercial aircraft engines with a product line that serves as the industry benchmark.

Since the first-ever airplane powered by CFM56 engines in 1982, the CFM56 has become a best-seller with more than 33,000 engines delivered to more than 600 operators across the globe. In early 2019, the CFM56 fleet established a new world record by becoming the first aircraft engine family in aviation history to achieve one billion engine flight hours.

Based on the successful CFM56 program, Safran Aircraft Engines and GE extended in 2008 the CFM partnership until 2040 to develop a more efficient single-aisle aircraft engine family, the LEAP. The LEAP has been chosen by the world's two leading planemakers, Airbus and Boeing, as well as Comac of China to power their new-generation single-aisle aircraft.

The LEAP engine program has proven to be a more than worthy successor to the CFM56 legacy. Since the first order was received in 2011, the company had garnered total order for more than 18,850 LEAP engines, making it the fastest-selling engine in commercial aviation history.

The LEAP engine has had the smoothest, most successful entry into service in CFM's history and the engine is delivering on the promised 15 percent improvement in fuel consumption and CO2 emissions compared to the best CFM engine, along with dramatic reductions in engine noise and exhaust gaseous emissions.

To date, the LEAP engine has logged more than 6 million engine flight hours on the A320neo and the B737MAX with more than 110 operators worldwide since the EIS in 2016.

For more information, visit us on the Web at [www.cfmaeroengines.com](http://www.cfmaeroengines.com) or follow us on [Twitter @CFM\\_engines](https://twitter.com/CFM_engines)



Cirium brings together powerful data and analytics to keep the world in motion. Delivering insight, built from decades of experience in the sector, enabling travel companies, aircraft manufacturers, airports, airlines and financial institutions, among others, to make logical and informed decisions which shape the future of travel, growing revenues and enhancing customer experiences.

Cirium is part of RELX PLC, a global provider of information-based analytics and decision tools for professional and business customers.

RELX PLC shares are traded on the London, Amsterdam and New York Stock Exchanges using the following ticker symbols: London: REL; Amsterdam: REN; New York: RELX.

For more information, please find out more at [www.cirium.com](http://www.cirium.com)

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### Japan Airlines launches CHAMP's end-to-end digitalization platform for domestic cargo operations

CHAMP Cargosystems (CHAMP) client Japan Airlines (JAL) has successfully implemented an advanced digitalization platform, designed by CHAMP to revolutionize cargo processes. It has been launched across the airline's busy domestic network initially, delivering major benefits to the carrier's valued customers. The solution generates efficiency gains and enhances visibility.

Built on CHAMP's Open Cargo Platform (OCP), the solution, operated by CHAMP on behalf of JAL, consists of an ergonomically-designed, workflow-based portal that enables the airline's customers to transact business digitally, together with an advanced "smart" mobile app that fully automates the end-to-end processes within JAL's cargo warehouses. A unique combination of APIs and an advanced microservices architecture seamlessly integrates the OCP components with CHAMP's industry-dominant Cargospot solution – on which JAL's cargo sales, handling and revenue accounting activities are based.

The introduction of the platform requires JAL's customers to book all outbound shipments through the intuitive and intelligent portal, featuring dynamic flight selection and pricing. The airline's customers gain additional benefits from full real-time shipment visibility, as well as access to tools such as allotment and invoice management. As booked shipments arrive at the JAL warehouse, the handling processes - from acceptance to flight build and departure - are streamlined through the airline's use of CHAMP's integrated mobile app.

Closing the circle, the mobile app additionally supports JAL's inbound flight and shipment processing – from check-in to shipment delivery. The portal becomes key to the inbound handling activities, by allowing JAL's customers to view incoming shipments and select them for pick-up. This fully automated process, featuring QR code generation and digital signatures, accelerates shipment collection, whilst reducing congestion at the warehouse. For more information, please visit : [www.champ.aero](http://www.champ.aero)



Collins Aerospace, a unit of United Technologies Corp. (NYSE: UTX), is a leader in technologically advanced and intelligent solutions for the global aerospace and defense industry.

Created in 2018 by bringing together UTC Aerospace Systems and Rockwell Collins, we're working side-by-side with customers to unleash the exciting possibilities we see before us.

With a comprehensive portfolio, extensive capabilities and broad expertise, we're crafting intelligent solutions to meet the demands of a rapidly evolving global market – all representing the best in innovation and technology for the industries we serve

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## Engine Lease Finance

### Unprecedented Times

Last year, as it entered its 30<sup>th</sup> year in business, Engine Lease Finance Corporation's President & CEO, Tom Barrett, suggested that ELF, and independent engine lessors, would still be around in a further 30 years. Given what has come to pass in 2020, the more pertinent question now is what sort of engine leasing company might be around in a few years time.

What we can say right now is that many of the immediate impacts, although global in nature this time, have been seen in the various regional or other crises in the past. Presently it is clear that the public is not flying, aircraft are grounded, airlines cash reserves are dwindling fast, the herd mentality of the financial markets are making it more difficult to access liquidity and there is consequent pain for everyone involved in the industry. In terms of the key areas for any lessor, namely new acquisitions, utilisation of the portfolio, lease rentals and residual value retention, all have been directly and immediately impacted in common with every previous crisis.

With the cashflows of all the airlines under pressure for the remainder of 2020 and into 2021, and the stark reality being that route plans will have to change it is inevitable that airlines and lessors will seek to postpone or cancel orders or defer plans for new aircraft. This will continue for a time and until airlines begin to see the demand return to pre-crisis levels. In the meantime, more will be asked of the current fleets, which at today's fuel prices will provide competitive economics, to see the airlines through before refueling resumes.

To read the full article please click [here](#).



### Farelogix enabling social distancing in the skies

Many airlines need to keep seats vacant between travelers amid the COVID-19 pandemic. To accomplish this, some have turned to the 'blunt-force' method of hard-coding seat blocks. Usually, this means simply keeping a middle seat free. But this approach fails to meet different customer requirements and changing market dynamics. Hard coding vacant seats applies a 'one size fits all' approach to a situation that's characterized by a need for flexibility as the situation unfolds.

FLX Merchandise addresses these challenges by dynamically adjusting seat maps to ensure individual travelers are seated apart while on board, while enabling flexibility for families or couples. These different "travel unit types" require flexible distancing logic in which social distancing rules may be relaxed under certain circumstances. Airlines can also easily modify rules, in real-time, in response to fast-changing conditions or to adapt to particular origin/destination markets that may not require social distancing.

"With our FLX Merchandise rules engine, we have always said 'if you can dream it, you can build a dynamic rule for it' and once again this is proving true," said Jim Davidson, CEO of Farelogix. "To deliver the safest travel experience amid COVID-19, our customers are adapting FLX Merchandise to support an efficient approach to enabling safe physical distancing across a variety of seat configurations, on both narrow and wide-body aircraft."

FLX Merchandise is the PSS-agnostic engine that enables airlines to create customized, dynamic product and service offers across multiple sales channels, including airline.com, mobile, check-in, kiosks, call centers, and travel agencies (direct or via GDS).

For more information about Farelogix, visit [www.farelogix.com](http://www.farelogix.com), or book a meeting with UAE-based Rui Sequeira at [rsequeira@farelogix.com](mailto:rsequeira@farelogix.com).



## GE Aviation offers fuel dashboard at no cost to EMS customers

GE Aviation is offering a new digital fuel dashboard at no cost to commercial airline customers using GE's event measurement system (EMS), enabled by Microsoft Azure.

By making the digital solutions available for free, GE Aviation hopes to provide much needed operational efficiency and agility to their customers who are experiencing unprecedented hardship due to the global COVID-19 pandemic. GE Aviation's Digital Group is combining GE's data and analytics domain expertise with the scale and secure capabilities of Azure.

GE has built a new type of fuel analysis that uses full flight data as its exclusive source. This new fuel dashboard package helps an airline quantify the impacts of their operational behavior by tracking the adoption rate of fuel savings practices and the fuel savings / emission reductions associated with them. This new technology is an industry first and will be available at no cost for customers of GE's airline safety solutions.

"Our customers need us now more than ever," said John Mansfield, chief digital officer for GE Aviation. "GE Aviation works every day to help our customers be more efficient and agile without ever compromising on safety. Microsoft Azure, with its strong enterprise capability, including global reach, scale and security are all important aspects to provide additional stability for our customers."

In addition to offering the digital fuel dashboard free of charge, GE Aviation is offering new data and analytics-based solutions to the Aviation industry.

## HEICO

### HEICO Corporation Provides COVID-19 Views and Outlook Update

HEICO Corporation provided an update on its views of the COVID-19 crisis (the "Crisis"), actions the Company is taking to address the Crisis and its thoughts on the Company's outlook.

HEICO's Team Members are the key to our business, which means our Team Members' health and safety is paramount. Nearly all of our approximately 70 facilities remain in operation, as they are deemed "essential businesses" by governmental entities because they produce products—usually of a defense and/or medical nature-- even if some are operating at greatly reduced levels or with much less business. As our Team Members, customers and investors know, HEICO operates in a very decentralized and entrepreneurial method so that each of our facilities is a relatively small and close-knit operation whereby facility management knows the entire team well and the operation is very much like a family. They are able to undertake customized actions designed to maximize health and safety much better than a single approach dictated from the Company's headquarters.

As much of HEICO's commercial aviation revenue is derived from sales of products and services which save aircraft operators, like airlines, significant costs compared to their alternatives, we believe our commercial aviation aftermarket revenues will recover faster than the overall market because aircraft operators will need to avail themselves of our cost-saving solutions and because of our robust product development programs.

HEICO remains committed to serving its customers, its Team Members, partners and shareholders. We are grateful for your continued support and to your help in resuming HEICO's growth."

We have managed through three other major commercial aviation downturns, though this is the deepest one. In prior downturns, we continued our aircraft replacement parts product development activities in order to offer our customers greater savings opportunities during the downturn and afterward.

For more information about HEICO, please visit our website at:

<http://www.heico.com>.



### **Solidarity and adaptation: What all we need...**

All of us are going through a difficult period unprecedented in our modern era of global connectivity. We hope that all the millions of people in the aviation and travel industries will be able to stay safe and healthy, and to keep their spirits high.

The urgent needs and demands of the Covid-19 crisis make air cargo shipments vital to the continuation of critical global supply chains such as the transportation of medicines and medical equipment. Ensuring a seamless air cargo operation worldwide seems to be the best possible way forward for our industry as well as the global society at large, and Hitit is always ready to support the airlines who are eager to step up to the challenge. We are also acutely aware that as the entire world is struggling against the Covid-19 pandemic, our industry does so against time. And at this very moment it is not the passengers that fly, but time. In order to take the urgent steps needed to do your part in supporting the global collaboration while also safeguarding your future, Hitit is at your service with its rapid-implementation turnkey cargo solutions.

We wish everyone patience and strength to overcome these challenging times, and our hearts go out to all those affected.



ICF Hailing from private and public-sector aviation organizations worldwide, ICF's aviation division is a team of nearly 100 experts dedicated to strategic and operations consulting for the global aviation industry. Whether you are a government department, an operator, an investor, or a finance provider, you can rely on our team's perspective and vision to help you manage assets and operations, mitigate risk and maximize return on investment.

Our four specialized aviation practice areas – airlines, airports, aircraft, and aerospace/MRO – collaborate with each other and with our clients to address any business challenge, however complex or difficult it may be.

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In these unprecedented times, we are all focused on keeping our families, colleagues and communities safe and healthy.

Inmarsat and its global community of partners – alongside the entire satellite communications industry – are working around the world and around the clock, to ensure that our customers are able to rely on our connectivity solutions for vital safety and humanitarian services, and to keep the arteries of global trade flowing.

At this crucial time, we are proud to be supporting the maritime and aviation industries, governments, humanitarian organisations and a worldwide community of public and private enterprises, as they respond to such a difficult range of challenges. Their ingenuity and resilience is an inspiration.

I am also proud of the dedication of my colleagues at Inmarsat and our many partners for the ways in which they have adapted, so rapidly, to new ways of working. And I am delighted to say that Inmarsat's global communications networks and connectivity solutions not only continue to support customers on land, at sea and in the air but are growing to deliver ever more enhanced services.

If you would like to learn more about how we have been working with our partners and customers, please see the links to the stories below. We will continue to update these stories over the coming weeks and months.

*By Rupert Pearce, CEO Inmarsat*



For more than 80 years, Jeppesen has made it possible for pilots and their passengers to safely and efficiently reach their destinations.

Today, this pioneering spirit continues as Jeppesen delivers transformative information and optimization solutions to improve the efficiency of air operations around the globe.

Jeppesen is a Boeing subsidiary and part of the Digital Aviation and Analytics portfolio offered by Boeing Global Services.

Boeing offers the industry's largest portfolio of support and services solutions, providing customers a competitive advantage by solving real operational problems, enabling better decisions, maximizing efficiency and improving environmental performance – intelligent information solutions across the entire aviation ecosystem.



As the COVID-19 outbreak spreads across the globe, companies of all sizes and industries must grapple with one unexpected issue after another, from keeping employees safe to protecting both data and supply chains.

Korn Ferry has assembled the practical guidance and strategies you need to steer your organization through this emergency into “[The COVID19 Leadership Guide](#)”. This will help you lead through and beyond the COVID-19 crisis, dealing with the immediate issues and looking toward the opportunities for recovery.

Korn Ferry is a global organizational consulting firm. We help companies design their organization – the structure, the roles and responsibilities, as well as how they compensate, develop and motivate their people.

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### Navigating an airline through the COVID-19 crisis: turbocharging the CXO checklist

The airline industry has come to a near standstill. Almost all major countries have pulled up the drawbridge and restricted large extents of the world’s population from crossing their shores. Domestic aviation markets have not been immune to this, either, with strong social distancing protocols or complete lockdowns in certain countries resulting in a significant reduction in domestic operations.

Airlines are squeezed on multiple dimensions. The top line is impacted due to little or no revenues and passengers clamoring for refunds. The bottom line is hurt due to the high fixed or recurring costs that most airlines typically carry, including expensive payments due for aircraft. And, compounding the situation further, is the high uncertainty about how long all of this will last.

In this environment, there are several actions airline CXOs – the C-suite comprising of the CEO, CFO, CCO and other senior executives – must take, across seven dimensions.

#### Survive the crisis

1. Aggressively manage liquidity
2. Protect or drive revenues
3. Double down on cost management

#### Support stakeholders

4. Communicate extensively
5. Protect employees and customers
6. Work with the industry and community

#### Thrive on recovery

7. Plan and invest for the future

The most immediate measures are typically geared at surviving a short disruption, and are usually applicable at all airlines. However, given the current projections of continued disruptions and a long, slow road to recovery, more aggressive actions are necessary.

Read the full article by Arvind Chandrasekhar, Associate Partner at [Lufthansa Consulting](#).





### Passenger and Crew Screening Services

MedAire, the world's leading provider of in-flight medical advice and assistance to commercial airlines – announced the launch of new pre-flight COVID-19 passenger screening services to enhance safety measures for air travel.

MedAire is the first and foremost experienced provider of medical advisory services to more than 150 airlines worldwide. For more than 35 years, MedAire has helped airlines manage passenger medical issues – both in the air and at the gate. The company is expanding their existing solutions to now include COVID-19 health screening.

This new service complements a well-proven medical advisory process the company already has in place with airlines to help manage passenger medical issues; including pre-flight fitness to fly assessments, ground based medical assistance for in flight medical issues and cabin crew medical training. The new screening service is an additional step to help mitigate the transmission of COVID-19 via air travel and help restore confidence in flying, for air travel today and in the future.

The screening is conducted by on-site medical professionals prior to check in at the origin city, and consists of a questionnaire for contact history, and symptom screening including temperature. This screening approach is considered the industry best practice today, and will evolve as additional options to screen, test or vaccinate become available. MedAire is working with airline partners in a phased approach to develop solutions and, to date, the company has implemented screening programmes in locations including London, Lima, Hong Kong and Los Angeles. Learn more: [www.medaire.com/contact](http://www.medaire.com/contact)

## minsait

An Indra company



Minsait, by Indra, is a leading firm in digital transformation consultancy and information technologies. Minsait, brings together powerful capabilities to integrate the physical world with the digital world, which combined with its leadership in innovation and a high degree of specialization and knowledge in the Airline Industry, makes us the ideal strategic partner for your airline digital transformation.

The shock in the Airline Industry due to the COVID-19 pandemic could be the biggest in nearly a century. Beyond the continuation of liquidity and solvency challenges striking the industry and the need for customer awareness of the hygiene and safety measures adopted. Airline leaders must quickly address

the discontinuous change in preferences, expectations, and consumer sentiment that's envisioning a new digital customer behavior. A new resiliency digital strategy is required to bolster online channels and support new interactions and services for customers, to solidify retention. Noteworthy, keep in mind three customer connection levers: empathy, visibility, and adequacy. This will favor the connection you need with customers once restrictions are lifted.

Every challenge is an opportunity to take off towards the new normal, thus to address resiliency issues while planning to reset competitive positions forever. Minsait has identified how to use technology to maneuver the main opportunities that are present. Now it's time, to do precise changes in booking engines and strengthen digital channels according to the re-adaptation of digital consumption trends. Furthermore, it is essential that brand presence is promoted and that you have the appropriate tools to inspire customers. Moreover, the customer's power of recommendation as well as "ancillaries" revenue strategies are within reason of discussion. Our Minsait Webinar Series unwraps these opportunities to help airlines and hotels worldwide increase sales, reduce transactions costs, and weather the COVID-19 crisis with the right set of solutions and products. Having that said, Airlines with a digitally supported, action-orientated and data-driven return plan to business will have the best chance to emerge stronger from the COVID-19 crisis.



Optiontown is bringing a revolution in aviation by converting the model of single ticket sales into a revenue managed flight subscription model. 40+ airlines are now offering Optiontown's innovative product, Flight Pass. Flight Pass enables customers to lock in a fixed price for multiple trips to a common set of destinations, where the price varies with the flexibility that the customer wishes to ensure (and pay for) like number of trips, specific routes, eligible passengers, advance booking, travel period, seasonality, etc.

Flight Pass is enabling a new business model; Lock in Customers, Lock out Competition and ensures guaranteed recurring revenue from subscribers. Based on R&D at MIT, Flight Pass combines Artificial Intelligence and Big Data (science + math) with personalized economics (consumer psychology + behavioural economics + optionality). It provides a great solution to excessive competition/price wars/fare dumping and also enables airlines to gain from higher yields, premium offering, increased customer loyalty and enhanced brand image. Some airline partners have already generated 1%+ of their total annual revenues via Flight Pass. It is a light touch plug-n-play implementation, requires No Capital investment and No IT development from the airline and can be launched quickly within 4-6 weeks.

Optiontown's other products include Ancillaries like bags, seats, lounge, ancillary bundles, upgrade, empty seat, price lock, group bookings etc. Fully turnkey, airline branded solutions are offered. Our airline partners include British Airways, Air France, KLM, China Eastern, Royal Jordanian, Oman Air, EgyptAir, Alitalia, Kenya Airways, Air Arabia, Vietnam Airlines, etc. Optiontown holds 20 patents and offers 60 innovative products that can yield up to 20% incremental revenues for airlines.

To take advantage of Flight Pass and many other unique travel options, please contact Optiontown at: [partners@optiontown.com](mailto:partners@optiontown.com)

## Panasonic

Panasonic Avionics Corporation is the world's leading supplier of in-flight entertainment and communication systems. The company's exceptional solutions, supported by professional maintenance services, fully integrate with the cabin enabling its customers to obtain the ultimate travel experiences with a rich variety of entertainment choices, resulting in improved quality communication systems, reduced time-to-market, and lower overall costs.

Established in 1979, Panasonic Avionics Corporation, a U.S. corporation, is a subsidiary of Panasonic Corporation of North America, the principal North American subsidiary of Panasonic Corporation.

Headquartered in Lake Forest, California with over 5,000 employees and operations in 80 global locations, it has delivered over 9,000 IFE systems and 2,000 inflight connectivity solutions to the world's leading airlines.

### Regional Main Contact

Name: Mr. Marco Ghassemi

Position: Senior Director, Middle East, Central & Southern Asia and Africa

Telephone: +971-4-2123100

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GO BEYOND

CFM International (CFM) is a 50/50 joint company between GE Aviation (USA) and Safran Aircraft Engines (France) created in 1974. Today, CFM is the world's leading supplier of commercial aircraft engines with a product line that serves as the industry benchmark.

Since the first-ever airplane powered by CFM56 engines in 1982, the CFM56 has become a best-seller with more than 33,000 engines delivered to more than 600 operators across the globe. In early 2019, the CFM56 fleet established a new world record by becoming the first aircraft engine family in aviation history to achieve one billion engine flight hours.

Based on the successful CFM56 program, Safran Aircraft Engines and GE extended in 2008 the CFM partnership until 2040 to develop a more efficient single-aisle aircraft engine family, the LEAP. The LEAP has been chosen by the world's two leading planemakers, Airbus and Boeing, as well as Comac of China to power their new-generation single-aisle aircraft.

The LEAP engine program has proven to be a more than worthy successor to the CFM56 legacy. Since the first order was received in 2011, the company had garnered total order for more than 18,850 LEAP engines, making it the fastest-selling engine in commercial aviation history.

The LEAP engine has had the smoothest, most successful entry into service in CFM's history and the engine is delivering on the promised 15 percent improvement in fuel consumption and CO<sub>2</sub> emissions compared to the best CFM engine, along with dramatic reductions in engine noise and exhaust gaseous emissions.

To date, the LEAP engine has logged more than 6 million engine flight hours on the A320neo and the B737MAX with more than 110 operators worldwide since the EIS in 2016.

## ProSafeT



ProSafeT LLC. ProSafeT is an aviation technology company that provides the industry's most advanced safety platform. ProSafeT has created the best-in-class SMS, ASAP and Audit platform with state-of-the-art software that is creating a paradigm shift in the aviation industry.

ProSafeT's leadership has a proven track record of excellence when it comes to aviation safety automation and compliance. With over one hundred aviation clients across three continents, they have expertise in providing software solutions exclusively for the aviation industry. ProSafeT strives to foster and maintain continuous innovation within the aviation community.

ProDIGIQ Inc. Headquartered in California, ProDIGIQ is a technology company focusing on innovative products and services for airports. Our expertise is in operations management, safety management, lease management, maintenance management, flight information display, flight tracking, and mobile technology. ProDIGIQ is the 2016 recipient of the American Association of Airport Executives (AAAE) Corporate Award of Excellence, 2014 recipient of the North West American Association of Airport Executives (NWAAAE) Corporate Award of Excellence and 2011 recipient of the South West American Association of Airport Executives (SWAAAE) Corporate Award of Excellence. In addition, ProDIGIQ and its products have been featured in numerous publications such as the Feb/Mar 2015 issue of Airport Business Magazine, the Dec/Jan 2015 issue of Airport Business Magazine, and the May/June 2014 edition of Airport Improvement Magazine. With a pending patent, ProDIGIQ offers innovative products including Notice of Violation

System, Operations Management System, Safety Management System, Commercial (Lease) Management System, Computerized Maintenance Management System, Asset Management System, FIDS/BIDS/GIDS, Flight Tracker, Gate Management System, and Mobile Apps/Websites.



With the COVID-19 outbreak, a dedicated Rolls-Royce team in Derby is helping to ensure vital flights can continue. Its Availability Control Centre (ACC) employees monitor Trent and RB211 engines 24/7 and 365 days of the year, ensuring they are available and ready to power aircraft. In addition, they ensure that spare engines are in position to be introduced into service when needed, with the correct engineering teams and tools in place to make that happen.

Right now, their work has never been more critical. The few flights that are continuing are delivering humanitarian and medical aid, and repatriating nationals abroad.

The ACC normally tracks engines on around 1,000 aircraft in the air but even with fewer aircraft flying, the work has increased under current circumstances. The team is creating new engine management plans for the aircraft out of service, working out with airlines what proactive maintenance is required to ensure they are ready to go back into service as soon as the pandemic reduces and flights resume.

Some operators actually need to fly their fleets more frequently – for example freight firms that are keeping medical supplies, aid and goods for the global economy moving. Responding to evolving customer requirements and ensuring business continuity has meant changes on the ground.

Rolls-Royce is also increasing the use of some of the new digital tools as part of the Intelligent Engine vision, such as Librestream, a new collaboration tool where still pictures and video imagery from a probe inside the engine can be shared between customer and Rolls-Royce engineering teams



The ongoing pandemic has caused a significant shift in the travel industry and in our everyday lives. At Sabre, we are focusing on what we do best...providing you the technology and resources you need to run your business. Sabre activated a number of ongoing support measures:

- With the launch of Sabre's COVID-19 microsite, our Product, Consulting, and Marketing teams are working hard to deliver insights, trend analyses and other information you may find useful in one place.
- Our teams delivered a custom Sabre Qik Automated Ancillaries Refunds Solution, supported by Sabre Intelligence Exchange reporting, to help airlines handle unprecedented levels of passenger refund backlogs.
- Our technology teams have quickly deployed updates to Crew Manager, enabling airlines to respond to operational disruption in real time, saving weeks of valuable time, money, and most importantly—crew and passenger safety.
- IROPS Reaccommodation has processed as many PNRs in March 2020 alone as the last 6 months combined, which resulted in savings of approximately 60,000 hours of manual work for our airline partners.
- Our Radixx team worked hand-in-hand with Eastern Airlines in their efforts to repatriate citizens from Latin America by adding routes not previously scheduled, preparing information and supporting all downstream effects of these new flights as quickly as possible.
- To minimize the amount of physical contact between passengers and agents during check-in and boarding, we have put continued focus on working with vendors and government agencies to support secured biometric facial recognition technology.
- Product and Engineering teams have acted quickly to release new capabilities across multiple solutions related to exchanges and refunds. Ticketing, EMD, Travel Bank, Seats, and Check-in have all gained functionality to support new CDC mandates, change fee policies, and other developing criteria.
- Our experts continue to help our partners navigate strategic planning and scheduling—from how to approach social distancing measures through seating arrangements in the near term, to more long-term decisions that analyze feasible schedule scenarios for rapidly changing demand, fleet size, and operational constraints.



### Seabury Consulting, now part of Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Our Travel practice has been shaping the industry for over 25 years.

**Milestones:** In 2015, Accenture announced Amadeus had agreed to acquire Navitaire, a wholly owned subsidiary of Accenture that provides technology and business solutions to the airline industry for a reported 830\$ million, forming an alliance to help airlines to focus on the digital transformation taking place in the industry.

In 2017, Accenture acquired the corporate advisory and consulting business of Seabury Group, a professional services firm focused on the aviation industry.

Seabury Consulting which is now part of Accenture, has brought approximately 120 professionals to the Accenture aviation practice providing expertise on restructuring distressed aviation companies and a focus on fleet, network, commercial, maintenance, airports, cargo and human capital improvements.



### Shell Aviation

Shell Aviation is a global supplier of aviation fuels and lubricants, serving customers across all segments including commercial airlines, business and general aviation, and military. Over more than 100 years, it has built a reputation for innovating for its customers, as well as being a trusted global partner with a focus on world-class safety, operations and supply security.

**Committed to the Middle East Region:** Shell Aviation has been active in the Middle East since 1962 starting in Muscat, Oman. Today, customers can refuel with Shell Aviation at various airports in the Middle East, South Asia, South Africa, and across its global network consisting of around 850 airports in 32 countries.

It provides professional customer service through its dedicated account managers based across the region. Shell Aviation has also built a cross-functional team of experts in Dubai, U.A.E, to provide long term support to the region's fast-growing aviation industry. In fact, 2017 marks Shell Aviation's 50th anniversary of operating in Dubai where it currently provides aviation fuels, lubricants and services at both Dubai International and Dubai's newest airport, Dubai World Central (DWC), refuelling more than 2,600 aircraft a month.

**Global Recognition:** In 2014, Shell Aviation received a 20-year Strategic Partner award from the International Air Transport Association (IATA), acknowledging its significant contribution to the industry and strong cooperation with the member airlines of the association since 1994. At the 2013/2014 Armbrust Awards, it was voted by airlines as the "Best International Fuel Supplier", and also won the "Best Technical and Operational Performance" award for the fifteenth time in the award's eighteen-year history.



### **Working through the pandemic: Border solutions deliver results in times of crisis** **By: Ricardo Letosa, Senior Product Manager, Border Management**

I've been working in the air transport industry for over 15 years. Throughout the COVID-19 pandemic, I have seen governments take unprecedented steps to ensure the safety and security of their borders and the traveling public.

One way in which we at SITA are supporting our customers during this period is to detect and identify passengers who could potentially pose health risks for a country.

#### **Border solutions to ensure safe and secure passenger flow during COVID-19**

On March 11, I was invited to join an online group consisting of airport executives. They wanted to discuss how we could use a SITA solution to monitor potential cases of COVID-19 during this global crisis. This South American airport has been using SITA's border solutions to ensure the safe and secure passenger flow in and out of the country since 2018. A few weeks ago, the focus dramatically shifted towards ensuring the safety and health of passengers by limiting the global spread of COVID-19 and helping airports identify at-risk passengers. Together with the airport's management, a crisis plan was drawn up to monitor passengers traveling from areas classified as a risk by the World Health Organization (WHO). The initial step would be to identify passengers arriving from these areas would then be asked to self-isolate at home for 14 days to prevent the spread of the Coronavirus.

#### **Evolving border processes to facilitate safer travel**

However, this was just the start. We have continued to explore how the airport can further prepare to contain the pandemic. For example, using SITA technology, if a passenger happened to test positive for COVID-19, the system could identify the travelers who were sitting in the rows around that person during the flight.

#### **Staying close to our customers in times of crisis**

By staying close to our customers we can work together, give shape to our specific offerings, and make sure that borders are safe and secure in times of crisis.



We are being challenged as never before, in our lifetime. The global spread of Covid-19 is impacting our businesses, communities, disrupting our way of life. Nevertheless, the air-cargo industry plays a vital role in supporting the world's economy and it's now important to find solutions, to serve our Air Carrier customers, who despite the economic slump and traffic shut-downs, are trying to keep Cargo moving and revenues floating.

During this time, SmartKargo has taken all necessary actions to address this situation and minimize the risk to our clients' business, people's health, and communities:

- We are a Remote-First, distributed team by design, and relatively at a lower risk of getting affected due to travel-related exposure. All our systems are on the Cloud and our processes are well-tuned to a remote-only work pattern. We have continued working with all our clients to minimize any negative impact provided them with data analytics and business intelligence to navigate this crisis with better decision-making and innovative ways to run Cargo business.
- We have launched a COVID-19 related solution "Quickstart" that allows any Airline to either start a new Cargo business (if they don't have one already) or ramp-up their existing Cargo business with a lightning-fast implementation of SmartKargo solution in ~3 weeks.
- We have launched an "e-Commerce integration" solution to allow Air Cargo operators to tap into the fast-growing Market of on-line shopping and e-Commerce expansion: from shopping cart to your door footsteps!

We are one industry and we all are in this together!

[www.SmartKargo.com](http://www.SmartKargo.com)

## THALES

### Stay Cyber-Safe while telecommuting during COVID-19

Cybercriminals are taking advantage of the disruption caused by the Covid-19 outbreak to infiltrate corporate networks through loopholes created by the large-scale introduction of teleworking. Here are 8 tips to help stay vigilant when working from home.

1. **Secure your home network:** Keep your home Wi-Fi access safe. Activate WPA2 (Wi-Fi Protected Access) encryption to shield information sent on the home network, change the password which came with the device and make it a strong one.

2. **Hide your work laptop:** To minimise the risk of an intrusion, your work laptop should be hidden from other computers on your home network. Make sure the network discovery function is turned off.

3. **Stay private:** Cover your webcam and deactivate your microphone after teleconferences to prevent spying and malicious listening. Don't discuss sensitive information over unsecured networks.

4. **Click prudently:** Avoid downloading apps, unknown software, music or videos from untrusted websites. Use official sources for information on Covid-19.

5. **Beware of phishing:** Even if an e-mail or text message appears to be from a familiar source, always double-check details such as spelling, grammar and the domain name of the sender's address.

If in doubt, alert your IT security manager. Don't forward the email to colleagues and do not open attachments or click on links.

6. **Be careful with social media:** As social networks can be vulnerable to cyberthreats, avoid using social media on business devices. Ensure antivirus solutions are installed and up to date.

7. **Use secured platforms:** Switch to secure authentication services\* and virtual private networks to send sensitive information.

Use hacker-proof remote collaboration solutions\*\*.:

8. **Go offline:** Disable your Wi-Fi at night to prevent cyberattacks. Switch off both your VPN and your computer at the end of the day to enable system updates.



### UATP partners CITCON to offer preferred mobile payment options for Chinese consumers

UATP has partnered the payment technology company CITCON to offer Alipay, WeChat Pay and China UnionPay, the preferred mobile payment options for Chinese consumers.

CITCON is a total omnichannel commerce payment and marketing solutions provider with tech integration and service teams based in North America, Europe and China. The company is also a service provider for Chinese mobile wallets in North America and Europe. The technology company offers a variety of Asian wallet brands and is the only fully licensed US-based acquirer of Alipay, WeChat Pay and China UnionPay.

UATP is a global payment network owned and operated by the world's airlines and accepted by thousands of merchants for air, rail and travel agency payments. UATP connects airlines to Alternative Forms of Payment which can expand reach. UATP offers data tools, such as DataStream and DataMine, which provide account details to issuers and corporate travel buyers for accurate travel management.

## Willis Towers Watson

### Willis Towers Watson announces the formation of a specialized team to deliver risk services for distressed organizations

Willis Towers Watson announced the formation of its Strategic Solutions Group (SSG) within its Financial, Executive and Professional Risks (FINEX) global practice and Mergers & Acquisitions Group. SSG will provide specialized risk services, replete with global broking influence and insights, to distressed organizations. In particular, SSG will deliver global expertise on the risk, insurance and claim challenges facing companies before, during or after a bankruptcy or restructuring.

This team of specialists will serve as a bridge to the unparalleled market insights, placement expertise, data and analytics, and claims advocacy which only a global broking leader can deliver. The team has formed now because organizations today face an environment marked by unprecedented risk, tremendous market volatility and unforeseen financial challenges, which underscores the need for experts with proven track records to help lead their businesses out of financial crisis.

#### About Willis Towers Watson

Willis Towers Watson (NASDAQ: WLTW) is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth. With roots dating to 1828, Willis Towers Watson has 45,000 employees serving more than 140 countries and markets. We design and deliver solutions that manage risk, optimize benefits, cultivate talent, and expand the power of capital to protect and strengthen institutions and individuals. Our unique perspective allows us to see the critical intersections between talent, assets and ideas — the dynamic formula that drives business performance. Together, we unlock potential.

## wirecard

### Our COVID-19 action plan

Everyone around the world is facing a great degree of uncertainty due to COVID-19. As at any time, Wirecard is committed to supporting your business. Wirecard have set up all the measures to ensure the continuity of your business and availability of our services:

- We have set up remote working wherever possible.
- All teams responsible for production IT systems and office IT systems operate 24/7 as usual. There are no limitations in any kind of service.
- All contact center and support helplines are available as per normal operating hours. The usual contact details such as phone number and email address apply.
- All payout services work as usual.
- All colleagues in direct contact with customers, partners and vendors are reachable via their normal contact details.
- A vast majority of our employees are equipped to work from home with laptop, phone and network access. The full range of necessary online collaboration tools are available remotely.
- Our teams are used to work remotely. The operation of IT equipment and organization as a virtual team have always been part of their regular working procedures.

The Wirecard management team as well as dedicated working groups are meeting continuously to assess and appropriately respond to the situation, as it evolves, to make sure we maintain our business continuity, and to support the safety and health of those impacted. Wirecard is in close contact with local government and public health authorities across the globe and is operating in accordance with their expert guidance.





# **AACO COMMUNITY**

## AACO MEMBERS



Afriqiyah Airways

Established in 2002 | Joined AACO in 2002



Air Algérie

Established in 1953 | Joined AACO in 1971



Air Arabia

Established in 2003 | Joined AACO in 2004



Air Cairo

Established in 2003 | Joined AACO in 2007



Badr Airlines

Established in 2004 | Joined AACO in 2015



EgyptAir

Established in 1932 | Joined AACO in 1965



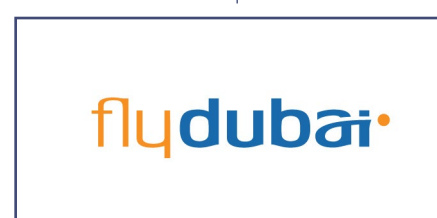
Emirates

Established in 1985 | Joined AACO in 1989



Etihad Airways

Established in 2003 | Joined AACO in 2004



flydubai

Established in 2008 | Joined AACO in 2014



flyegypt

Established in 2014 | Joined AACO in 2017



flynas

Established in 2007 | Joined AACO in 2012



Gulf Air

Established in 1950 | Joined AACO in 1971



Iraqi Airways

Established in 1945 | Joined AACO in 1965



Jordan Aviation

Established in 2000 | Joined AACO in 2004



Kuwait Airways

Established in 1954 | Joined AACO in 1965



Libyan Airlines

Established in 1964 | Joined AACO in 1970



Mauritania Airlines

Established in 2009 | Joined AACO in 2015

## AACO MEMBERS



Middle East Airlines

Established in 1945 | Joined AACO in 1965



Nile Air

Established in 2006 | Joined AACO in 2014



Nouvelair

Established in 1989 | Joined AACO in 2011



Oman Air

Established in 1993 | Joined AACO in 1997



Palestinian Airlines

Established in 1995 | Joined AACO in 1999



Qatar Airways

Established in 1995 | Joined AACO in 1997



Royal Air Maroc

Established in 1957 | Joined AACO in 1974



Royal Jordanian

Established in 1963 | Joined AACO in 1965



Saudia

Established in 1945 | Joined AACO in 1965



SaudiGulf Airlines

Established in 2015 | Joined AACO in 2017



Sudan Airways

Established in 1946 | Joined AACO in 1965



Syrian Arab Airlines

Established in 1946 | Joined AACO in 1965



Tarco

Established in 2018 | Joined AACO in 2019



Tassili Airlines

Established in 1998 | Joined AACO in 2012



Tunisair

Established in 1948 | Joined AACO in 1972



Yemen Airways

Established in 1962 | Joined AACO in 1965

## AACO PARTNER AIRLINES



IAG International Airlines Group

Established in 2011 | Joined AACO in 2012



Turkish Airlines

Established in 1933 | Joined AACO in 2011

## AACO INDUSTRY PARTNERS



Abjad  
Joined AACO in 2006



Accelya  
Joined AACO in 2003



Airbus  
Joined AACO in 1997



Aviation Lease and Finance Company  
Joined AACO in 2003



Alton Aviation Consultancy  
Joined AACO in 2019



Amadeus  
Joined AACO in 2000



Arabian Aerospace Magazine  
Joined AACO in 2009



Air Transportation Support Group  
Joined AACO in 2012



Air Transport News  
Joined AACO in 2007



ATPCO  
Joined AACO in 2014



ATR  
Joined AACO in 1998



Aviation Business  
Joined AACO in 2001



Bloomberg  
Joined AACO in 2013



BOC Aviation Limited  
Joined AACO in 2003



Boeing  
Joined AACO in 1998



Centre for Aviation  
Joined AACO in 2016



CFM International  
Joined AACO in 1998



CHAMP Cargosystems  
Joined AACO in 2010



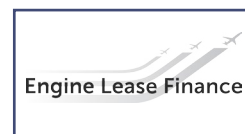
CIRIUM  
Joined AACO in 2004



Collins Aerospace  
Joined AACO in 2002



Embraer  
Joined AACO in 2003



Engine Lease Finance Corporation  
Joined AACO in 2003



Farelogix Inc.  
Joined AACO in 2013



Flight Safety Foundation  
Joined AACO in 2011



General Electric  
Joined AACO in 2014



## AACO INDUSTRY PARTNERS



HEICO Aerospace Corporation  
Joined AACO in 2015



Hermes Air Transport Organization  
Joined AACO in 2018



Hitit Computer Services  
Joined AACO in 2016



ICF  
Joined AACO in 2005



inmarsat  
Joined AACO in 2013



Kenyon International  
Joined AACO in 2008



Korn Ferry  
Joined AACO in 2018



Lufthansa Consulting  
Joined AACO in 2010



Lufthansa Systems  
Joined AACO in 2001



Jeppesen  
Joined AACO in 2008



MedAire  
Joined AACO in 2008



Minsait An Indra Company  
Joined AACO in 2020



OAG  
Joined AACO in 2002



Optiontown  
Joined AACO in 2011



Panasonic Avionics Corporation  
Joined AACO in 2019



Pratt & Whitney  
Joined AACO in 2005



Pro Digiq  
Joined AACO in 2018



Pro Safe T  
Joined AACO in 2018



Rolls - Royce  
Joined AACO in 1998



Sabre  
Joined AACO in 2002



Seabury Consulting  
Joined AACO in 2008



Shell Aviation  
Joined AACO in 2002



SITA  
Joined AACO in 1998



Smartkargo  
Joined AACO in 2019



Thales  
Joined AACO in 2019



UATP  
Joined AACO in 2015



Willis  
Joined AACO in 2014



Wirecard  
Joined AACO in 2020



## 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	ch-aviation	Others...

When the news item is not based on several 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:** Include North, Central, and South American countries.

**Mid Asia:** Includes the following countries: Afghanistan, Armenia, Azerbaijan, Bangladesh, Bhutan, Georgia, India, Iran, Kazakhstan, Kyrgyzstan, Maldives, Nepal, Pakistan, Sri Lanka, Tajikistan, Turkmenistan, and Uzbekistan.

**Australasia:** Includes the following countries: Australia, American Samoa, Antarctica, Brunei Darussalam, Cambodia, China, Christmas Island,, Cocos (Keeling) Islands, Cook Islands, East Timor, Fiji, French Polynesia, Hong Kong, Indonesia, Japan, Kiribati, Laos, Macau, Malaysia, Marshall Islands, Micronesia, Mongolia, Myanmar, Nauru, New Caledonia, New Zealand, Niue, Norfolk Island, North Korea, Palau, Papua New Guinea, Philippines, Singapore, Solomon Islands, South Korea, Taiwan, Thailand, Tonga, Tuvalu, Vanuatu, and Vietnam.

**Europe:** Includes all European countries, Russia, and Turkey.

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

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

### 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 to 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 enhance 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:

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