

THENASHRA

Industry's Pulse & Arab Aviation





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Industry Highlights from Doha

A very interesting year has passed since the last IATA AGM when the industry was working towards a global solution for climate change, calling for harmonization of regulations especially passenger rights regulations and giving support to the New Distribution Capability. Since then, ICAO's States agreed to report back in 2016 with a proposal for a global MBM scheme capable of being implemented by 2020 to tackle the impact of aviation on climate change. At the same time, ICAO states agreed to develop core principles on passenger rights that would be used by states as guidance in an attempt to harmonize such regulations amongst states. ICAO has as well witnessed in a Diplomatic conference the official adoption of a Protocol to amend the 1963 Tokyo Convention on offenses committed on aircraft. As for the NDC, the US DoT has finally given tentative approval to Resolution 787 which is the foundation for the NDC. Separately, an additional event has made the industry refocus efforts on an issue that was considered a done deal and that is the ability of tracking an aircraft. The disappearance of MH370 has triggered an industry wide collaborative effort to

enhance the ability to track and trace aircraft.

This year, while the 70th IATA AGM in Doha held earlier in June celebrated the centennial of commercial flight, IATA members have built on the issue of dealing with unruly passengers by adopting a resolution that calls on governments and industry to work together on a balanced package of measures to effectively deter and manage the significant problem of unruly air passenger behavior. In brief the IATA resolution, in addition to calling on governments to ratify the new protocol adopted in Montreal, agreed on core principles that include calls for:

- Airlines to ensure that they have in place corporate policies and appropriate training programs for cabin crew and ground staff to enable them to prevent or manage disruptive passenger behavior, including at check-in, during security search, and at the gate.
- Governments and airlines to raise awareness of the consequences of unruly behavior
- Airports and airport concessionaires such as bars and restaurants to implement procedures that could help prevent unruly behavior on flights.

At the AGM as well, IATA announced new pilot programs to test the New Distribution Capability (NDC) schemas. First-time pilot participants include Aeroflot, Aer Lingus and Qatar Airways, while JR Technologies (JRT) is conducting its second pilot.

Separately, IATA confirmed that the Aircraft Tracking Task Force (ATTF) expects to be in a position to deliver draft options for enhanced global aircraft tracking to the ICAO in September, leading to presentation to the industry before year-end. This Taskforce was established under ICAO framework following a special meeting on Global Flight Tracking of Aircraft.

Among the messages of the industry at the IATA AGM was the need to harmonize regulations in order to avoid confusion for both airlines and passengers. While the industry is calling for harmonization of regulations, individual uncoordinated regimes still emerge especially



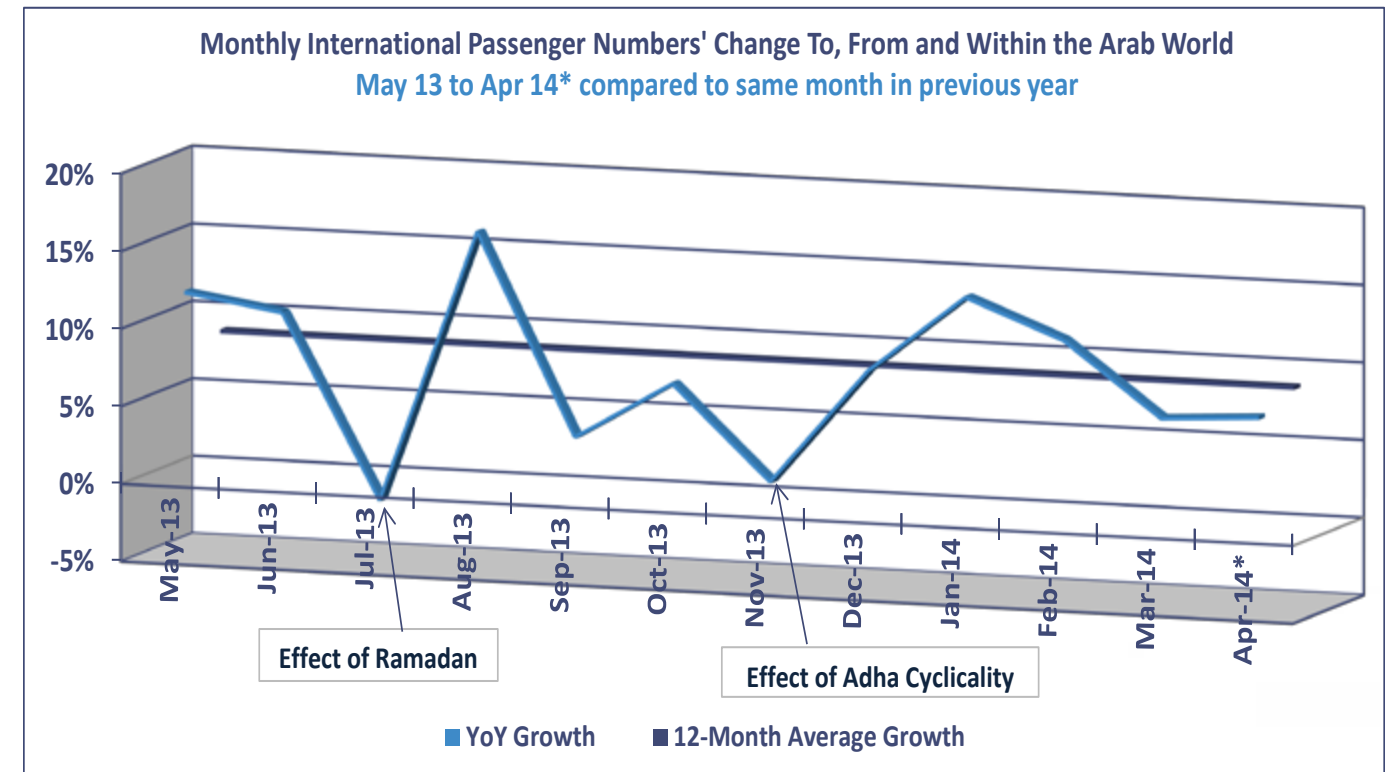
in the area of passenger rights. Last month, the US Dot proposed additional consumer protection rules for air passengers. A 118-page document that consults stakeholders on how airlines should deal with their customers, what and how to display content, and other issues that fall within the interaction of airlines with their customers and on issues that differentiate services of one airline compared to another. This is the 3rd update on consumer rules in the US since 2009. Massive penalties have been imposed on a large number of airlines under the consumer rules II since its adoption in 2011. This is in addition to the compensations that airlines are paying to passengers in cases of delays and cancellation for reasons that most of the time fall out of the control of the airlines. A similar situation is seen in the EU under the EU passenger rights regulation that is as well undergoing a revision that includes a number of issues that will have adverse effects on connectivity.

The efforts of the industry in a nutshell aim at serving the customer in a better, safer, and more appealing way. Be it through developing new technologies for safety, making the customer's rights clear to him/her, enhancing his/her travel purchasing experience, or ensuring his/her comfort through more control on unruly behavior of passengers.

Jordan is our country of focus for this issue of the Nashra. With a population of 7.9 million people, 5.56 million passengers used Jordan's airports in 2013, which links 67 cities worldwide. The highest share of traffic from Jordan was with the Arab world, noting that the Amman-Dubai route witnessed the highest number of seats offered from Jordan in April 2014. More details are available on [Page 44](#).

OVERALL TRAFFIC - ARAB WORLD

We estimate international passenger numbers to, from, & within the Arab world to have increased by 7.7% in April 2014 compared to April 2013, which follows an increase of 7.3% in March 2014 compared to March 2013.



Source: AACO, IATA

*Estimated

In April 2014, AACO members increased the number of their offered seats to, from, and within the Arab world by 18.8%, while other airlines decreased their number of seats offered by (11.1%), leading to 10% year-on-year increase in the total number of seats offered.

**AVIATION
WITHIN THE
ARAB WORLD**



GROWTH

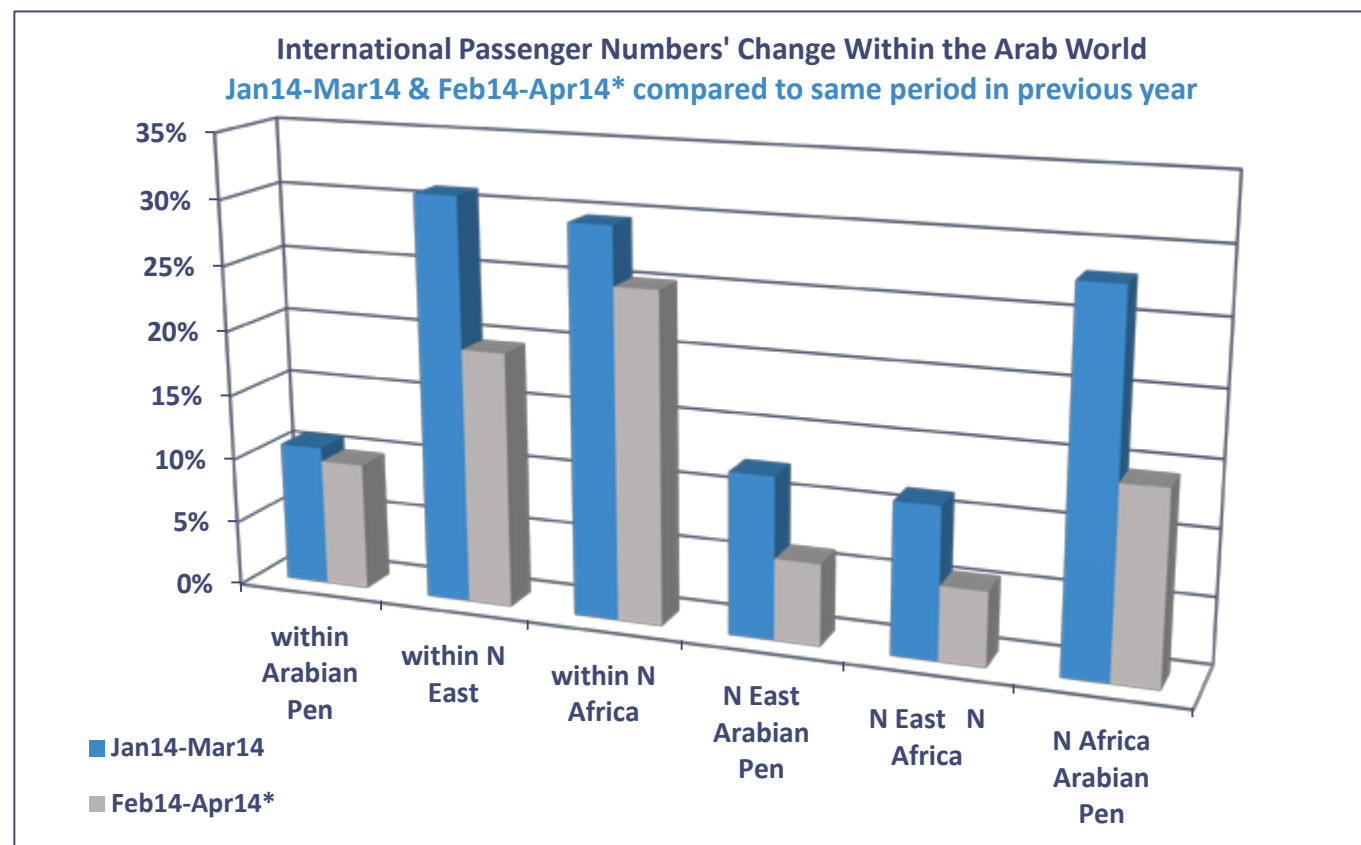
PASSENGER TRAFFIC

International passenger numbers within the Arab world are estimated to have increased by 1.8% in April 2014 compared to April 2013 following an increase of 11.3% in March 2014 over March 2013.

Passenger traffic within the Arab World	Apr 14* over Apr 13
Within Arabian Peninsula	6.8%
Within Near East	(11.5%)
Within North Africa	30%
Between Arabian Peninsula & Near East	(2.2%)
Between the Near East and North Africa	(1%)
Between Arabian Peninsula & North Africa	(7.4%)

Source: AACO, IATA

*Estimated

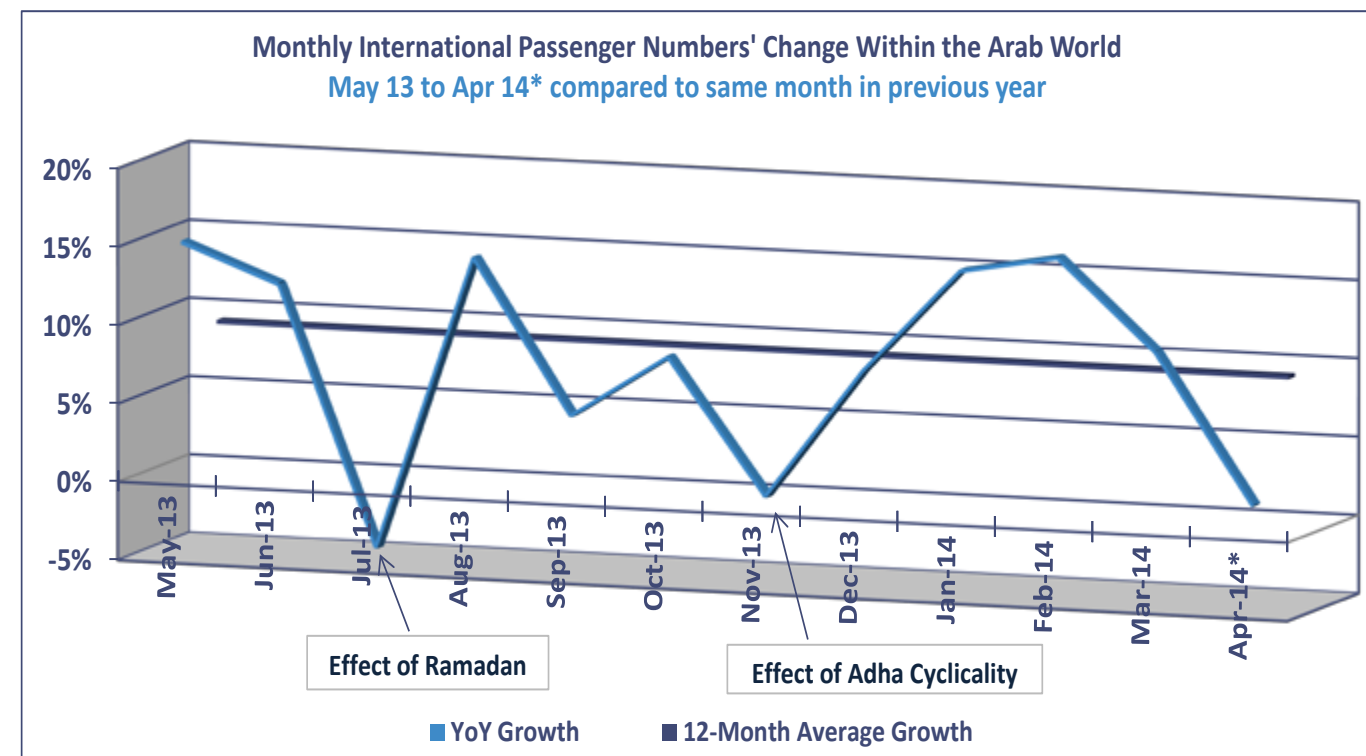


Source: AACO, IATA

*Estimated

Passenger numbers within the Arab world reported a 14.6% growth between January 14 & March 14 compared to same period in the previous year.

Passenger numbers within the Arab world reported a 9.9% increase between February 14 & April 14* compared to same period in the previous year.



Source: AACO, IATA

*Estimated

ARAB AIRLINES ECONOMICS

Ethad Airways lifts stake in Virgin Australia to 21.24%: Etihad Airways upped its stake in Virgin Australia to 21.24% on 19 May 2014 following regulatory approval by the Australian Foreign Investment Review Board (FIRB). Source: Gulf News

Air Arabia first quarter 2014 net profit soars to USD 20.42 million, up 27%: Air Arabia announced on 13 May its financial results for the three months ending March 31, 2014. Air Arabia reported a net profit of USD 20.42 million for the three months ending March 31, 2014, representing an increase of 27% compared to USD 16.06 million reported in the corresponding quarter of 2013. In the first quarter of this year, Air Arabia posted a turnover of USD 225.16 million, an increase of 14.5% compared to USD 196.57 million in the same period of 2013.

The airline served 1,630,000 passengers in the first quarter of 2014, an increase of 12% compared to the 1,450,000 passengers carried in the same period of last year. The airline's average seat load factor – or passengers carried as a percentage of available seats – during the first three months of 2014 stood at an impressive 81.5%.

The first quarter of 2014 witnessed Air Arabia announce the formation of a second hub in the UAE and fourth worldwide. The airline has entered into a strategic partnership with the Ras Al Khaimah Department of Civil Aviation, enabling it to become the emirate's designated carrier operating services from from Ras Al Khaimah International Airport. The first flight took off on 6 May



and the carrier is currently offering direct services to 7 cities from Ras Al Khaimah. In the first three months of 2014, Air Arabia also added three new destinations from its main base in Sharjah: Cairo in Egypt, Antalya in Turkey, and Shymkent in Kazakhstan. The airline also added extra frequency to existing routes, including an additional daily service between Sharjah and Doha, and opened several new sales office across the region.

Gulf Air's 2013 losses decrease by 52%: Gulf Air announced a 52% reduction in annual losses and a financial performance that surpassed the airline's restructuring target by USD 38.46 million, following the successful implementation of its 2013 restructuring strategy.

Principally, the reduction in Gulf Air's year-on-year annual losses was achieved through the execution of a number of major cost-saving initiatives, amounting to 28% cost-savings year-on-year. These initiatives included reductions in aircraft leasing fees, retiring of aircraft, the closure of eight loss-making routes, opening of five new destinations, increasing frequencies to eight existing destinations across its network, a reduction in staff expenses, the renegotiation of over 2,000 contracts with existing suppliers and productivity improvements. Throughout 2014 the airline will continue to manage cost prudently targeting a further cut in losses of approximately 10%.

Operationally, 2013 saw Gulf Air's on-time-punctuality results position the airline as a global leader in on-time-punctuality, an important factor for customers. In 2013 Gulf Air was independently ranked number one among the full service carriers in the Middle East for on-time-punctuality recording an average annual on-time-performance of 93%.

Gulf Air's passenger yield was 14% higher than in 2012.

Towards aligning the airline's new capacity and network requirements with its fleet, Gulf Air retired 14 aircraft in 2013.

During 2013 Gulf Air successfully completed the realignment of its workforce to meet the requirements of the new fleet and network. The re-engineering of internal procedures and introduction of initiatives to improve business processes produced a significant improvement in workforce efficiency and also saw a resultant 27% reduction in manpower.

Qatar Airways commences full operations at Hamad International Airport:

Qatar Airways commenced on 27 May full operations at its hub, Hamad International Airport (HIA), at 09:00 local time. With the first Qatar Airways commercial flight QR1113 from Bahrain landing at HIA at 09:10 local time, all operations for all airlines have now been transferred to HIA.

Qatar Airways to release financials: Qatar Airways will release its financial results for the first time later in 2014, its chief executive said in Dubai on 5 May. The results are expected to be released before the end of the third quarter, according to comments from H.E. Mr. Akbar Al Baker, who said he is waiting on the auditors to complete their review. H.E. Mr. Al Baker said that the airline is no longer restricted by private investor concerns since the government's

investment body, Qatar Sovereign Wealth Fund, bought them out in July 2013.

Source: Gulf News

EXPANSION

ROUTES

Airline	From	To	Date	Weekly Freq.	Aircraft Type
MS	Hurghada	Jeddah	20 May 14	2x	A320
	Alexandria	Dubai	3 Jun. 14	4x	
QR	Doha	Al Ahsa	18 May 14	4x	

EgyptAir launches flights to Jeddah and increases frequency to Dubai:

EgyptAir announced the start of operating 2 weekly non-stop flights between Jeddah and Hurghada starting 20 May.

Furthermore, EgyptAir announced the start of operating 4 weekly non-stop flights between Alexandria and Dubai starting 3 June. The flights will be operated on Airbus A320 aircraft, providing 145 seats.

Qatar Airways touches down at Al Ahsa inaugurating seventh Saudi Arabian gateway:

Qatar Airways has inaugurated its seventh gateway into the Kingdom of Saudi Arabia by adding the city of Al Ahsa to its network. The new route to Al-Ahsa International Airport will comprise four weekly non-stop flights from the airline's hub in Doha, and will increase the number of Qatar Airways' weekly flights to the Kingdom of Saudi Arabia from 75 to 79.

The new Al Ahsa route will be served by an Airbus A320 aircraft in a two-class configuration, with 12 seats in Business Class and 132 seats in Economy.

CAPACITY AND DEMAND

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

AACO members increased the number of seats offered within the Arab world by 22.8% compared to April 2013 whereas other airlines decreased that number by (54.6%), leading to a 10.8% year-on-year increase in the total number of seats offered within the Arab world.

Available Seats within the Arab world for international and domestic routes constituted **24.8%** and **10.2%** respectively of the total available seats to, from, and within the Arab world in April 2014.



Capacity* of Top 10 Carriers within the Arab World (Int'l Operations)			
Airline	ASKs (Million)	Departures	Seats
EK	1,121.3	2,336	753,642
MS	889.1	3,027	578,177
SV	833.2	2,579	522,816
QR	765.6	4,289	773,541
FZ	652.6	3,201	604,989
EY	441.3	2,094	319,832
G9	392.8	1,917	310,554
RJ	308.6	1,886	234,846
GF	260.4	2,788	395,098
XY	213.6	980	176,400
Grand Total	7,982.8	36,003	6,394,403

* Includes scheduled capacity and not actual flown capacity

Source: AACO, SRS Analyzer

FLEET

Quarterly Development of Arab Airlines' Fleet							
Jul 13 over Apr 13		Oct 13 over Jul 13		Jan* 14 over Oct 13		Apr** 14 over Jan 14	
Added A/C	Removed A/C	Added A/C	Removed A/C	Added A/C	Removed A/C	Added A/C	Removed A/C
6 A320	4 A320	15 A320	2 A310	1 A319	1 A310	5 A320	2 A300
2 A321	1 A321	2 A330	3 A320	9 A320	2 A320	4 A330	5 A320
3 A330	2 A300	1 A340	1 A321	1 A321	1 A321	1 A380	6 A321
2 A330F	7 A300F	1 A340F	1 A330	4 A330	1 A340	1 ATR-72	2 A330
4 A380	2 A319	2 A380	1 A340	1 A340	1 ATR42	1 B727	4 ATR-72
8 B777	1 A310	6 B777	3 B737	7 A380	1 B777	36 B737	2 B737
3 B777F	1 A330	1 B777F	2 E195	1 B737	1 B737	6 B777	1 B747
6 B787	5 A340	2 B737		8 B777		1 B787	1 B777
1 B767	4 B777	3 B787					2 E190
1 B747	4 ATR 72	4 ATR 72					1 MD-90
2 B747F	1 AN-124						
1 B737							
1 E195							

* NP fleet added

** FZ fleet added

Qatar Executive adds new Global 5000 Vision to its fleet: Qatar Executive, the corporate jet division of the Qatar Airways Group, announced on 19 May, it will add another new ultra-long haul Bombardier Global 5000 Vision to its modern fleet in July – just in time to cater for the increased demand for private jet travel during the traditionally busy summer season.

The new delivery will bring up Qatar Executive' fleet size to a total of eight wholly-owned aircraft, comprising of four Global 5000s – among them two Global 5000 Visions – three Challenger 605s and one Global XRS.

LAURELS

Emirates named 'Best Airline Worldwide' by business travelers: Emirates was the most awarded airline at Business Traveller (ME) awards 2014, taking home the coveted 'Best Airline Worldwide' title, and a further three awards including Airline with the Best First Class, Airline with the Best Business Class, and Airline with the Best Cabin Staff.

The Business Traveller (ME) Awards 2014 were presented at a gala dinner attended by travel industry professionals, and were voted on by the magazine's readers.

Ethiad guest loyalty program wins Freddie award for its ADIB cobranded credit card: Etihad Airways' loyalty program, Etihad Guest, has again proved to be one of the industry's leading loyalty programs after winning the award for the Best Loyalty Credit Card for its Abu Dhabi Islamic Bank (ADIB) cobranded card (Middle East / Asia / Oceania Region) at 'Freddie' Awards.

Held annually and regarded as the loyalty industry's most relevant customer voted benchmark for the best airline and hotel loyalty programs, this year's Freddie Awards ceremony took place at the Museum of Flight in Seattle on 24 April. The results are based on votes from more than 8 million members of travel loyalty programs from across the world.

Ethiad Airways wins Middle East's Leading Airline award: Etihad Airways has been named the Middle East's Leading Airline for the eighth consecutive year at the World Travel Awards Middle East.

The prestigious accolade was one of three awards won by Etihad Airways at a special gala ceremony in Dubai. The airline was also named the Middle East's Leading Airline – First Class and the Middle East's Leading Cabin Crew.

Ethiad Airways honoured for employee learning and development at MENA HR Excellence Awards 2014: Etihad Airways received two prestigious accolades for its employee training and development initiatives at the 2014 MENA HR Excellence Awards.

The MENA HR Excellence awards, now in their sixth year, celebrate human resource excellence within the Middle East and North Africa.



TECHNOLOGY & E-COMMERCE

Air Arabia extends availability of mobile application to Android: Air Arabia has extended its mobile reach with the launch of its smartphone application on Android. The Air Arabia app, which has been available on Apple iOS since 2013, is now also available to download on all android smartphones through Google Play.

The free to download mobile application allows passengers to purchase tickets, review and amend bookings, as well as select seats using their smartphone. The app also provides customers with connectivity to the airline's website and call centres, as well as offering an abundance of travel information.

Nile Air signs an agreement with Sabre: Nile Air signed a multi-year full content agreement with Sabre Travel Network Middle East (STNME) on 15 May 2014.

The airline will distribute using Sabre's Global Distribution System (GDS), which provides both airline reservations systems, as well as a full suite of marketing and commercial planning software and enterprise operations solutions. Nile Air will also be able to leverage Sabre's large pool of already existing travel related companies worldwide to market itself and enhance brand recognition.

Amadeus, Qatar Airways extend IT services deal: Amadeus and Qatar Airways have announced a multi-year extension of their existing IT services agreement. As part of the collaboration, Qatar Airways will continue to benefit from Amadeus' portfolio of technology products and solutions.

Source: Gulf Times

Saudia partners with Wego: Wego announced their partnership with Saudia Airlines at the Arabian Travel Market.

Wego's iOS travel search app, which launched just over a month ago, is now ranked as the top free travel app in Saudi Arabia by Apple's app store.

Wego's travel app is available in 20 languages globally, in both iOS and android. Wego is the first comprehensive and fully Arabised travel metasearch site launched in the Middle East in 2012, is available at www.wego.ae.

Source: Saudia

TRAINING

Etihad Airways to establish flight training college: Etihad Airways announced on 18 May that it is establishing the Etihad Flight College, a flight training facility in the United Arab Emirates for Emirati and international cadet pilots.

As a first step in establishing this college, Etihad Airways is in the process of acquiring the fixed wing training division from Horizon International Flight Academy (Horizon), a wholly-owned subsidiary of Mubadala Development Company.

Based in Al Ain, Horizon has provided helicopter (rotary wing) training

programs since 2003, and airplane (fixed wing) training since 2007. At Horizon, pilots can qualify for their Private Pilot's Licence (PPL), Commercial Pilot's Licence (CPL) or Airline Transport Pilot Licence (ATPL).

Horizon currently has 210 trainees enrolled in its aviation training programs and has been the selected training provider for Etihad Airways' cadet pilots for the last seven years.

Subject to regulatory approval, Horizon's fixed wing division will be acquired by Etihad Flight College, a wholly-owned subsidiary of Etihad Airways. The remaining rotary wing division will be Horizon's key area of focus with plans to consolidate and continue to grow the business.

The assets to be acquired include 13 Cessna 172SP Skyhawk aircraft, three Diamond DA42NG aircraft, two flight training simulators and Horizon's hangar facilities at Al Ain International Airport.

All fixed wing flight instructors and some support staff currently employed by Horizon will transfer to the Etihad Flight College ensuring there is no disruption to the ongoing cadet pilot training programs.

Etihad Flight College will also implement the innovative Multi-Crew Pilot Licence (MPL), a competency-based training program that is focussed on developing cadet pilot candidates into high quality First Officers on completion of their training.

The MPL training program, the first airline-dedicated professional pilot licence adopted by the International Civil Aviation Organisation (ICAO), the European Aviation Safety Authority (EASA), and the UAE General Civil Aviation Authority (GCAA), will be developed and delivered by Etihad Airways' Operations team. To-date around 250 graduates have already registered for the MPL course, with the first course scheduled to commence later in 2014.

Middle East Airlines to upgrade its e-learning infrastructure in partnership with IQAD Learning Solutions: Middle East Airlines selected IQAD Learning Solutions to build and execute its e-learning strategy for the coming three years, Mr. Joseph Azar, Director of Training & Development at Middle East Airlines, has announced during the launch of the MEA e-Academy Portal.

MEA will utilize the Skills4Success Learning Portal in partnership with IQAD to offer customized Learning Paths targeting MEA employees, in addition to launching the MEA Management & Leadership TV Portal, added Mr. Azar.

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Oman Air joins Boeing to present 'Airplanes 101' seminar: Oman Air and Boeing Commercial Airplanes Communications have welcomed delegates from throughout Oman to an intensive training seminar covering a range of topics, such as the principles of flight and the design, manufacturing and testing of commercial jetliners.

The seminar, titled 'Airplanes 101', was held recently at the Shangri-La Bar Al Jissah Resort and Spa, Muscat, and brought together representatives from Oman's Public Authority for Civil Aviation (PACA), Oman Airport Management Company (OAMC), the Embassy of the United States of America and local media, in addition to staff from Oman Air, to hear senior Boeing technical experts



explain issues such as the principles of aviation, aircraft design and certification, environmental impact, aviation safety and production and delivery systems.

MAINTENANCE, REPAIR & OVERHAUL

Afriqiyah Airways adds third A330 to AFI KLM E&M for total care: Afriqiyah Airways has added a third aircraft to its contract with AFI KLM E&M for the airline's A330s. A "total care" contract already included engine and component support, as well as maintenance checks for all aircraft of the Libyan fleet. Source: Arabian Aerospace

Ethad Airways signs agreement to acquire ADAT from Mubadala: Etihad Airways and Mubadala Development Company (Mubadala) entered an agreement on 8 May in which Etihad Airways will acquire Abu Dhabi Aircraft Technologies LLC (ADAT) from Mubadala.

The deal will see Mubadala retain ADAT's engine focused maintenance, repair and overhaul (MRO) business, which will be the catalyst for the continuity and growth of its dynamic engine business through the establishment of a new engine company.

The transaction includes maintenance and engineering teams, hangars, component workshops, and paint facilities in Abu Dhabi which will enhance Etihad Airways capability to undertake airframe and component maintenance on its growing fleet of modern aircraft, including the new Airbus A380 and Boeing B787, which will join the fleet in the last quarter of 2014.

Engine MRO is set to form a significant component of Mubadala's aerospace strategy. At the 2013 Dubai Air show, Mubadala signed deals with Rolls Royce and GE Aviation to establish next-generation Trent XWB and GEnx MRO centers of excellence in Al Ain.

This was further supported with a combined commitment of USD 1 billion in engine parts production from both manufacturers.

As well as servicing the Etihad Airways fleet, ADAT's enhanced maintenance capability in Abu Dhabi will be made available to Etihad Airways' equity alliance partners and third party customers, maximizing the synergies available to the group.

A transition plan is in place and will ensure 'business as usual' as Etihad Airways continues to work closely with its new and existing employees and customers, ensuring that there is no disruption to existing services during the integration period, while benefits are delivered immediately.

The facility in Abu Dhabi currently serves more than 70 commercial airline customers worldwide.

Qatar Executive boosts maintenance services for Bombardier aircraft: Qatar Executive, business jet arm of Qatar Airways, has received two new maintenance approvals from aviation authorities of Bahrain and the Cayman Islands.

In a press statement, Qatar Executive said the Bahrain Civil Aviation Authority has granted regulatory approval for the airline's subsidiary to conduct Line maintenance services for Bombardier Challenger 604s and 605s and the manufacturer's Global series aircraft. In addition, the business jet service provider recently received approval from the Civil Aviation Authority of the Cayman Islands to perform Line and Base maintenance services on similar aircraft registered in the Western Caribbean State.

With this move, Qatar Executive's Technical Operation is responding to the growing numbers of visiting business jets, which are flocking into Doha on a daily basis as the economy of the country continues to show strong growth. The enhanced maintenance service upgrade further underpins Qatar Executive's status as a Bombardier Authorised Service Facility (ASF) in the Middle East, with its existing Qatar Civil Aviation Authority (QCAA) and EASA-Part 145 Line and Base certifications to support European- and Qatari-registered Bombardier aircraft.

Qatar Airways contracts Cyprus Airways for line maintenance: Cyprus Airways has been engaged to perform line maintenance on Qatar Airways aircraft at Larnaca airport. The carriers have signed a contract under which Cyprus's MRO department is supporting Qatar's Airbus A320 flights in Larnaca. The service began on 29 April.

Source: Flightglobal

Boeing to support Royal Jordanian 787 Dreamliners with parts service: Boeing announced that Royal Jordanian Airlines will support its 787 Dreamliners with Boeing's Rotable Exchange Program. Under the 10-year agreement, Boeing will supply Royal Jordanian 787s with a dedicated pool of high-value, mission-critical parts, enabling the airline to greatly reduce their inventory management costs while improving component availability.

A rotatable part is designed to be repeatedly and economically restored to a fully serviceable condition. Under the Rotable Exchange Program, Boeing establishes and maintains a pool of parts, selected to fit each customer's fleet needs. The customer contacts Boeing for quick replacement of program-covered parts, which are shipped within a timeframe determined by the airline, based on their criticality. Boeing handles the repair, upgrade or warranty service when the customer returns the unserviceable part.

The first Royal Jordanian Dreamliner assembly is now in progress at the Boeing Everett factory. To prepare to receive its new airplane, Royal Jordanian has assembled and trained a team of engineers and mechanics in coordination with Boeing.



ARAB AIRPORTS

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

Top 20 Airports by Int'l Seats Offered on Operations To, From, and Within the Arab world			
Airport	Number of Seats	Airport	Number of Seats
DXB	7,930,694	SHJ	811,721
DOH	2,945,082	CMN	805,056
AUH	1,951,062	IST	789,377
JED	1,819,923	BEY	737,856
CAI	1,580,628	LHR	729,894
KWI	1,154,556	TUN	625,167
RUH	1,062,697	CDG	594,441
BAH	996,000	ALG	547,406
MCT	889,838	BOM	504,517
AMM	818,774	DMM	483,776

Source: AACO, SRS Analyzer

Passenger and aircraft traffic grows at Queen Alia International Airport in April 2014:

Airport International Group (AIG) announced that Queen Alia International Airport (QAIA) resumed its positive growth trend for passenger traffic (PAX) and aircraft movement (ACM) at QAIA during April 2014. During the month of April 2014, PAX surged by 17.7% while ACM increased by 11.1% compared to the same month last year, registering at 631,479 PAX and 6,111 ACM respectively. Since the beginning of 2014 and up until April, year-to-date (YTD) PAX figures rose by 13.6% and ACM figures were up by 8.1% as opposed to the same period during 2013, coming in at 2,282,894 PAX and 23,153 ACM.

Passenger traffic in Kuwait records 12% increase in April: The Directorate General of Civil Aviation in Kuwait announced that the passenger traffic at Kuwait International Airport increased by 12% in April 2014 compared to the same month of 2013.

The flight movement and cargo flight went up by 6% and 7% respectively in April 2014 compared to the same month in 2013, the directorate said in a press release.

The total number of passengers at the airport has reached 786,000, including 384,000 arrivals and 402,000 departures in April, the directorate added. The number of commercial flights to and from Kuwait airport in April reached around 6,500 flights, it pointed out.

Source: KUNA

Qatar Airways & Hamad International Airport commit to innovative solutions for improved passenger experience & security:

The International Air Transport Association (IATA) welcomed and recognized the participation of Qatar Airways and the newly opened Hamad International Airport, Doha, in two key industry programs that enhance security and improve passenger convenience. Smart Security: Hamad International Airport, Qatar Airways, Airports Council International (ACI), and IATA signed an agreement for a pilot program for Smart Security. Smart Security is a joint project between IATA and ACI to strengthen security, improve the passenger experience, and increase operational efficiency at airport checkpoints. Smart Security achieves this by strengthening security by focusing resources based on risk, using advanced screening technologies and process innovations. The pilot at Hamad International Airport is the third globally, after agreements with Amsterdam-Schiphol and London-Heathrow.

Fast Travel: Doha's Hamad International Airport includes five of the six Fast Travel options for self-service. These are Check-in, Bags-Ready-To-Go (known locally as the Qatar Airways My Q-Tag service), Flight Rebooking, Self-Boarding, and Baggage Recovery. Plans are also in place for the implementation of Document Check, the last of the Fast Travel options. In recognition of its achievement in giving passengers greater choice, convenience, and control over their journey, Qatar Airways was given the Fast Travel Green Award. The agreement was signed and awards presented at the conclusion of the IATA Annual General Meeting and World Air Transport Summit in Doha, Qatar.

ADAC says new passenger transfer facility opened at Terminal 3: Abu Dhabi International Airport announced on 21 May the opening of a transfer passenger screening facility at Terminal 3 as part of its continued Capacity Enhancement Program (CEP).

The program, which was launched in 2010, is gradually increasing the passenger handling capability at Abu Dhabi International Airport reaching an increase in the throughput potential of the airport from the current 16 million to over 18 million passengers per annum. The new facility includes 16 new X-ray machines that will enhance transfer passengers' processing and movement from the arrival areas to the duty free and other departure facilities at the airport. Abu Dhabi International Airport is now able to channel transfer traffic into two separate screening facilities, which will drastically reduce congestion at these facilities during peak traffic times.

Source: ADAC

More than 6.1 million passengers pass through Dubai International in April 2014: Dubai International received more than 6.1 million passengers in April 2014. This is the third time in four months the airport has recorded monthly traffic of more than 6 million passengers.

Passenger numbers rose 13.7% to 6,159,634 in April 2014, up from 5,418,946 passengers recorded in April 2013. During the first four months of 2014, traffic climbed 11.9% to 24,521,454 passengers, up from 21,905,363 in the same period in 2013.



Total aircraft movements reached 31,234 in April 2014, climbing 2.5% from the 30,469 movements recorded in April last year. In the first four months of the year, total aircraft movements rose to 125,928, up 3.6% from 121,599 movements in the same period in 2013.

Cargo volumes climbed by rising 3.7% in April to 207,317 tonnes, up from 199,985 tonnes recorded in the same month last year. Year to date volumes totalled 821,193 tonnes, up 4.6% from the 784,832 tonnes achieved in the first four months of 2013.

AIR TRAFFIC MANAGEMENT

COMSOFT completes Egypt's AIM modernization: Egypt's National Air Navigation Services Company (NANSC) have successfully completed the upgrade of their Aeronautical Information Services (AIS) with German specialist COMSOFT, allowing them to meet the increasing demands of Egypt's air traffic. The successful roll out of COMSOFT's AIM solution marks the completion of a significant contract for NANSC, which included upgrades to all of Egypt's international airports, ensuring they fully comply with the latest ICAO requirements, while enabling highly efficient aeronautical data management workflows.

COMSOFT's renowned CADAS AIM solution now forms the core service for a wide range of aeronautical products and services, in line with AIXM5.1 and including AIP publications, briefing and NOTAM operations, while guaranteeing full backwards compatibility. The main AIM system, installed at Cairo Air Navigation Centre (CANC), is now connected countrywide to all of Egypt's five major airports Aswan, Sharm El Sheikh, Hurghada, Luxor and Alexandria, as well as all nine other domestic airports in the country.

COMSOFT and NANSC have had a strong working relationship since 2008 when NANSC first began the modernisation of their ATM architecture with AMHS. In 2012 the Egyptian ANSP also chose COMSOFT's FPL 2012 converter to allow the conversion from old to new flight plan formats, in support of the ICAO driven FPL2012 migration.

Source: COMSOFT

COMSOFT advances with Libya's ATM project ready for Libyan route expansion: LYCAA have taken the next step towards nationwide deployment of COMSOFT's AIDA-NG solution and complementary CADAS server after successful Factory Acceptance and Factory Training at the German experts head office in Karlsruhe, Germany.

The latest successful steps in the project now pave the way for state implementation that will see upgrades to the central site in capital city Tripoli, as well as the delivery of messaging and information management services at remote installations in Mitiga, Misurata, Sebha, and Benina. Further User Agent terminals will be installed at other smaller airports throughout the country. LYCAA have been successfully operating COMSOFT's reliable AIDA-NG and CADAS products since 2004, and the fundamental modernisation will provide

LYCAA with an AMHS upgrade including improved NOTAM, OPMET, Briefing and Flight Plan Management facilities, while simultaneously integrating the components in AIXM 5.1-based AIM concept.

With the lifting of a voluntary European flight ban, agreed to take place in the next few months, and Libyan Airlines proposed major expansion of its route network in Africa and the Far East, the country is set for increased air travel by the middle of the year - highlighting the importance of this part of the ATC modernisation being carried out by COMSOFT.

Source: CANSO

GLOBAL

ARAB

AVIATION

SPREADING OUT

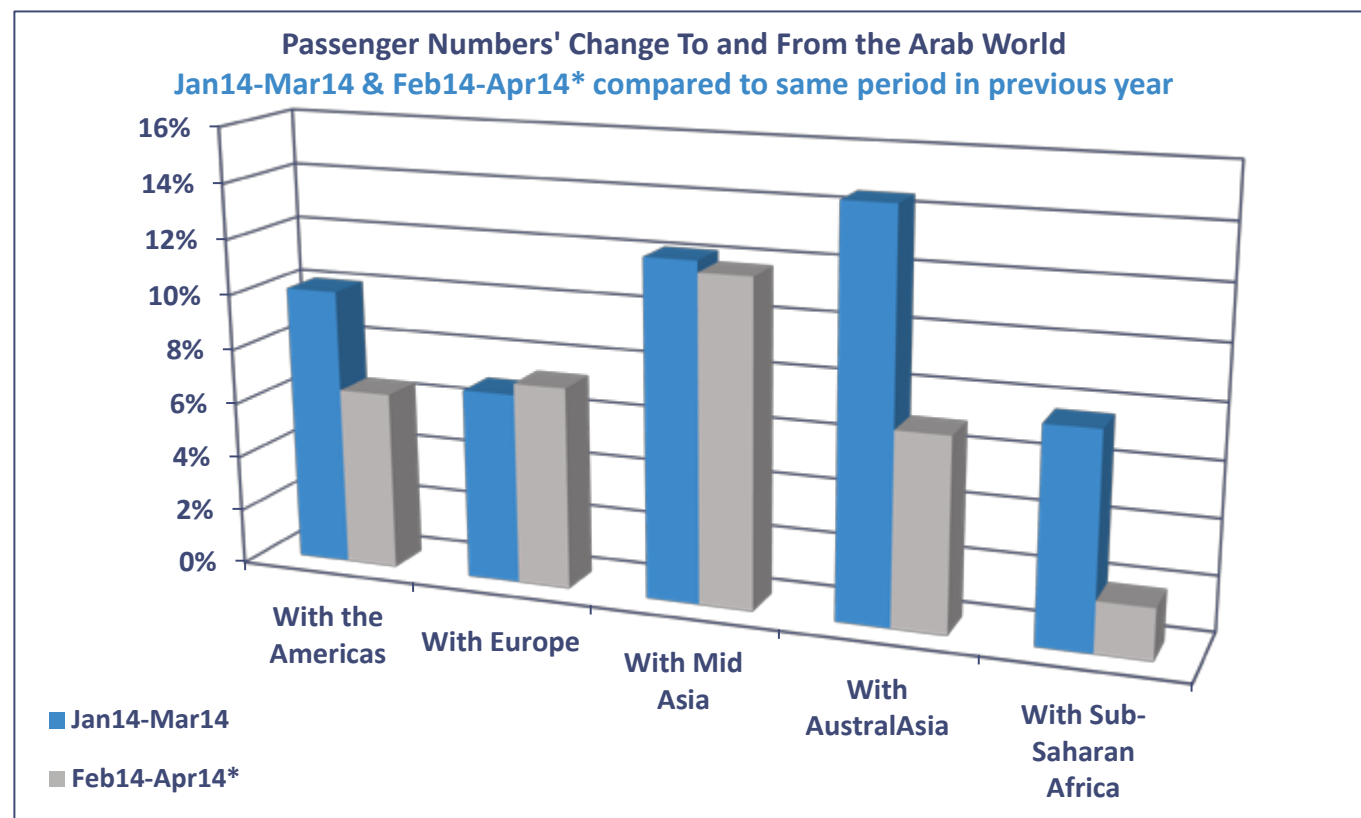
PASSENGER TRAFFIC

Passenger numbers on routes to and from the Arab world are expected to have increased by 9.7% in April 2014 compared to April 2013, after a growth of 5.9% in March 2014 over March 2013.

Traffic to and from the Arab world	April 14* over April 13
With the Americas	0.8%
With Europe	10%
With Mid Asia	14.7%
With Far East and Australasia	4.1%
With Sub Saharan Africa	(5.1%)

Source: AACO, IATA

*Estimated

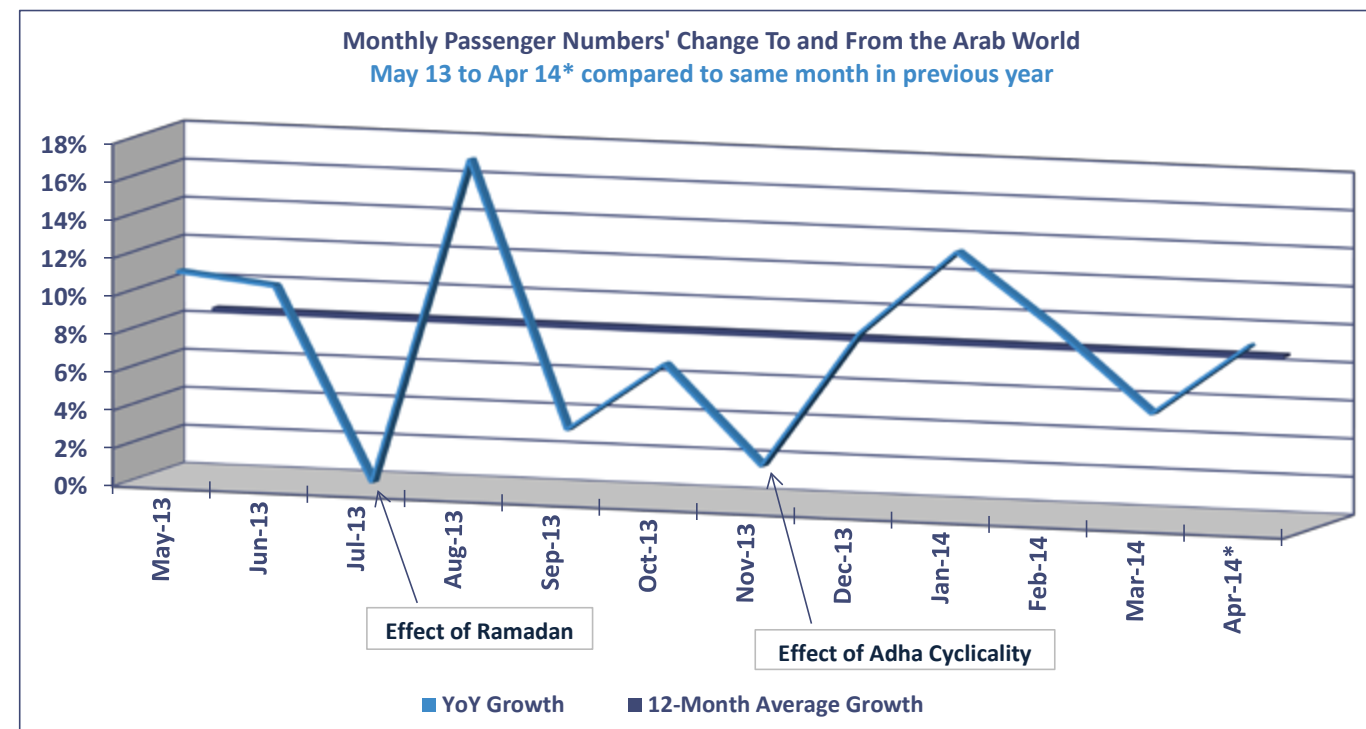


Source: AACO, IATA

*Estimated

Passenger numbers to and from the Arab world market reported a 9.9% growth between January 14 & March 14 compared to the same period in previous year.

Passenger numbers to and from the Arab world market reported an 8.5% increase between February 14 & April 14* compared to the same period in previous year.



Source: AACO, IATA

*Estimated

ROUTES

Airline	From	To	Date	Weekly Freq.	Aircraft type
EK	Dubai	Mumbai	21 Jul. 14	7x	A380
		Delhi & Hyderabad		unchanged	upgrade to B777
		Singapore	1 Aug. 14	28x to 35x	B777-300
		Seychelles	28 Oct. 14	7x to 14x	A340-500
EK Sky-Cargo	Dubai	Mexico City via Frankfurt	N/A	1x	B777F
		Atlanta via Frankfurt		1x	
EY	Abu Dhabi	Los Angeles	1 Jun. 14	7x	A340-500 then B777-200LR in mid-July
		Zurich		7x	A330-300
EY Cargo	Abu Dhabi	Entebbe	26 May 14	1x	A330-200F
FZ	Dubai	Delhi	1 Jun. 14	4x	B737-800
		Kochi	2 Jun. 14	3x	
		Thiruvananthapuram	3 Jun. 14		
QR	Doha	London LHR	15 May 14	35x to 42x	7x A319
		Istanbul Sabiha	22 May 14	4x	A320
QR Cargo	Doha	London Stansted	2 May 14	5x	B777-200F
		Mexico City	11 Jun. 14	2x	B777F
RJ	Amman	Ney York JFK via Montreal	Jun. 14	4x to 6x	A330 & A340
9W	Kozhikode	Dammam	10 Jun. 14	7x	B737
TK	Istanbul	Abu Dhabi	3 May - 19 Jul. 14	3x	B737-800
		Oran	7 May 14	4x	N/A
J9	Kuwait	Istanbul	2 May 14	3x	A330



Emirates ups services to India: Emirates will expand its A380 network to 28 destinations, when it launches a daily A380 service to Mumbai International Airport on 21 July 2014.

EK 500 and EK 501 between Dubai and Mumbai will be up-scaled to a three-class A380 aircraft, representing a capacity increase of 2,127 seats per week in each direction.

In addition, Emirates will deploy larger Boeing 777 aircraft to Delhi and Hyderabad to serve growing demand. Delhi will have 980 additional one-way weekly seats while Hyderabad will increase its capacity to add 672 one-way weekly seats. A combined total of 3,779 one-way weekly seats will be deployed on Mumbai, Delhi, and Hyderabad through these aircraft upgrades. This follows the recent bilateral discussions between the governments of Dubai and India, which provided a phased increase of 11,000 seats for Dubai carriers.

India's National Council of Applied Economic Research (NCAER) recently modelled the impact of Emirates up-gauging daily services to Mumbai from Boeing 777s to an Airbus A380. The annual incremental economic benefit from up-gauging one service is USD 8.3 million in additional GDP per return flight and the creation and support of over 1,000 jobs.

The Emirates A380 operating on the Mumbai route will feature 14 First Class suites, 76 Business Class seats and 399 Seats in Economy Class passengers.

Emirates launches fifth daily flight to Singapore further boosting connectivity: Emirates announced on 12 May that it will introduce a fifth daily flight between Dubai and Singapore starting 1 August 2014.

This will bring Emirates' total number of flights between the two cities to 35 a week, with 28 non-stop services and seven flights via Colombo, in addition to Emirates' daily services from Singapore to Brisbane and Melbourne.

Emirates will operate a 364-seat Boeing 777-300, with 12 First Class seats, 42 Business Class seats and 310 Economy Class seats, for this additional Dubai - Singapore non-stop service.

Emirates to operate double daily services to the Seychelles: Emirates has announced that it will step up its operations to the Seychelles by increasing services to double daily later in 2014.

The introduction of two more flights per week on the route into the Seychelles will increase the existing 12 scheduled flights to fourteen bringing operations to double daily from the 28th of October in 2014. Emirates operates an Airbus A340-500 on the route, offering customers a choice of cabins with 12 suites in First Class, 42 Business Class seats and 204 seats available in Economy Class.

Emirates SkyCargo launches freighter service to Mexico City and Atlanta:

Emirates SkyCargo, the freight division of Emirates, has added Mexico City and Atlanta to its flight schedule. The once-a-week service to Mexico City starts in Dubai with a stop en route to Frankfurt, while on the way back the flight makes a scheduled stop in Houston and Copenhagen before heading back to Dubai. The freighter service to Hartsfield-Jackson Atlanta Airport from Dubai,

which is also a weekly service, has a scheduled stop in Frankfurt and on the return leg stops at Copenhagen. This multi-stop service provides customers with the additional benefit to move cargo between these cities.

On both routes Emirates SkyCargo uses its Boeing 777 Freighter aircraft, which is capable of carrying 103 tonnes of cargo.

Etihad Airways daily Abu Dhabi – Los Angeles service takes flight: Etihad Airways launched on 1 June 2014, its daily EY 171 service between Abu Dhabi (AUH) and Los Angeles (LAX). Los Angeles is Etihad Airways' fourth US destination, joining Chicago, New York and Washington, D.C. This will increase further on 3 December 2014 with the addition of direct flights to Dallas / Fort Worth. Guests and their checked-in baggage flying from Abu Dhabi are also processed through all US immigration, customs and agriculture inspections, before boarding the aircraft, eliminating the need to do so on arrival in the US. The aircraft initially serving the new Los Angeles route is a three-cabin, long-range Airbus 340-500 which can accommodate 240 guests with 12 First Class suites, 28 Business Class seats, and 200 Economy Class seats.

In mid-July, the service will transition to a three-cabin, long-range Boeing 777-200LR which will be configured with 237 seats, including eight First Class suites, 40 Business Class seats, and 189 Economy Class seats.

Etihad Airways' first flight to Zurich touches down: Etihad Airways' Flight EY073 touched down on schedule at Zürich Airport on 1 June, marking the start of the airline's new daily non-stop service between Zürich and Abu Dhabi. The new Etihad Airways service builds upon the airline's existing daily flights between Abu Dhabi and Geneva launched on 5 June 2004, bringing to 14 the number of flights linking Zürich and Geneva to Abu Dhabi, the capital of the United Arab Emirates, each week.

The new route is served by an Airbus A330-300 aircraft configured with 8 seats in First Class, 32 in Business Class and 191 in Economy Class.

Etihad Cargo to commence flights to Entebbe: Etihad Cargo inaugurated a new weekly freighter flight between Abu Dhabi and the Ugandan city of Entebbe on 26 May 2014. The direct cargo service will operate using an Airbus A330-200F freighter, with a capacity of 64 metric tonnes.

flydubai doubles its network in India: flydubai announced that its operations to Delhi, Kochi and Thiruvananthapuram commenced early June 2014. flydubai is operating four weekly flights to Delhi since 1 June and three weekly flights to both Kochi and Thiruvananthapuram from 02/03 June respectively, bringing the total number of Indian cities served by the carrier to six, including its existing routes Ahmedabad, Hyderabad and Lucknow. flydubai is deploying Business Class configured aircraft on all three new routes.

Qatar Airways' first all-Business Class service touches down at London

Heathrow: Qatar Airways celebrated on 15 May the inauguration of its new



all-premium daily service 'Business One' between Doha and London Heathrow, becoming the first ever carrier to operate an all-Business Class service from London Heathrow. The new daily service flies from Doha to London Heathrow Terminal 4 using an Airbus A319 configured with a single aisle, 2-2 seating configuration, offering 40 premium Business Class seats. The new additional flight will step up the frequency on the Doha to London Heathrow route from 35 to 42 weekly services and comes just before Qatar Airways commences operations on the Doha to London Heathrow route with its new A380 aircraft, which will operate on "QR003" & "QR004" from 17 June.

Qatar Airways' expansion continues with new route to Turkey: Qatar Airways has continued its expansion plans with the launch of direct flights to its third destination in Turkey. The airline's inaugural flight to Istanbul Sabiha Gökçen International Airport touched down on 22 May. The flight signaled the start of a four-times-weekly service to Istanbul Sabiha Gökçen. The route is being operated by an Airbus A320, with 12 seats in Business Class and 132 in Economy.

Qatar Airways Cargo joins Stansted's global cargo network: London Stansted welcomed the arrival of Qatar Airways Cargo on 2 May, marking the launch of the airport's first scheduled cargo link to the Middle East and the carrier's first scheduled freighter service into the UK. The airline will operate five weekly flights to Britain's third busiest cargo airport, from Hong Kong via the Qatari capital, Doha, using a Boeing 777-200F.

Qatar Airways Cargo to launch dedicated service to Mexico: Qatar Airways Cargo will start operating its twice-weekly freighter service to Mexico City (Mexico) on 11 June 2014. This new dedicated cargo route will mark the start of Qatar Airways Cargo operations in Latin America. Qatar Airways Cargo will operate the twice-weekly service between Doha and Mexico City's Licenciado Benito Juárez International Airport, using the Boeing 777 freighter.

Royal Jordanian to fly to New York six times a week in Summer 2014: Royal Jordan is introducing an additional two weekly flights to New York during June and July 2014, bringing the number of scheduled flights operating on this route to six weekly. The two extra flights to JFK will be run via Montreal. Royal Jordan's direct four weekly flights to JFK will rise to five weekly in August 2014. Royal Jordanian operates frequent direct flights between Amman and North America using its wide-bodied A330 and A340 aircraft, including daily flights to Chicago and two weekly flights to Detroit, in addition to the flights to New York and Montreal mentioned above.

Jet Airways launches daily direct service from Kozhikode to Dammam: Jet Airways announced the addition of a daily direct flight from Kozhikode to Dammam in the Kingdom of Saudi Arabia. This route will be served by a Boeing 737 effective on 10 June 2014.

Turkish Airlines adds three additional flights from Abu Dhabi to Istanbul: Turkish Airlines has added three new flights to its weekly schedule to and from Abu Dhabi, starting from 3 May until 19 July 2014. The new flights are all being operated by Boeing 737-800 aircraft.

Turkish Airlines adds flights to Oran: Turkish Airlines added flights to Oran as its 2nd destination in the Algeria. Roundtrip flights between Istanbul and Oran are operated 4 times per week.

Jazeera Airways launches Kuwait flights from Atatürk Airport: Jazeera Airways performed its first flight to Istanbul Atatürk Airport on 2 May. The airline will operate this route three times a week on board of an A320 aircraft.

CAPACITY AND DEMAND

Passenger Air Services to & from the Arab World - Apr. 2014 - SRS Analyzer
AACO members increased the number of seats offered to and from the Arab world by 16%, while other airlines decreased the number by (1.4%) which resulted in a growth of 9.5% in the total number of offered seats to and from the Arab world.

Percentage of the Total Available Seats To and From the Arab World	
With Europe	29.5%
With Mid Asia	18.1%
With Australasia	10.5%
With the Americas	2.7%
With Sub Saharan Africa	4.2%

Source: AACO, SRS Analyzer

Capacity* of Top 10 Carriers (Arab World & Europe)			
Airline	ASKs (Million)	Departures	Seats
EK	7,241.1	3,527	1,468,236
QR	2,383.0	2,242	528,762
EY	1,586.7	1,374	317,514
TK	1,079.5	2,858	533,877
BA	813.5	800	185,342
AT	799.0	2,739	423,375
LH	656.7	958	185,257
MS	614.8	1,300	224,430
SV	559.2	709	143,838
AF	473.9	1,176	202,151
Grand Total	24,294.8	37,322	7,591,544

* Includes scheduled capacity and not actual flown capacity

Source: AACO, SRS Analyzer



Capacity* of Top 10 Carriers (Arab World & Australasia)			
Airline	ASKs (Million)	Departures	Seats
EK	7,554.1	2,588	1,083,882
QR	2,908.3	1,501	434,340
EY	2,272.8	1,076	321,868
SV	971.3	356	130,194
QF	639.2	120	54,000
CX	433.9	224	69,664
GA	414.9	172	53,100
MS	372.4	144	48,300
PR	332.8	150	45,300
JT	237.0	60	29,760
Grand Total	18,737.8	7,915	2,693,823

* Includes scheduled capacity and not actual flown capacity

Source: AACO, SRS Analyzer

Capacity* of Top 10 Carriers (Arab World & Sub Saharan Africa)			
Airline	ASKs (Million)	Departures	Seats
EK	2,238.6	1,228	408,968
QR	382.2	480	86,324
AT	341.4	729	113,627
MS	301.7	461	78,997
EY	256.8	266	54,716
ET	214.7	576	98,221
SV	100.8	189	34,046
AH	81.1	160	27,032
9D	55.9	87	20,168
TU	55.4	96	16,116
Grand Total	4,414.7	5,206	1,092,563

* Includes scheduled capacity and not actual flown capacity

Source: AACO, SRS Analyzer

Capacity* of Top 10 Carriers (Arab World & Mid Asia)			
Airline	ASKs (Million)	Departures	Seats
EK	2,151.4	2,808	932,253
QR	1,108.5	1,944	399,517
SV	1,092.5	1,271	366,558
G9	741.0	1,806	292,572
9W	740.4	1,856	295,620
AI	673.6	1,208	237,144
EY	589.1	1,433	230,321
IX	564.2	1,180	212,400
FZ	549.7	1,173	221,697
WY	442.0	1,300	198,296
Grand Total	11,742.4	23,553	4,665,971

* Includes scheduled capacity and not actual flown capacity

Source: AACO, SRS Analyzer

Capacity* of Top 10 Carriers (Arab World & the Americas)			
Airline	ASKs (Million)	Departures	Seats
EK	3,320.6	685	276,254
QR	1,312.2	384	115,112
EY	996.0	266	86,748
SV	483.4	168	44,070
UA	283.5	94	25,568
MS	261.3	84	28,740
9W	250.6	60	22,680
RJ	206.3	84	21,800
DL	197.4	60	16,140
AT	175.0	127	29,210
Grand Total	7,622.2	2,076	683,156

* Includes scheduled capacity and not actual flown capacity

Source: AACO, SRS Analyzer



TOURISM

International tourism generates USD 1.4 trillion in export earnings: Total export earnings generated by international tourism in 2013 reached USD 1.4 trillion. Receipts earned by destinations from international visitors grew by 5% to reach USD 1,159 billion, while an additional USD 218 billion was earned by international passenger transport.

According to the latest UNWTO World Tourism Barometer, receipts in destinations worldwide from expenditure by international visitors on accommodation, food and drink, entertainment, shopping and other services and goods, reached an estimated USD 1,159 billion (euro 873 billion) in 2013. Growth exceeded the long-term trend, reaching 5% in real terms (taking into account exchange rate fluctuations and inflation). The growth rate in receipts matched the increase in international tourist arrivals, also up by 5%, reaching 1,087 million in 2013, from 1,035 million in 2012.

Apart from receipts in destinations (the travel credit item in the Balance of Payments), tourism also generates export earnings through international passenger transport services (rendered to non-residents). The latter amounted to an estimated USD 218 billion in 2013, bringing total receipts generated by international tourism to USD 1.4 trillion, or USD 3.8 billion a day, on average. International tourism (travel and passenger transport) accounts for 29% of the world's exports of services and 6% of overall exports of goods and services. As a worldwide export category, tourism ranks fifth after fuels, chemicals, food and automotive products, while ranking first in many developing countries.

Asia and the Pacific fastest growing region, while Europe takes biggest share
In absolute terms, receipts in destinations around the world increased by USD 81 billion (Euro 34 billion, comparatively less due to the depreciation of the dollar) from USD 1,078 billion (Euro 839 billion) in 2012.

Europe, which accounts for 42% of all international tourism receipts, saw the biggest growth in 2013: up USD 35 billion to USD 489 billion (Euro 368 billion). Destinations in Asia and the Pacific (accounting for 31% of all tourism receipts) increased earnings by USD 30 billion to USD 359 billion (Euro 270 billion). In the Americas (20% share), receipts increased by USD 16 billion to a total of USD 229 billion (Euro 173 billion). In the Middle East (4% share) total tourism receipts are estimated at USD 47 billion (Euro 36 billion) and in Africa (3% share) at USD 34 billion (Euro 26 billion).

In relative terms, Asia and the Pacific (+8%) recorded the largest increase in receipts, followed by the Americas (+6%) and Europe (+4%).

Among the top ten tourism destinations by receipts, Asian destinations Thailand (+23%), Hong Kong (China) and Macao (China) (both +18%) saw strong growth, while the United Kingdom (+13%) and the United States (+11%) also posted double-digit increases. Receipts in Spain, France, China, Italy and Germany grew between 1% and 5%.

China, Russia and Brazil account for half the world's increase in tourism expenditure

The emerging economies of China, Russia and Brazil have been dynamic

drivers of outbound tourism in recent years. In 2013, these three source markets accounted for some USD 40 billion of the total USD 81 billion increase in international tourism expenditure. China, which became the largest outbound market in 2012 with an expenditure of USD 102 billion, saw an increase of 26% in spending last year to a total of USD 129 billion. The Russian Federation became the fourth largest outbound market in 2013, following a 25% growth to USD 54 billion. Brazil entered the top ten by expenditure at tenth place, on the back of a 13% increase to USD 25 billion.

The performance of key advanced economy source markets was comparatively more modest, with the exception of Australia which spent 9% more. France (+5%) recovered from a weak 2012, whereas the United States, Germany, the United Kingdom, and Canada all increased expenditure by between 2% and 4%.

Source: UNWTO

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

International Tourist Arrivals (World, North Africa & Middle East regions)										
	Full Year					Share 2013*	Percentage Change			
	2005	2010	2011	2012	2013*		11/10	12/11	13*/12	2014*
	(million)						(%)			YTD
World	807	948	995	1,035	1,087	100	4.9	4.1	5	5.3
North Africa	13.9	18.8	17.1	18.5	19.6	1.8	(9.1)	8.2	6.1	15.1
Middle East	36.3	58.2	54.6	51.7	51.6	4.7	(6.1)	(5.4)	(0.2)	(3.1)

Source: World Tourism Organization (UNWTO)

*estimated

Outlook of International Tourists 2013					
	2010	2011	2012	2013*	2014*
	real full year, change				projection
World	6.5%	4.9%	4.1%	5%	4% and 4.5%
Africa	9.3%	(0.6%)	6.6%	5.4%	4% and 6%
Middle East	11.5%	(6.1%)	(5.4%)	(0.2%)	0% and 5%
Europe	3.1%	6.4%	3.6%	5.4%	3% and 4%
Asia and the Pacific	13.2%	6.6%	6.9%	6.2%	5% and 6%
Americas	6.6%	3.6%	4.3%	3.2%	3% and 4%

Source: World Tourism Organization (UNWTO)

*estimated



International Tourist Arrivals by (sub)region - selected countries & territories						
	2010	2011	2012	2013*	12/11	13*/12
	Full Year (1,000)				Change (%)	
North Africa	18,756	17,058	18,464	19,582	8.2	6.1
Algeria	2,070	2,395	2,634	2,733	10	3.7
Morocco	9,288	9,342	9,375	10,046	0.4	7.2
Sudan	495	536	-	-	-	-
Tunisia	6,902	4,785	5,950	6,269	24.4	5.3
Middle East	58,172	54,629	51,684	51,571	(5.4)	(0.2)
Egypt	14,051	9,497	11,196	9,174	17.9	(18.1)
Jordan	4,207	3,960	4,162	3,945	5.1	(5.2)
Kuwait	207	269	300	-	11.6	-
Lebanon	2,168	1,655	1,366	1,274	(17.5)	(6.7)
Palestine	522	449	490	545	9.3	11.3
Qatar	1,519	2,527	1,170	-	-	n/a
Saudi Arabia	10,850	17,498	14,276	13,213	(18.4)	(7.4)
Syria	8,546	5,070	-	-	-	-
UAE*	7,432	8,129	8,977	9,990	10.4	11.3
Yemen	1,025	829	874	-	5.4	-

* Dubai Only

Source: World Tourism Organization (UNWTO)

COLLABORATION

Etihad Airways expands codeshare expansion agreement with Jet Airways:

Etihad Airways announced a major expansion of its codeshare agreement with Jet Airways.

The two airlines have obtained regulatory approval to codeshare on 43 additional routes, bringing the total number of services in their codeshare agreement to 71.

As part of the expansion, Etihad Airways has placed its 'EY' code on domestic services in India for the first time, with the codeshare agreement now including 31 Jet Airways routes from hubs in Mumbai, Delhi, Chennai and Bangalore to regional centres in Ahmedabad, Amritsar, Goa, Hyderabad, Jaipur, Kochi, Kolkata, Lucknow, Mangalore, Patna, Trivandrum and Vadodara.

The codeshare agreement has also been updated to incorporate Jet Airways' international connections from Mumbai and Delhi to the hubs of Singapore, Hong Kong and Bangkok, together with services linking Chennai to Abu Dhabi and Singapore.

Furthermore, Jet Airways has strengthened its offering to the US and Europe by codesharing on additional Etihad Airways routes between Abu Dhabi and Chicago, New York, Dublin and Milan.

ENVIRONMENT

CDM pipeline update:

CDM pipeline update	1 June 2014	Status	# of Projects
Status	# of Projects	Withdrawn	63
At Validation	1,221	Rejected by EB	269
Request for Registration	16	Validation Negative by DOE	265
Request for Review	5	Validation Terminated by DOE	1,798
Correction Requested	0	Registered, no issuance of CERs	4,917
Under Review	0	Registered, CER issued	2,579
Total in Registration Process	21	Total Registered	7,496

Source: UNEP RisØ

Settlement Price of ECX EUA and CER Futures on 6 May 2014

	Dec-14	Dec-15	Dec-16	Dec-17
EUAs	€ 5.44	€ 5.63	€ 5.85	€ 6.10
CERs	€ 0.09	€ 0.25	€ 0.25	€ 0.26

Source: IntercontinentalExchange

From sunlight to jet fuel: EU project makes first "solar" kerosene: An EU-funded research project called SOLAR-JET has produced the world's first "solar" jet fuel from water and carbon dioxide (CO₂). Researchers have for the first time successfully demonstrated the entire production chain for renewable kerosene, using concentrated light as a high-temperature energy source. The project is still at the experimental stage, with a glassful of jet fuel produced in laboratory conditions, using simulated sunlight. However, the results give hope that in future any liquid hydrocarbon fuels could be produced from sunlight, CO₂ and water.

In a first step concentrated light - simulating sunlight - was used to convert carbon dioxide and water to synthesis gas (syngas) in a high-temperature solar reactor containing metal-oxide based materials developed at ETH Zürich. The syngas (a mixture of hydrogen and carbon monoxide) was then converted into kerosene by Shell using the established "Fischer-Tropsch" process.

Although producing syngas through concentrated solar radiation is still at an early stage of development, the processing of syngas to kerosene is already being deployed by companies, including Shell, on a global scale. Combining the two approaches has the potential to provide secure, sustainable and scalable supplies of aviation fuel as well as diesel and gasoline, or even plastics. Fischer-Tropsch derived fuels are already certified and can be used by existing vehicles and aircraft without modifications of their engines or of fuel infrastructure.

Source: European Commission



REGULATORY TONE

IATA members set out steps needed to tackle problem of unruly passengers:

The International Air Transport Association (IATA) 70th Annual General Meeting (AGM) unanimously adopted a resolution that calls on governments and industry to work together on a balanced package of measures to effectively deter and manage the significant problem of unruly air passenger behavior. Such behavior includes committing physical assault, disturbing good order on board or failing to follow lawful crew instructions.

The adoption of the AGM Resolution follows a Diplomatic Conference called by the International Civil Aviation Organization (ICAO) at which governments agreed to modernize and strengthen the Tokyo Convention 1963. The result, known as the Montreal Protocol 2014 (MP14), provides a more practically effective deterrent to unruly behavior by extending the legal jurisdiction for such events to the territory in which the aircraft lands.

The definition of unruly behavior is wide and includes non-compliance with crew instructions, consumption of illegal narcotics, sexual harassment, and physical or verbal confrontation or threats. In 2013, the number of incidents of unruly behavior voluntarily reported to IATA by airlines reached some 8,000 cases. Intoxication, often resulting from alcohol already consumed before boarding, ranks high among factors linked to these incidents. Other causes include irritation with another passenger's behavior, frustration with rules such as smoking prohibitions or use of electronic devices or emotional triggers originating prior to flight.

Reflecting the broad number of factors associated with unruly behavior, the Resolution's core principles on unruly passengers take a wide-ranging approach to the issue. In addition to calling on governments to ratify MP14, the core principles include calls for:

- Airlines to ensure that they have in place corporate policies and appropriate training programs for cabin crew and ground staff to enable them to prevent or manage disruptive passenger behavior, including at check-in, during security search, and at the gate.
- Governments and airlines to raise awareness of the consequences of unruly behavior
- Airports and airport concessionaires such as bars and restaurants to implement procedures that could help prevent unruly behavior on flights.

Source: IATA

US Department of Transportation proposes additional consumer protections for air travelers:

US Transportation Secretary Mr. Anthony Foxx proposed on 21 May new consumer protections for air travelers, building on the U.S. Department of Transportation's (DOT) previous passenger protection rules issued in December 2009 and April 2011. The proposal would require the disclosure of fees for certain basic airline services such as checked baggage, require more carriers to report their performance data to DOT, and codify the Department's definition of a ticket agent to ensure that companies that offer flight search

tools and receive a form of compensation are adhering to the Department's consumer protection requirements.

Comments on the proposal are due in 90 days. The text of the proposed rule and comments are available on the Internet at www.regulations.gov, docket DOT-OST-2014-0056.

Source: US DOT

U.S. Department of Transportation tentatively approves IATA's Data Transmission Standard, adds measures to protect privacy and address other consumer and industry concerns:

The U.S. DOT tentatively approved a proposal that would help modernize the marketing and sale of airline products by enabling all of the market players –airlines, travel agents, global distribution systems (GDSs), and consumers – to “speak the same language” in their communications with each other through a common data transmission standard. The Department tentatively finds that the proposed communication standard would facilitate the development of systems that would create consumer access to more and better information, and give the industry tools to better respond to consumer demand creating enhanced efficiency and more competition in the marketplace. The Department has added several consumer safeguards ensuring that those shopping for air travel could not be required to disclose personal information, and specifying that airlines and ticket agents would be obligated to follow their published privacy policies on the sharing and storing of personal information.

Parties will have until June 11, 2014 to submit comments in response to the tentative decision at regulations.gov, docket number DOT-OST-2013-0048. Answers to those comments will be due no later than 20 June 2014.

EU Member States still need to strengthen enforcement of air passenger rights, says European Commission report:

The European Commission released a review on air passenger rights enforcement in the EU, which shows that complaints to national authorities for compensation and assistance have returned to lower levels since the exceptional year 2010 (ash cloud crisis, snow disruptions). Also, airlines get sanctioned in only 1% of the cases as most of the complaints are settled without having to resort to such measures in order to ensure enforcement. Complaints from disabled persons and persons with reduced mobility about problems in air transport remain very low in general and no sanctions were imposed to airlines for such cases.

The statistics are based on data provided by the National Enforcement Bodies (NEBs) of the 28 Member States and Iceland, Norway and Switzerland. The main findings of the report are:

- The number of complaints received by NEBs under the Regulation establishing compensation for and assistance to passengers in the event of denied boarding and of cancellation or long delay (Regulation (EC) 261/2004) was 91,726 in 2010, 52,675 in 2011 and 56,478 in 2012.
- In the reporting period NEBs were reluctant to sanction infringing air-carriers. Sanctions were applied only in little more than %1 of cases.



This shows that sanctions are still the last resort after all other means to ensure compliance have failed.

- Yet, sanctions imposed by NEBs on infringing airlines are better followed through and applied. This means that despite their low number sanctions are becoming more than just a paper warning.
- The number of complaints received by NEBs under the Regulation establishing the rights of disabled persons and persons with reduced mobility when travelling by air (Regulation (EC) 1107/2006) was 128 in 2010 and 111 in 2011. It increased to 275 in 2012 but this increase is a pure statistical effect - as from that year data for the UK were also included – and does not reflect an underlying trend. No sanctions were imposed on air carriers.

The report can be found [here](#).

Source: European Commission

The European Commission reports increased transparency in setting of airport charges, but uneven implementation of rules by the Member States:

The European Commission has released a report on Member States' application of EU rules on airport charges — the fees airlines pay to airports for the use of runways and terminals. Airport charges are estimated to account for up to 10% of airlines' operating costs, which are ultimately paid by passengers as part of the ticket price. By ensuring that airports price their facilities according to market principles, the directive helps passengers get value for money when they fly from European airports. The directive currently applies to around 75 airports in the European Economic Area.

The report shows that since the introduction of the rules in 2011, larger European airports have become more transparent when taking decisions about these charges. In general, consultations between airports and airlines, as required by the directive, are now being carried out and Member States' independent supervisory authorities have been set up. However, problems identified at a number of important airports show that the directive has not been applied consistently across the EU and further monitoring of the situation is needed. Largely as a result of the development of a true European aviation market and the competition that this has brought, EU airports have gone through an important transformation of their businesses, which also has an impact on the setting of airport charges.

In order to promote a more consistent application of the directive and more cooperation among Member States' independent supervisory authorities, the Commission is establishing the Thessaloniki Forum of Airport Charges Regulators. The first meeting of this forum, hosted by the Greek Presidency of the Council of the European Union, will take place in Thessaloniki on 13 June. The forum will meet regularly in the future.

Source: The European Commission

Antitrust authority approves strategic partnership between GOL and Air France-KLM: GOL Linhas Aéreas Inteligentes S.A. announced that the antitrust authority (the General Superintendency of the CADE - Conselho

Administrativo de Defesa Econômica “CADE”) published its decision granting unconditional approval for the exclusive long term strategic partnership for commercial cooperation between the Company and Air France-KLM executed on 19 February 2014. The approval may be reviewed by the Court of the CADE if it decides to do so within the next 15 days. The decision of the General Superintendency will become definitive once the 15-day period lapses.

Pursuant to the agreements of the strategic partnership, Air France-KLM will invest USD 100 million in GOL. This amount will comprise an investment in GOL shares for USD 52 million, which will represent an equity interest of approximately 1.5% in preferred shares of the Company. The terms and conditions of the share issuance will be approved by the board of directors of GOL, and will be more fully described in a Notice to Shareholder (Aviso aos Acionistas) that will be published after the decision of the board of directors. In addition, Air France-KLM will fund USD 48 million for purposes of enhancing the effectiveness of the strategic commercial partnership.

Source: GOL

US DOT fines Southwest for violating price advertising rule, assesses additional penalties for violating previous cease and desist provisions:

The US Department of Transportation fined Southwest Airlines USD 200,000 for violating the Department's full-fare advertising rules and ordered the carrier to cease and desist from further violations. By violating the full-fare advertising rule in this case, Southwest Airlines also violated the cease and desist provision of a previous order. In doing so, the carrier was required to pay an additional USD 100,000, which was suspended from an order issued in July 2013.

In October 2013, Southwest ran a television advertisement on eight networks in the Atlanta area advertising USD 59 sale fares to New York, Los Angeles, and Chicago on certain dates. An investigation by DOT's Aviation Enforcement Office revealed that Southwest did not have any seats available for USD 59 between Atlanta and any of the three quoted cities on any of the applicable travel dates.

By advertising fares for which no seats were available at all, Southwest violated the full fare advertising rule and engaged in prohibited unfair and deceptive practices.

Source: US DOT

Brazil to fine airlines for late World Cup flights: Brazilian aviation authorities braced for the arrival of an anticipated 600,000 foreign fans next month for the World Cup threatened airlines Monday with fines of up to USD 40,000 for late flights.

International as well as domestic carriers face the sanctions, as do private aircraft, national aviation agency ANAC warned.

“As well as fines, Brazilian pilots operating private planes could have their licenses suspended for up to 180 days and operators could lose requested slots through to the end of the World Cup,” an ANAC statement said.

World Cup fans will fly in and out of 88 airports as Brazil welcomes some



foreign fans and three million domestic tourists for the June 12-July 13 event.
Source: The Sydney Morning Herald

Brazil to subsidise regional aviation with USD 0.45 billion: The Brazilian government plans to assign an initial yearly budget of USD 450 million to subsidise regional aviation in parallel with the already active improvement plan for the country's regional airport infrastructure for USD 3.28 billion.

Brazil's Secretary of Aviation, Mr. Moreira Franco, said in public declarations that this yearly assignment of funds "can grow in the future".

While the exact model to distribute the funds is still under discussion, Mr. Moreira says that the government will prioritise making flights in remote regions more accessible to travellers, rather than favouring the establishment of new flight connections. In principle, the government will directly subsidise ticket prices under certain conditions.

In addition to the multi-year regional airport infrastructure project, which includes initiatives to renew 240 airports and build 30 new ones starting 2014, the Brazilian government hopes to significantly improve the air connectivity between the regions of the continental country as well as to stimulate non-hub traffic.

Source: Flightglobal

Kuwait and Hungary sign aviation agreement in Budapest: Kuwait and Hungary signed an air services agreement that also allows bilateral cooperation in the areas of civil aviation safety and security following recent talks in Budapest.

The signed memo of understanding allows the national carrier of either country to fly directly to the other, without any operational barriers on the number of passenger or cargo flights, aircraft types, or any arrangements between the carriers, including codeshare agreements.

UAE, Benin sign air transport agreement: The United Arab Emirates and Republic of Benin have signed a bilateral cooperation agreement on air transport services at the Ministry of Foreign Affairs in the UAE.

The signed air service agreement allows full flexibility on the routes, capacity, number of frequencies and types of designated air carriers by the two signatories, in any type of service (passenger or cargo).

Source: Emirates News Agency

UAE and Cuba sign open skies agreement: UAE, represented by General Civil Aviation Authority (GCAA), has signed an open skies agreement with the government of Cuba.

The new agreement allows UAE and Cuban national airlines to operate an unlimited number of flights between the two countries, and to any points between the origin and destination.

Source: Emirates News Agency

South Korea, China expand air services agreement: South Korea has signed an expanded air services agreement with China, and established a new agreement with Tajikistan.

The expanded agreement with China raises the number of frequencies permitted between the countries from 45 to 62 per week, according to South Korea's Ministry of Land, Infrastructure and Transport.

Source: Flightglobal



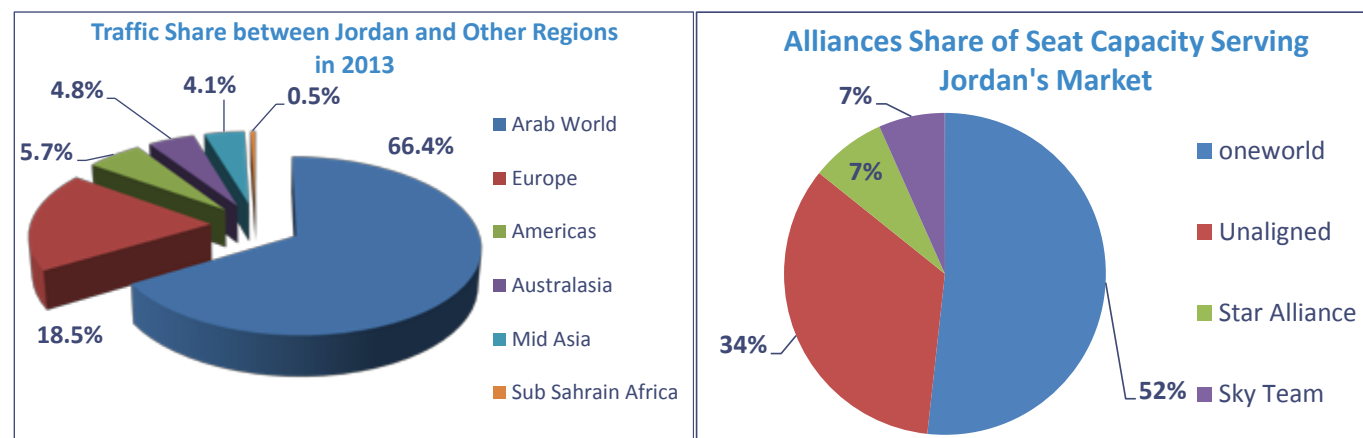
AN AVIATION MARKET IN FOCUS: JORDAN

Republic of Lebanon

- **Population:** 7.9 million
- **Land area:** 89,342 km²
- **Number of passengers in 2013:** 5.56 million passengers
- **Number of commercial airports:** 2 commercial airports
- **Jordan-based airlines:** Jordan Aviation, Petra Airlines, Royal Falcon and Royal Jordanian

Aviation Policy:

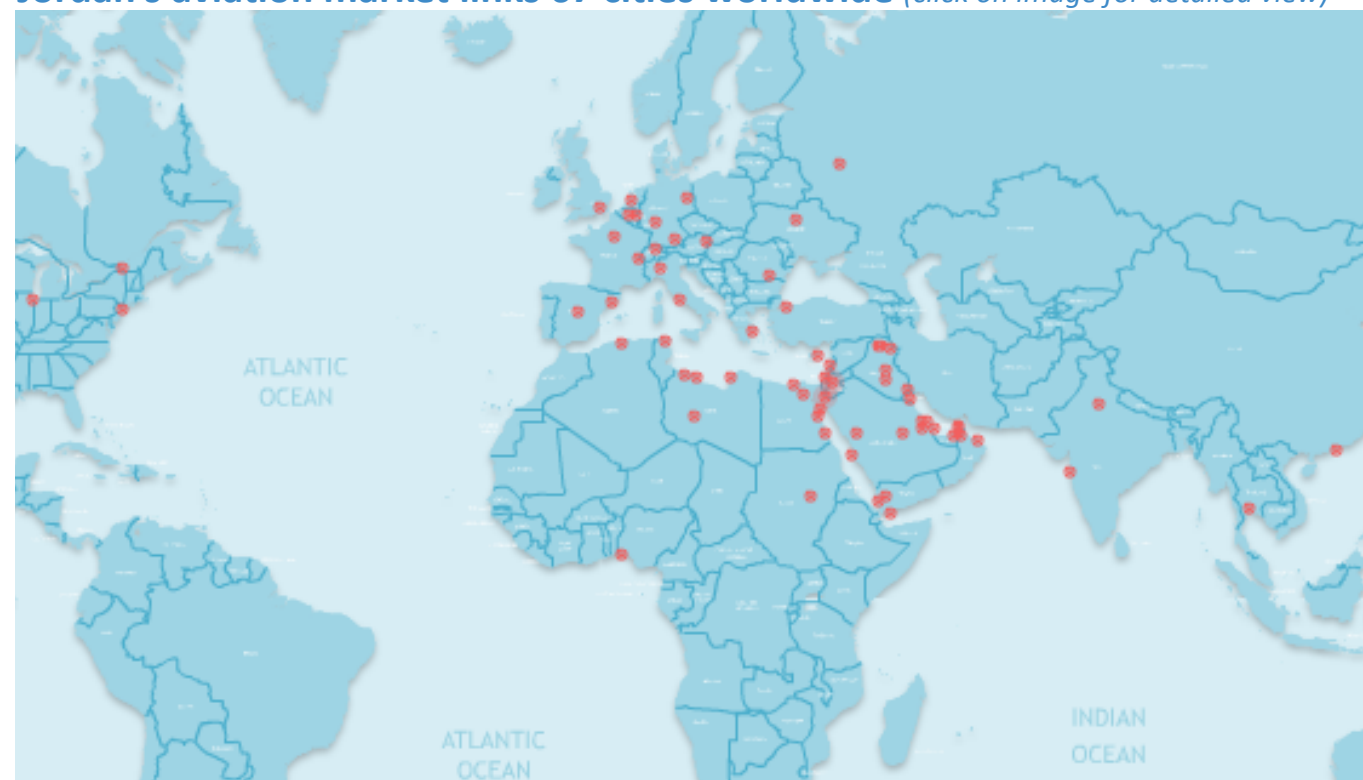
- Jordan's Civil Aviation Regulatory Commission (CARC) is the government body (<http://www.carc.jo/>) which is responsible for civil aviation in Jordan.
- Jordan has signed and ratified the Damascus Convention.
- In 2010, Jordan signed the Euro-Mediterranean Aviation Agreement with the EU; which makes Jordan part of the EU Common Aviation Area.



Source: AACO, Innovata's FlightMaps Analytics

Source: AACO, IATA

Jordan's aviation market links 67 cities worldwide (click on image for detailed view)



Source: AACO, Innovata's FlightMaps Analytics

April 2014

Top 10 airlines operating by seat capacity to, from and within Jordan in April 2014

The below top 10 airlines offered almost 0.65 million seats (75.16% of the scheduled seat capacity) to, from and within Jordan in April 2014.

Airline	Seat Capacity
Royal Jordanian	417,080
Emirates	42,288
flynas	34,200
Turkish Airlines	24,468
Middle East Airlines	23,760
Egyptair	22,553
Qatar Airways	22,406
Royal Falcon	21,768
Etihad Airways	21,406
Petra Airlines	20,790

Source: AACO, Innovata's FlightMaps Analytics

Top 10 routes by seat capacity to and from Jordan in April 2014

Around 0.43 million seats were offered on the top 10 routes to and from Jordan in April 2014, representing a 49.93% of the total capacity offered to and from Jordan.

Route	Seat Capacity*
Amman - Dubai	87,210
Amman - Jeddah	60,318
Amman - Beirut	49,101
Amman - Cairo	48,713
Amman - Riyadh	41,792
Amman - Kuwait	39,938
Abu Dhabi - Amman	32,750
Amman - Istanbul	31,890
Amman - Doha	27,998
Amman - London	27,938

Source: AACO, Innovata's FlightMaps Analytics

* This includes seat capacity in both directions



WORLD NEWS

IATA AGM addresses aircraft tracking options: The International Air Transport Association (IATA) confirmed that the Aircraft Tracking Task Force (ATTF) expects to be in a position to deliver draft options for enhanced global aircraft tracking to the International Civil Aviation Organization (ICAO) in September, leading to presentation to the industry before year-end.

Following the disappearance of MH370, IATA announced plans to establish an industry task force to develop recommendations to improve global flight tracking. The commitment made at the time of the task force announcement was to have them available by the end of 2014. IATA invited ICAO and key stakeholders throughout the aviation industry to participate in the ATTF. The first meeting of the group was held on 13 May 2014.

Separately, but in conjunction with IATA, ICAO held a Special Multi-disciplinary Meeting on Global Flight Tracking on 12-13 May. An outcome of the ICAO meeting was a consensus among Member States and the international air transport industry sector on the near-term priority to track airline flights. ICAO will also begin considering performance-based international standards, on a priority basis, to ensure broader adoption of airline flight tracking across the aviation system.

ICAO and IATA are working together to conduct a survey of vendors to identify options. Over the next few months, the ATTF will develop a set of performance-based recommendations to better ensure global aircraft tracking—meaning that there will likely be a number of options that airlines can consider. These recommendations will be developed through an assessment of available products and services used for tracking commercial aircraft against specific criteria, including factors such as performance parameters, coverage, security, and cost. Additionally, the ATTF will define a minimum set of performance requirements that any system should achieve.

The ATTF includes representatives from IATA, ICAO, Airlines for America, Association of Asia Pacific Airlines, Civil Air Navigation Services Organization, Flight Safety Foundation, International Coordinating Council of Aerospace Industries Associations, International Federation of Air Line Pilots Associations, Boeing Commercial Airplanes, Airbus SAS, Bombardier Aerospace, and Embraer Commercial Aviation.

Source: IATA

IATA announces new NDC pilots: The International Air Transport Association (IATA) announced new pilot programs to test the New Distribution Capability (NDC) schemas. First-time pilot participants include Aeroflot, Aer Lingus and Qatar Airways, while JR Technologies (JRT) is conducting its second pilot.

NDC is a travel industry-supported program launched by IATA for the development and market adoption of a new, XML-based data transmission standard. NDC will enable the travel industry to transform the way air products are re-tailed to corporations, leisure and business travelers, by addressing the industry's current distribution limitations: product differentiation and

time-to-market, access to full and rich air content and finally, transparent shopping experience.

This is the second NDC pilot for JRT. In 2013, JRT participated in pilots with American Airlines and Air New Zealand. This time, JRT will pilot a live implementation of an NDC Aggregator platform. American Airlines and Air Canada, among others, will join this demonstration.

On 21 May 2014, the United States Department of Transportation (DOT) tentatively approved Resolution 787, which is the foundation document for NDC. In its decision, DOT said, "the use of common technical standards could facilitate the marketplace development of distribution practices and channels that would make it easier for consumers to compare competing carriers' fares and ancillary products across multiple distribution channels, make purchasing more convenient, allow carriers to customize service and amenity offers, and increase transparency, efficiency, and competition."

The NDC pilot program was launched in 2013 with pilots involving American Airlines, Air New Zealand, Hainan Airlines, China Southern Airlines and Swiss International Air Lines. Earlier this year, additional pilots were launched by Shandong Airlines and Air Canada.

Source: IATA

UAE GCAA signs safety agreement with EU: The UAE General Civil Aviation Authority (GCAA) has signed Extended Cooperation Arrangement on Aviation Safety with the European Aviation Safety Agency (EASA).

The signed "Work Programme" covers all cooperation activities that both organisations aim to implement during 2014 and 2015. The GCAA has also adopted and implemented the European Union rules on aviation safety. This Work Programme follows up with the Extended Cooperation Arrangement on Aviation Safety signed in July 2013.

Source: Gulf News

ICAO announces new safety and air navigation reporting tools: The International Civil Aviation Organization (ICAO) announced the launch of its inaugural Air Navigation Report on 5 May, a development which will be supported by a series of new 'online dashboards' the Organization has developed to improve transparency and accountability on aviation Safety and Air Navigation performance and implementation in all ICAO Regions.

The new ICAO Air Navigation Report is a sister publication to the ICAO Safety Report, both of which are published annually. It features global and regional results on the implementation of Performance-based Navigation (PBN) procedures, Continuous Climb and Continuous Descent Operations (CCO/CDO), Air Traffic Flow Management (ATFM) and Aeronautical Information Management (AIM) progress, and examples of global best practices in all areas.

In a related move, ICAO also announced the launch of its new 'online dashboards', which will be available on the websites of the UN agency's seven regional Offices. These will make use of dynamic data displays to provide real-time updates on local safety and efficiency performance indicators, assisting



both States and industry with any tactical adjustments needed to strategic work programmes.

Both the new reports and the online dashboards will further assist ICAO in managing its work toward the priorities and objectives established in its Global Plans for Aviation Safety and Air Navigation which were endorsed by ICAO's last Assembly.

Source: ICAO

ICAO delivers agreement between states, industry groups on global Airline Flight tracking capability: The International Civil Aviation Organization (ICAO), upon the completion of Special Meeting on Global Flight Tracking of Aircraft, forged consensus among its Member States and the international air transport industry sector on the near-term priority to track airline flights, no matter their global location or destination. Furthermore, the meeting established a framework for future efforts in this regard for the medium- and long-term.

Under the ICAO framework, contributions by industry through an Aircraft Tracking Task Force (ATTF) coordinated by the International Air Transport Association (IATA) will help address the near-term needs for flight tracking.

The meeting also recognized the challenges faced by States when coordinating their search and rescue (SAR) efforts across national and regional areas of responsibility, stressing the usefulness of regularly run practice exercises to identify procedural or operational gaps.

The strong levels of international cooperation and resource sharing on the MH370 SAR efforts demonstrated to date were also recognized.

Source: ICAO

EASA publishes new proposals for flight recorders and locating devices: The European Aviation Safety Agency (EASA) announced on 6 May new proposals for flight recorders and underwater locating devices which aim at facilitating the recovery of an aircraft and of its flight recorders in the unfortunate eventuality of an accident.

The new EASA requirements include the extension of the transmission time of underwater locating devices (ULD) fitted on flight recorders from 30 days to 90 days. EASA also proposes to equip large aeroplanes overflying oceans with a new type of ULD that have longer locating range than the current flight recorders ULDs. Alternatively, aircraft may be equipped with a means to determine the location of an accident within 6 Nautical Miles accuracy. In addition, the minimum recording duration of Cockpit Voice Recorders installed on new large aeroplanes should be increased to 20 hours from two 2 hours today.

These new requirements are included in an EASA Opinion and, when adopted by the European Commission, will apply to the operation of aeroplanes and helicopters registered in an EASA Member State.

Source: EASA

ACI Asia-Pacific recorded 5.5% increase in passenger traffic in Q1 2014: Overall passenger traffic growth slowed down for the month of March 2014, Asia-

Pacific airports recorded a modest year-on-year increase of +2.3% while airports in the Middle East recorded an increase of +5.9%.

For passenger traffic results in Q1 2014, Middle East continued to lead the region with a strong increase of +8.6% compared to the same period last year, while the Asia-Pacific posted an increase of +5.5%.

Beijing (PEK) was the busiest airport in the region in Q1 2014 handling over 20 million passengers, representing a +1.4% growth from the same period last year. Much of the region's growth was fueled by Dubai (DXB) as the busiest in terms of international passenger traffic, serving over 18 million passengers with a robust growth of +11.4% from last year. While over 90% of all reporting airports recorded positive year-on-year growth in Q1 2014, Bangkok (BKK) recorded a decrease of -8.9%, likely impacted by the ongoing political unrest in the city.

For air cargo traffic, Asia-Pacific airports recorded a year-on-year growth of +5.2% for the month of March 2014 while the Middle East recorded an increase of +4.3%.

In Q1 2014, air cargo was increased by +4.4% and +3.3% in Asia-Pacific and Middle East respectively. The top 5 performing airports continued to deliver positive growth in the quarter: Hong Kong (HKG, +5.6%), Shanghai (PVG, +6.9%), Dubai (DXB, +5%), Seoul (ICN, +6.1%) and Tokyo (NRT, +11%). Overall, Hong Kong (HKG) had the highest cargo throughput in the quarter handling 997,000 tonnes of cargo.

Source: ACI Asia-Pacific

AAPA releases Asia Pacific airlines traffic results for April 2014: Preliminary traffic figures for the month of April released by the Association of Asia Pacific Airlines (AAPA) showed encouraging growth in both international passenger and air cargo markets.

A total of 21 million international passengers flew on Asia Pacific-based airlines in April, a 7.4% increase compared to the same month last year, boosted partly by leisure travel demand during the Easter holiday season in some countries. Measured in revenue passenger kilometres (RPK), international passenger traffic grew by 7.0%, a reflection of comparatively stronger demand for short-haul travel. However, the average international passenger load factor edged 0.3 percentage points lower to 76.4% for the month, on a 7.5% increase in available seat capacity.

For the region's carriers, international air cargo demand in freight tonne kilometres (FTK) increased by 4.7% in April, on the back of sustained demand for Asian exports. However, freight load factors remained under pressure due to capacity expansion. With offered freight capacity expanding by 5.3%, the international freight load factor averaged 64.3% in April, 0.4 percentage points lower than the same month last year.

Source: AAPA



IATA Figures - Passenger demand growth accelerates in April 2014: The International Air Transport Association (IATA) announced global passenger traffic results for April showing a healthy increase in demand. Total revenue passenger kilometers (RPKs) rose 7.5% compared to April 2013, an improvement over March growth of 2.9%.

The year-on-year comparison is somewhat biased by the timing of the Easter holiday, which occurred in April 2014, a month later than in 2013. April capacity increased 5.8%, propelling load factor up 1.2 percentage points to 79.4%.

April 2014 vs. April 2013	RPK Growth	ASK Growth	PLF
International	8.5%	6.9%	79.0
Domestic	5.8%	3.9%	80.2
Total Market	7.5%	5.8%	79.4

YTD 2014 vs. YTD 2013	RPK Growth	ASK Growth	PLF
International	6.1%	6.4%	78.0
Domestic	5.9%	4.9%	79.8
Total Market	6.0%	5.8%	78.7

International passenger markets

April international passenger demand was up 8.5% compared to the year-ago period with airlines in all regions recording growth and the strongest gains among Middle East carriers. Capacity rose 6.9% and load factor climbed 1.2 percentage points to 79.0%.

- **Asia-Pacific carriers'** traffic rose 6.7% compared to the year-ago period but capacity rose 7.7% and load factor slipped 0.7 percentage points to 75.7%. Economic conditions in the region do not support further acceleration in demand growth, with China continuing to show weakness and Japan starting to see some reversal of previous growth momentum. In Japan, a recent sales tax increase caused indicators for economic activity to decline sharply in April.
- **European carriers** saw demand climb 7.9% in April versus April 2013. Economic activity in the Eurozone continues to improve, albeit at rates that are below expectations. Capacity rose 5.4% and load factor climbed 1.9 percentage points to 81.4%, the highest for any region.
- **North American airlines** experienced a 4.9% rise in traffic compared to April a year ago. Capacity rose 3.3% pushing load factor up 1.2 percentage points to 80.8%. Data suggest that underlying growth trends in business activity are positive and downward pressure on employment is easing, which should support stronger growth in air travel demand in coming months.
- **Middle East carriers'** demand soared 18.6% in April, easily the strongest growth for any region. Capacity climbed 13.1% and load factor jumped 3.8 percentage points to 80.8%. Airlines in the Middle East

continue to benefit from the strength of regional economies and solid growth in business-related premium travel.

- **Latin American airlines'** traffic rose 8.2% compared to April 2013. The outlook for Latin American carriers remains broadly positive, with continued robust performance of economies such as Colombia, Peru and Chile, and the upcoming demand to be generated by the FIFA World Cup in Brazil. On the downside, however, trade volumes have made no progress this year compared to the highs reached at the end of 2013, suggesting that acceleration in business-related travel is unlikely in the near term. Capacity rose 5.2% and load factor climbed 2.2 percentage points to 79.1%.
- **African airlines** had the weakest demand growth, with traffic up 3.9% compared to April 2013, while capacity rose 8.1%, resulting in a 2.7 percentage point drop in load factor to 66.2%, the lowest load factor for any region. The weakness could be in part reflecting adverse economic developments in some parts of the continent, including the slowdown of the major economy of South Africa.

Source: IATA

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LATEST NEWS

Traffic statistics May 2014 - Group traffic and capacity statistics: In May 2014, Group traffic measured in Revenue Passenger Kilometres increased by 7.3% versus May 2013; Group capacity measured in Available Seat Kilometres rose by 8%.

Group premium traffic for the month of May increased by 9.7% compared to the previous year.

Underlying market conditions remain unchanged from those published at Quarter One results.

To download a PDF version of the results, please [click here](#).

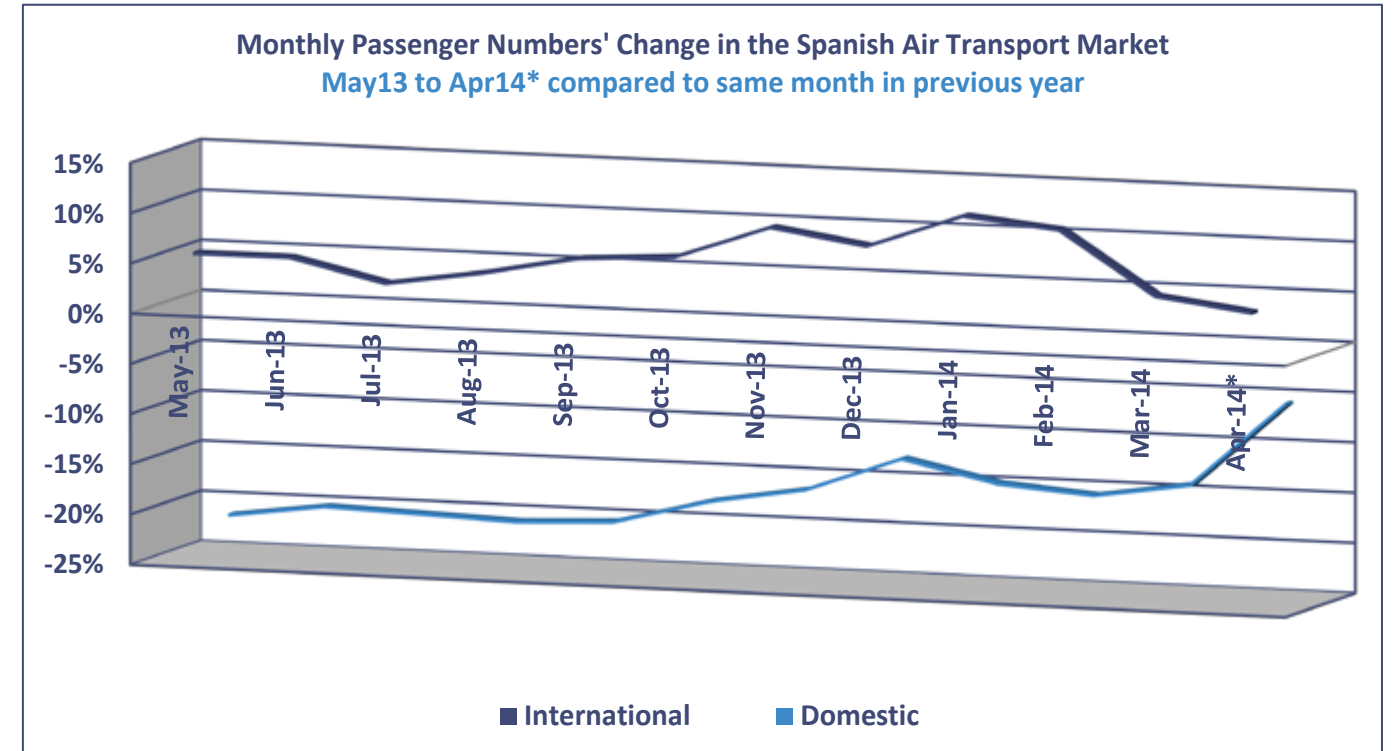
Strategic developments: On 19 May, British Airways announced five new routes from Gatwick to Cagliari in Sardinia, Crete and Rhodes in Greece, and Bodrum and Dalaman in Turkey. The airline will start these services in April 2015.

In June, Iberia will add additional summer service from Madrid to Chicago, increasing to 10 weekly services from seven. In addition, Iberia will increase year-round service to Panama, one of Latin America's fastest growing markets, increasing from five weekly services to six in June and to seven in July.

On 1 May, Vueling started operations from its new base in Brussels. The airline has also begun services between Rome and Catania, connecting the capital with Southern Italy.

SPAIN TRAFFIC

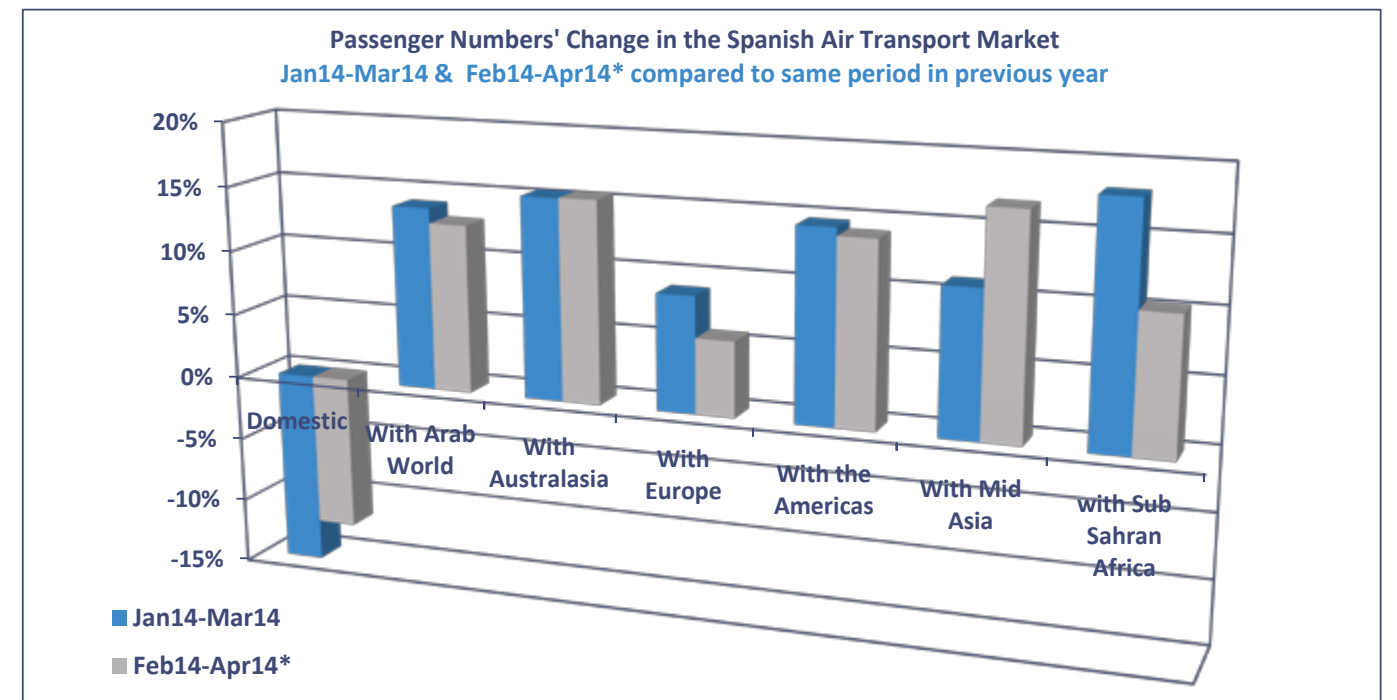
The Spanish air transport market expanded by 0.9% in March 2014 over March 2013 in terms of number of passengers traveling to, from and within Spain, and is estimated to have expanded in April 2014 by 2.6% compared to April 2013.



Source: AACO, IATA

*Estimated

Looking at the Spanish market traffic flows, the international European market represented in March 2014 68.5% of the total market, and is estimated to have expanded to 72.6% in April 2014. Traffic between the Arab world and Spain represented 2.3% of the total Spanish market in March 2014, and is estimated to have shrunk to 2% in April 2014.



Source: AACO, IATA

*Estimated



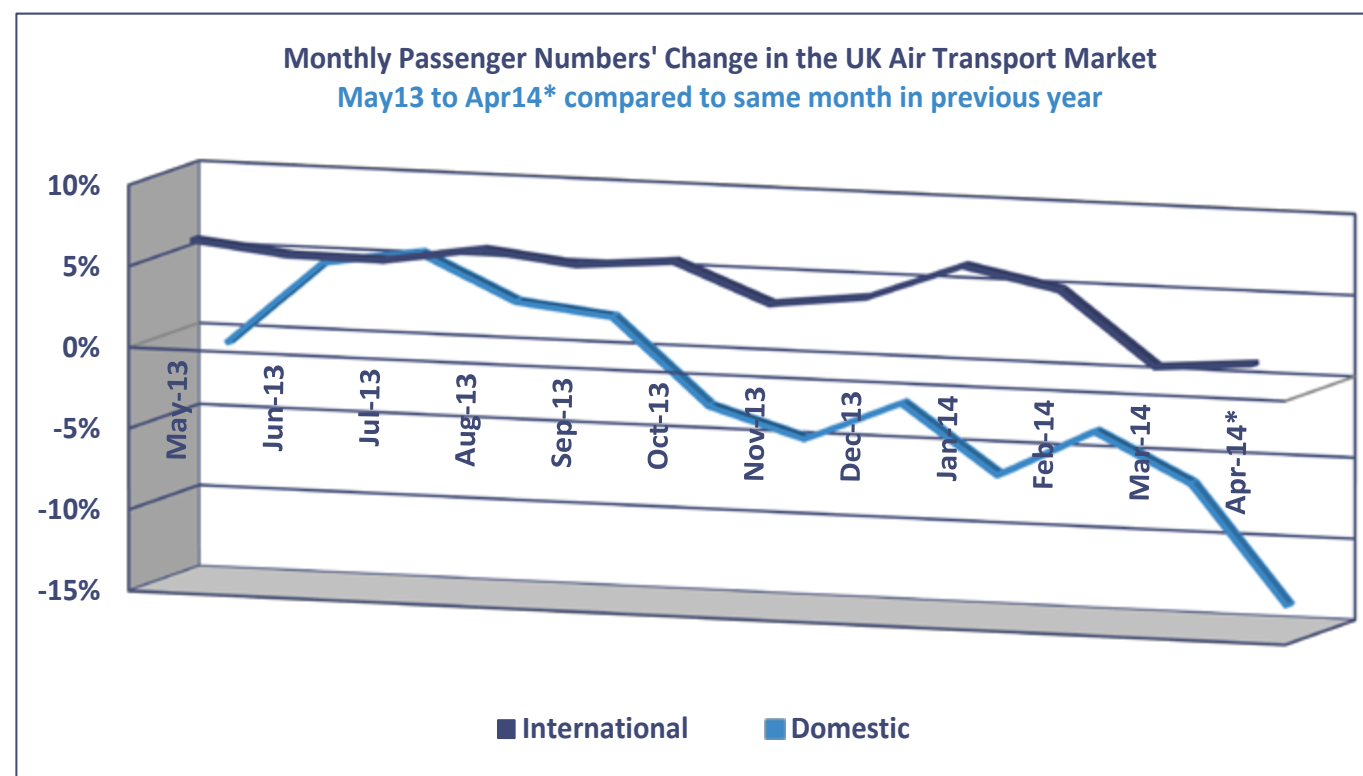
In March 2014, Ryanair was the biggest carrier operating to, from and within Spain by number of passengers, boarding 1.46 million pax, which represented a decrease of (18.2%) over March 2013 operations.

Top 15 Airlines Operating in the Spanish Market					
Airline	Mar-14	Change	Airline	Mar-14	Change
FR	1,460,740	(18.2%)	NT	205,189	(5.9%)
IB	1,201,331	(4.1%)	ZB	183,391	12.2%
U2	880,407	1.1%	AF	170,800	(4.7%)
VY	831,651	20.3%	X3	159,348	0.1%
AB	572,429	(15.1%)	KL	156,204	8.7%
UX	488,516	5.0%	BA	150,139	7.9%
DY	308,057	68.7%	LS	144,678	47.7%
LH	243,997	2.7%	Grand Total	8,996,554	0.9%

Source: AACO, IATA

UK TRAFFIC

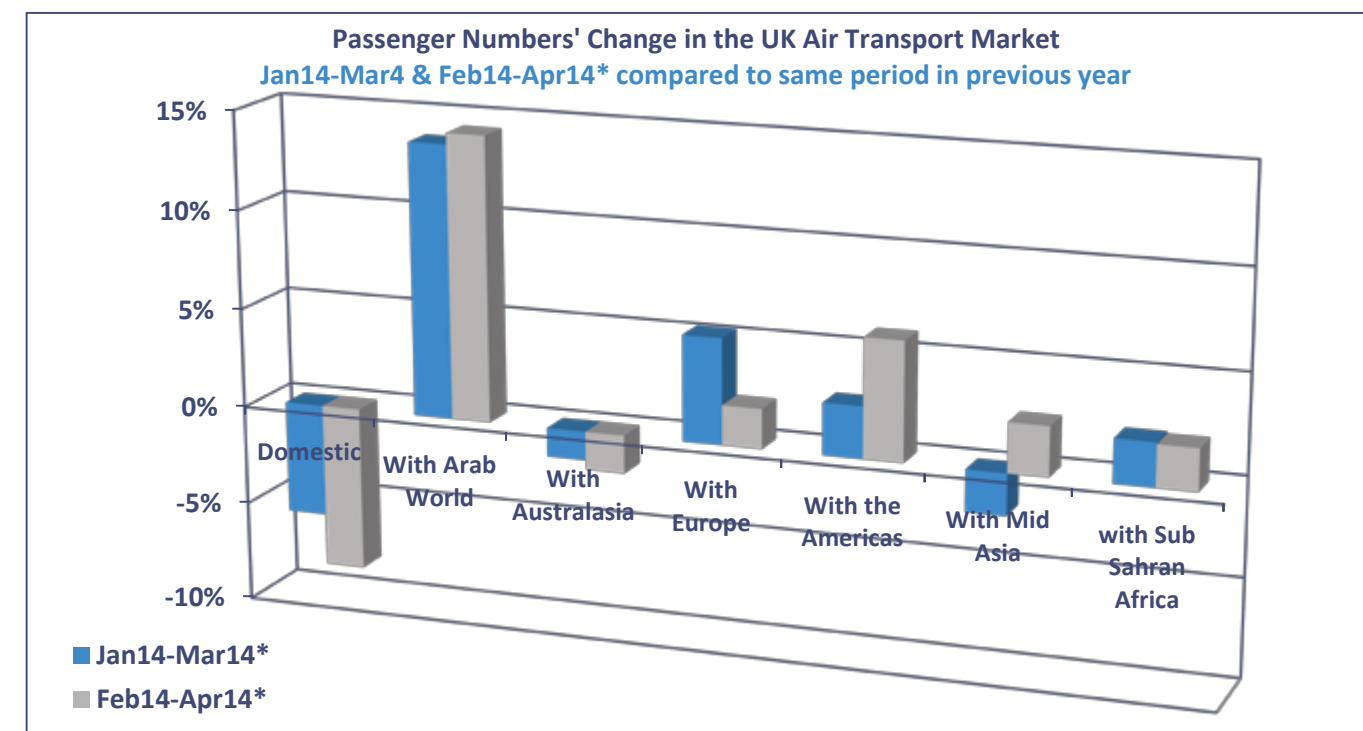
The UK air transport market expanded by 0.4% in March 2014 over March 2013 in terms of number of passengers traveling to, from and within the UK, and is expected to have maintained its position in April 2014 compared to April 2013.



Source: AACO, IATA

*Estimated

Looking at the UK market traffic flows, the international European market represented in March 2014 63.1% of the total market, and is expected to have expanded to 64.1% in April 2014. Traffic between the Arab world and the UK represented 4.2% of the total UK market in March 2014, and is expected to have expanded to 4.3% of the total traffic in April 2014.



Source: AACO, IATA

*Estimated

In March 2014, easyjet was the biggest carrier operating to, from and within the UK by number of passengers, boarding 2.75 million pax, which represented a decrease of (1.6%) over March 2013 operations.

Top 15 Airlines Operating in the UK Market					
Airline	Mar-14	Change	Airline	Mar-14	Change
U2	2,757,136	(1.6%)	LH	306,262	(6.2%)
BA	2,368,464	(0.5%)	ZB	294,858	4.1%
FR	1,941,968	(4.1%)	LS	242,324	24.9%
BE	582,446	5.1%	W6	239,358	6.3%
VS	405,966	(1.8%)	AF	208,975	(0.7%)
EK	343,930	(2.2%)	DY	207,060	55.2%
EI	341,294	(10.2%)	SK	172,497	11.6%
KL	324,759	(0.1%)	Grand Total	13,646,925	0.4%

Source: AACO, IATA



JET AIRWAYS

LATEST NEWS

Jet Airways announces tough measures to secure long-term future: Jet Airways approved details of a three-year business plan to reshape the airline and return it to profitability.

The Jet Airways Board met in Mumbai on 27 May 2014 and agreed to a series of critical measures which will lay the foundations to rebuild the business. In one of its first steps, the Board and management team worked to clean up the balance sheet, which includes writing down overvalued non-cash assets. Jet Airways reported a full year operating loss of USD 346 million and a non-cash extraordinary write down of USD 156 million, aircraft-on-ground of USD 70 million and impairment of goodwill of USD 117 million. Total reported losses for the year ended 31 March 2014 amounted to USD 689 million. The airline also announced the appointment of Mr. Cramer Ball as its new Chief Executive Officer.

Mr. Ball, 46, an Australian national, is a certified accountant and an accomplished airline executive with extensive experience at the highest levels of international, domestic and regional aviation sectors.

Ethihad Airways President and Chief Executive Officer, Mr. James Hogan, and the airline's Chief Financial Officer, Mr. James Rigney, attended the board meeting for the first time, following the conclusion of all regulatory approvals for the UAE carrier's equity investment in Jet Airways.

The investment, which totals USD 750 million, comprises USD 380 million for a 24% stake in Jet Airways; USD 70 million towards the purchase of three slots at London Heathrow airport; USD 150 million to secure a 50.1% stake in the Jet-Privilege Frequent Flyer Programme; and USD 150 million through HSBC. Leading airline advisors, Seabury APG have now completed a new long-term network and fleet plan which will be implemented to optimise Jet Airways domestic and international operations.

Following an extensive cost benchmarking study by independent advisors, Jet Airways has established a taskforce to implement a major restructuring of the business.

In parallel the airline also announced a series of initiatives to enhance its product and service offering. These include the standardisation and reconfiguration of the B737 fleet and seat count optimisation on the wide-body B777 and A330 fleets.

Jet Airways will also implement measures to better delineate the individual brands of both Jet Airways and JetKonnnect in the domestic market.

*Subject to regulatory approval.

Jet Airways enhances codeshare with Ethihad Airways: Jet Airways together with Ethihad Airways has announced further expansion of its codeshare spanning a wide array of destinations across the globe.

The expansion of the codeshare partnership also enhances the position of Jet Airways' hub in Mumbai and Delhi with convenient mid-point option for traffic

flowing between the Gulf, Middle East, Europe, America and Asia. The new code share flights are available for sale with immediate effect. Guests traveling from India can also seamlessly connect onto Jet Airways code-share flights on the Ethihad network via Abu Dhabi to European destinations including, Amsterdam, Brussels, Dusseldorf, Frankfurt, Geneva, Manchester, Munich, Paris, Dublin and Milan.

The codeshare also covers North American destinations such as Chicago, New York (JFK) and Washington as well as Johannesburg and Nairobi on the African continent and Brisbane in Australia via Singapore.

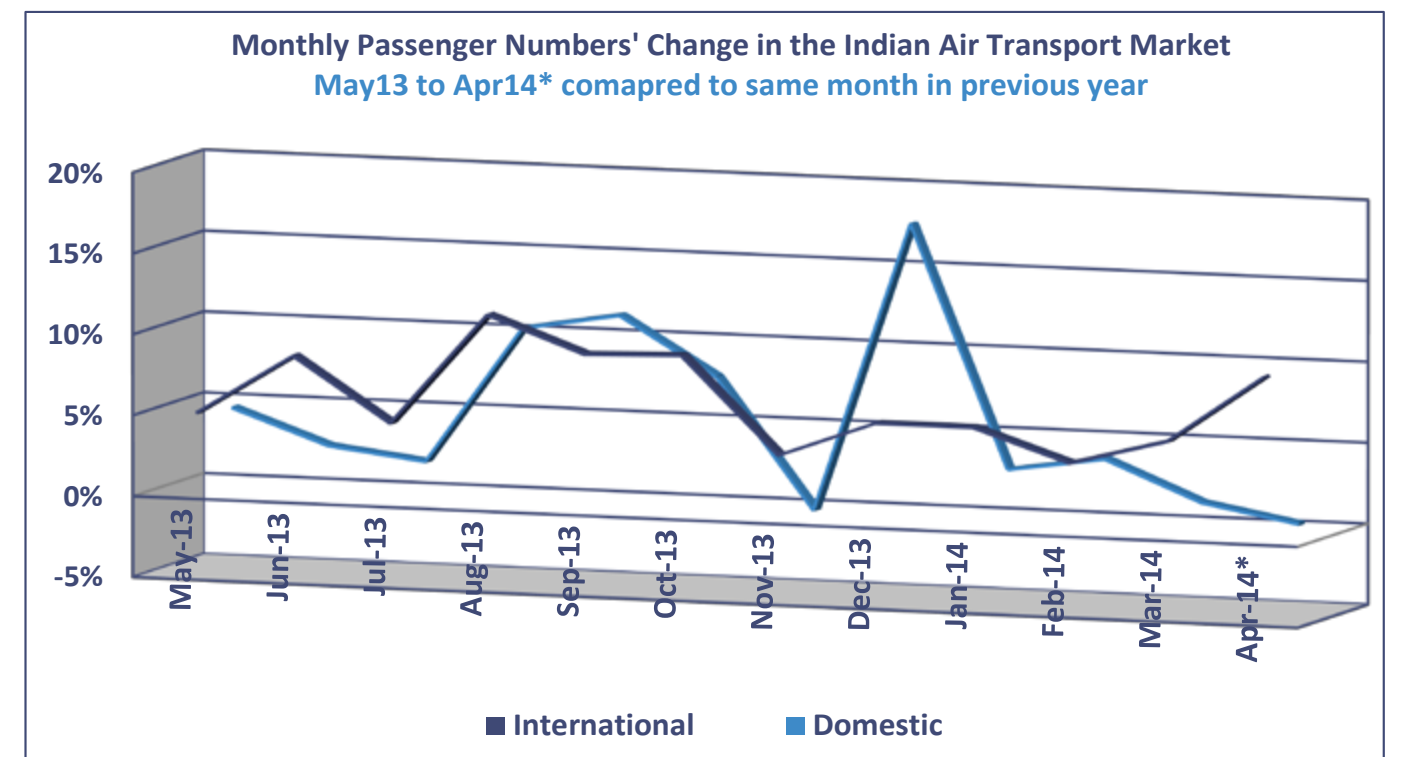
As per the expanded reciprocal agreement, Jet Airways places its marketing code (9W) on flights operated by Ethihad Airways, between Abu Dhabi and key destinations across India such as Ahmedabad, Bangalore, Calicut, Chennai, Delhi, Hyderabad, Mumbai, Kochi and Trivandrum.

Similarly, Ethihad Airways places its marketing code (EY) on Jet Airways' flights operated between Abu Dhabi and key destinations in India such as Mumbai, Delhi, Cochin, Bangalore, Hyderabad and Chennai offering guests a wider choice of frequency to and from India. The codeshare also enables Ethihad guests to access Far East Asian destinations on Jet Airways operated flights between Mumbai, Delhi Chennai and Singapore, Hong Kong and Bangkok.

Jet Airways launches daily direct service from Kozhikode to Dammam: Jet Airways announced the addition of a daily direct flight from Kozhikode to Dammam in the KSA. This route will be served by a Boeing 737 effective on 10 June 2014.

INDIA TRAFFIC

The Indian air transport market grew by 3.2% in March 2014 over March 2013 in terms of number of passengers traveling to, from and within India, and is estimated to have expanded in April 2014 by 4.4% compared to April 2013.

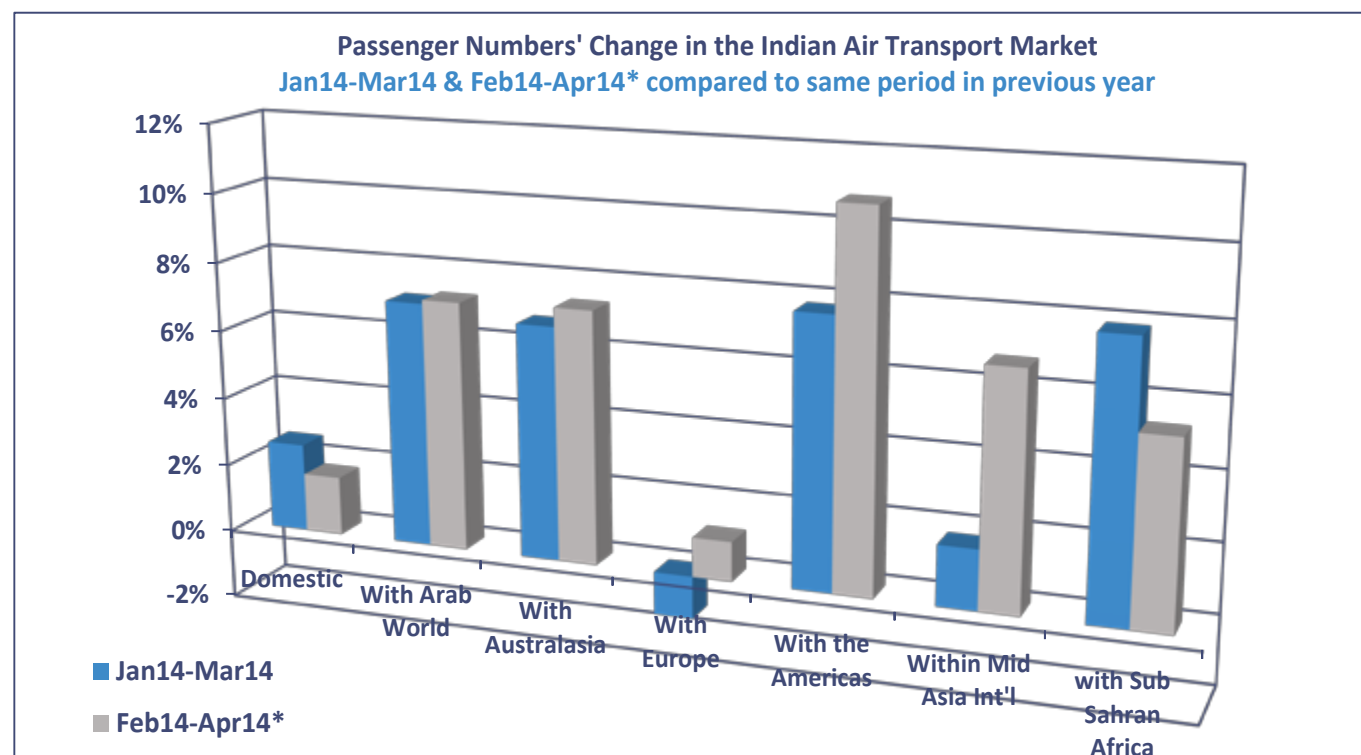


Source: AACO, IATA

*Estimated



Looking at the Indian market traffic flows, the domestic market represented in March 2014 56% of the total market, and is estimated to have shrunk to 55.5% in April 2014. Traffic between the Arab world and India represented 17.8% of the total Indian market in March 2014, and is estimated to have shrunk to 18.5% in April 2014.



Source: AACO, IATA

*Estimated

In March 2014, Indigo Airlines was the biggest carrier operating to, from and within India by number of passengers, boarding 1.63 million pax, which represented an increase of 10.1% over March 2013 operations.

Top 15 Airlines Operating in the India Market					
Airline	Mar-14	Change	Airline	Mar-14	Change
6E	1,629,219	10.1%	QR	149,730	14.2%
AI	1,265,146	4.6%	G9	132,428	(5.8%)
9W	1,240,828	10.1%	SQ	128,809	8.0%
SG	969,107	(8.4%)	SV	115,150	14.8%
G8	429,189	7.7%	WY	104,385	0.9%
EK	411,149	(0.3%)	EY	103,350	46.4%
S2	273,319	(32.3%)	BA	95,337	17.4%
IX	218,389	(16.7%)	Grand Total	8,529,292	3.2%

Source: AACO, IATA

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A STAR ALLIANCE MEMBER

LATEST NEWS

Turkish Airlines' first quarter 2014 consolidated financial statements were reported to Borsa Istanbul: Turkish Airlines' first quarter 2014 consolidated financial statements were reported to Borsa Istanbul. Compared to the same period of 2013, sales revenue increased by 43% (15% in USD terms) reaching USD 2.44 billion.

In the first quarter of 2014, Turkish Airlines recorded USD 108.19 million net loss, in line with its budget expectations, mainly due to seasonality factors and foreign exchange rate movements. Capacity increase of 21% (available seat km) also put pressure on passenger yields.

During the first quarter of 2014, 12 million passengers were carried implying a 20% increase while passenger load factor came to 78% systemwide. International to international transfer passengers share in total international passengers increased by 6 percentage points compared to the same period last year to reach 46%. According to the International Air Transport Association (IATA) the overall industry growth for the period in terms of ASK and RPK was 5,8% and 5,6% respectively.

Turkish Airlines adds flights to Oran: Turkish Airlines added flights to Oran as its 2nd destination in the Algeria. Roundtrip flights between Istanbul and Oran are operated 4 times per week.

Air Arabia chooses Turkish Technic Inc. for its component and support services: Turkish Technic and Air Arabia signed a component support contract. The signing ceremony was held in the General Management Building of Turkish Technic Inc.

The contract comprises component supply and repair on ATA Chapter basis. Components will be supplied from Istanbul/Turkey and all repair and overhaul work of the components will be executed at the Turkish Technic sites in Istanbul/Turkey.

Turkish Airlines inaugurates its first flight to Boston: Turkish Airlines added flights to Boston as its 9th destination in the Americas. Boston flights will be operated 5 times per week. Beginning from 9 June, flights between the two cities will be increased to 7 times weekly.

Turkish Airlines expands its network in Southern Europe: With existing services to Rome, Milan, Venice, Naples, Bologna, Genova and Turin, Turkish Airlines added flights to Catania as its 8th destination in Italy. Catania flights are being operated 4 times per week.

JetBlue and Turkish Airlines to launch codeshare operations: JetBlue Airways and Turkish Airlines announced the launch of a unilateral codeshare to provide expanded travel options for customers worldwide.

Turkish Airlines is now placing its "TK" code unilaterally on select JetBlue-operated flights to/from New York's John F. Kennedy International Airport and Boston Logan International Airport.



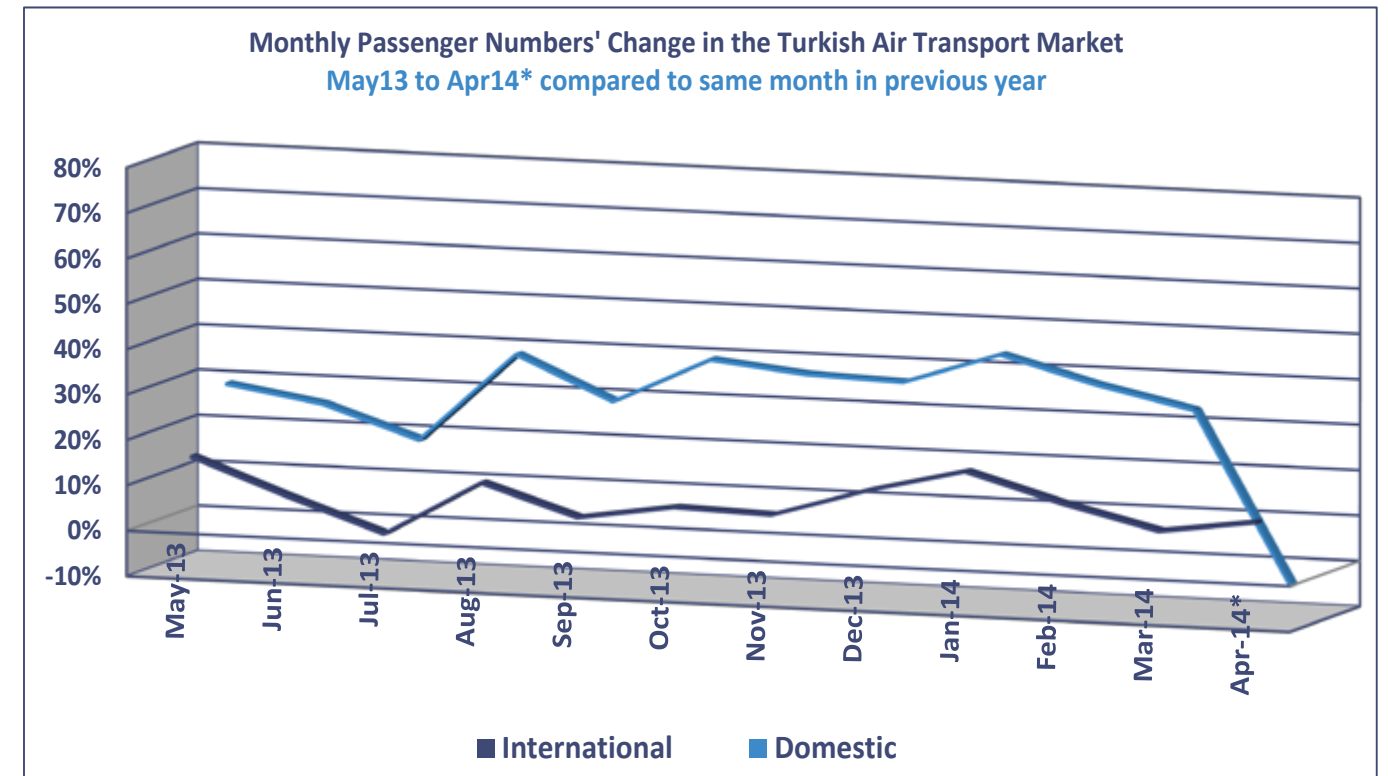
The JetBlue-Turkish Airlines codeshare allows customers to purchase tickets combining flights on both carriers and enjoy one-stop ticketing and baggage check-in on their day of departure.

Turkish Airlines offers up to three daily flights between New York and its hub at Istanbul Ataturk Airport, and nonstop service between Istanbul and Boston. At Boston Logan International Airport, JetBlue offers more flights to more destinations than any other airline.

Through JetBlue, international travelers will have access to 24 key U.S. destinations including Baltimore, Maryland; Buffalo, New York; Detroit, Michigan; Jacksonville, Florida; Fort Lauderdale-Hollywood, Florida; Pittsburgh, Pennsylvania; Raleigh/Durham, North Carolina; Rochester, New York; and Tampa, Florida.

TURKEY TRAFFIC

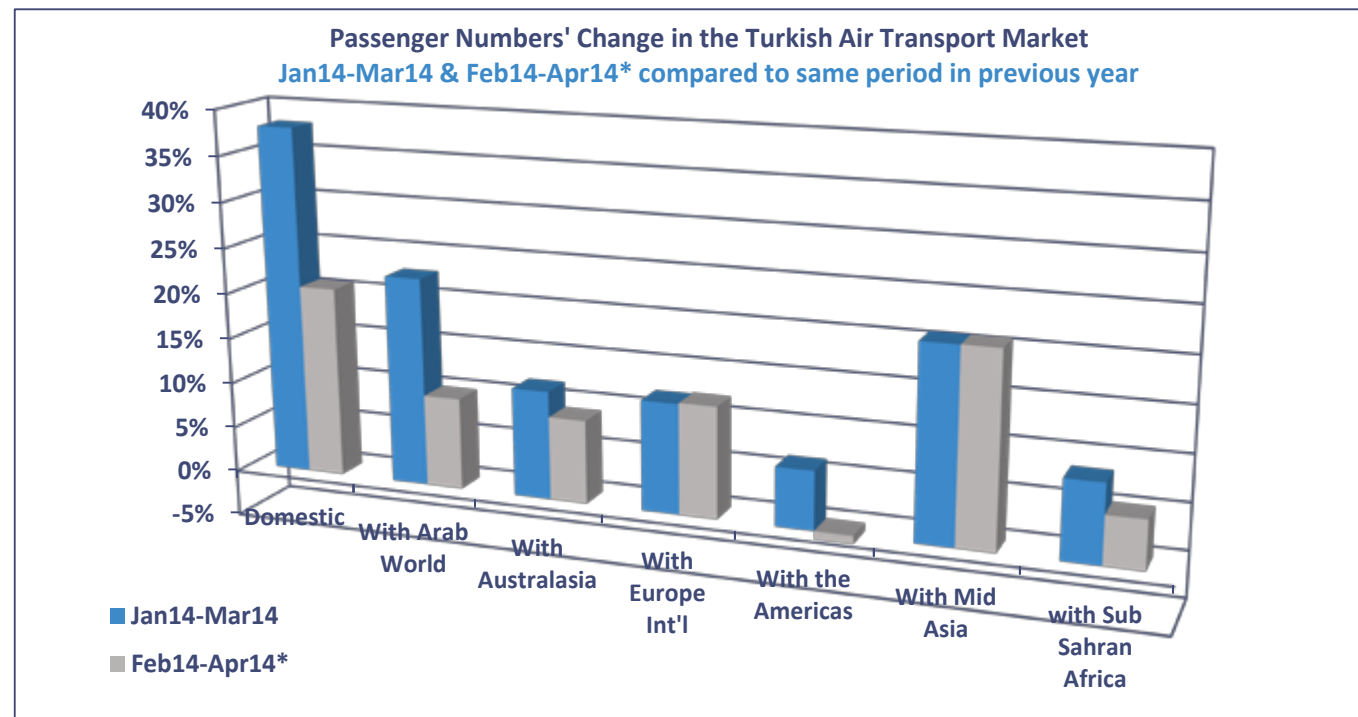
The Turkish air transport market in March 2014 grew by 19.1% over March 2013 in terms of number of passengers traveling to, from and within Turkey, and is estimated to have grown in April 2014 by 5.7% compared to April 2013.



Source: AACO, IATA

*Estimated

Looking at the Turkish market traffic flows, The domestic market was the biggest market. It accounted for 45.3% of March 2014 traffic, and is estimated to have shrunk to 35.3% in April 2014. The European market (international traffic between Turkey and Europe) was the second biggest market, accounting for 34.9% of March 2014 traffic, and is estimated to have expanded to 45% in April 2014. On the other hand, traffic between the Arab world and Turkey represented 8.7% of the total Turkish market in March 2014, and is estimated to have shrunk to 7.9% in April 2014.



Source: AACO, IATA

*Estimated

In March 2014, Turkish Airlines was the biggest carrier operating to, from and within Turkey by number of passengers, boarding 2.72 million pax, growing by 15.3% over March 2013.

Top 15 Airlines Operating in the Turkey Market					
Airline	Mar-14	Change	Airline	Mar-14	Change
TK	2,716,907	15.3%	J2	33,842	(8.1%)
PC	1,033,821	26.1%	EK	33,598	(1.4%)
XQ	291,431	116.1%	XY	32,945	79.6%
8Q	183,515	5.7%	DE	31,433	8.2%
KK	174,750	1.0%	SV	28,833	(15.4%)
LH	63,739	(8.8%)	W5	28,524	N/A
SU	54,040	10.4%	BA	23,855	(1.5%)
AB	48,847	139.5%	Grand Total	5,287,106	19.1%

Source: AACO, IATA

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OUR

INDUSTRY

PARTNERS NEWS



A350 XWB MSN004 successfully undertakes water ingestion tests at Istres:

Airbus has successfully performed certification testing to demonstrate the A350 XWB's ability to operate on wet runways. During these tests at Istres, France, the flight-test aircraft, MSN004, travelled through troughs contain-

ing at least 22mm of water depth, at a variety of speeds, starting at 60kts, and successively increasing to around 140kts.

This test validates how the aircraft would behave on a very rain-soaked runway, and verifies that neither the water under the aircraft nor the spray generated by the nose landing gear will enter the engines or APU. For the test, the "water trough" was created by applying to the runway's surface grooves and rubber strips inserted in the grooves to retain the water. This pool measured 100m long by 29m wide. The aircraft performed several runs as planned in order to test various cases, including the use of reverse thrust. The results will be analysed by the Airbus Design Office, which will extrapolate them to predict a variety of typical operational scenarios.

Airbus supporting the world's scientific community on climate research: Airbus celebrated the 20th anniversary of the first MOZAIC (Measurement of Ozone by Airbus in-service Aircraft) flight together with partners, users and the worldwide scientific community, highlighting the strong commitment of the aircraft manufacturer to advancing scientific knowledge on climate research.

20 years after the launch of MOZAIC, seven Airbus widebody aircraft (six A340-300s and an A330) equipped with measurement devices are flying daily and internationally, with the support of the programme's associated airlines: Lufthansa, China Airlines, Air France, Iberia, Cathay Pacific and Air Namibia.

Airbus performs its longest flight using sustainable jet fuel with KLM: An Airbus A330-200 of KLM Royal Dutch Airlines (flight KL767) has commenced the longest commercial flight with sustainable jet fuels ever performed by an Airbus aircraft. The aircraft took off with a 20% blend of sustainable fuel made of used cooking oil, for a 10 hour flight from Schiphol airport to the Dutch Caribbean island of Aruba.

Airbus' major role in this test is to collect data before, during and after the flight (engine fuel system, engine performance analysis etc.) to provide insights into the use of non-petroleum based fuels compared to traditional fuels.

CleanSky 2: Airbus leading Europe's research & technology for future large commercial aircraft: Airbus will play a leading role in the EU's recently launched CleanSky 2 (CS2) initiative – the follow-up to CleanSky and the most extensive aeronautical research programme ever launched in Europe. CS2 will provide a platform for focused large scale, highly integrated demonstrators with our partners. Within the frame of the CS2 collaborative research platform, Airbus will focus its expertise on the future of large passenger aircraft, for which the main areas will include: new propulsion systems and their integration in future aircraft; the future of the fuselage and passenger cabin; and the 'cockpit of the future'.

Aircraft serving Germany to nearly double by 2032: According to Airbus' latest Global Market Forecast (GMF) in the next 20 years (2013-2032), the traffic to and from Germany is set to grow at 3.5% per annum (global average 4.7%), driving a need for 1,821 aircraft to address the country's rising international and domestic air travel requirements. The fleet of aircraft serving Germany will grow by 80% from today's 1,013 to 1,821 aircraft by 2032 and is forecast to consist of 1,338 single-aisle, 386 twin-aisle and 97 very large aircraft (VLA). Demand in Europe for 5,950 new passenger and freighter aircraft, represents 20% of world-wide demand with a market value of USD 803 billion (North America at 20% and Latin America at 8%). This compares to emerging markets where growth is stronger such as in Asia-Pacific which represents 38% of the global demand.

Delta places order for 15 A321ceo aircraft: Delta will grow its A320 Family with an order for 15 A321ceo (current engine option) aircraft to offset jet retirements. The airline has selected CFM56-5B engines from CFM International to power the A321ceo aircraft.

Airbus - AACO Partner since 1997

amadeus Amadeus first quarter results show strong organic growth reinforced by contribution of recent acquisitions:

Amadeus IT Holding, S.A., a leading technology partner for the global travel industry, reported year-on-year financial and operating results for the first quarter of 2014 (three months ended on 31 March 2014). Adjusted profit for the period grew 8.6% to €191.3 million. Comparable growth, excluding the impact from recent acquisitions, was 7.7%. This was backed by an increase in revenue of 9.1%, to €867.6 million, and 8.7% growth in EBITDA, to €351.4 million.

Financial highlights

Consolidated net financial debt stood at €1,534.3 million, as of March 31, 2014 (based on covenants' definition in senior credit agreement), representing 1.22x the ratio of covenant net debt to the last twelve months' covenant EBITDA. During the period Amadeus paid an interim dividend of €133.4 million in respect of the 2013 profit.

Business highlights

Distribution

- Revenue increased 6.5%, to €651.7 million
- Air travel agency bookings rose 5.3%, to 125.5 million
- Market share expanded by 0.1 percentage points, reaching 39.9%

IT Solutions

- Revenue grew by 18%, to €215.9 million. Excluding Newmarket International and UFIS, revenue was of 202.3 million, a 10.6% increase.
- Passengers Boarded strengthened 15.8% to total 152.5 million
- The shift towards Asia Pacific in the Airline IT business will continue as further migrations are scheduled

Amadeus and Qatar Airways extend partnership: Amadeus and Qatar Airways announced a multi-year extension of their existing IT services agreement.

As part of the collaboration, Qatar Airways will continue to benefit from Amadeus' portfolio of technology products and solutions to provide its widening customer base with best-in-class services. Further, Amadeus' Altea Suite, the complete Passenger Service System (PSS), will enable the airline to strengthen its business strategy and increase efficiency through automation to boost revenue generation and customer retention.

Comprising three core components, Altéa Reservation, Altéa Inventory and Altéa Departure Control, the Altéa Suite offers a uniquely integrated Passenger Service System (PSS) that effectively allows airlines to make the transition to next-generation products and services. In addition, the unique airline PSS ensures low-risk implementation of highly complex processes and safeguards critical business functions.

SWISS and Amadeus sign long-term Altéa agreement to transform the passenger experience: Amadeus and Swiss International Air Lines have announced a long-term strategic agreement that will see the airline adopt the core modules of the Amadeus Altéa Suite, in order to enhance its reservation, inventory and departure control processes.

By migrating to Amadeus' fully integrated PSS solution, SWISS will also benefit from more streamlined access to accurate passenger and flight data, as other Group member carriers Lufthansa, Air Dolomiti and Austrian Airlines have already implemented Amadeus' Altéa technology.

This in turn allows a much more seamless traveller experience across a number of different airlines within the Lufthansa Group, and will enhance partnership opportunities with other airlines, particularly across fellow Star Alliance carriers.

SWISS's migration to the Altéa Reservation and Inventory modules is scheduled for the beginning of 2016, with migration to Departure Control to follow in mid-2016.

Amadeus - AACO Partner since 2000



ADNOC Distribution is an integrated oil energy company. Founded in 1973, ADNOC Distribution market and distributes petroleum products and services within the United Arab Emirates.

As one of the largest government-owned petroleum companies in the Arab Gulf, ADNOC Distribution has grown to become a national institution and a major economic driver for the UAE economy.

The company is renowned for its innovative and dynamic approach offering a wide variety of petroleum and natural gas products and services.

ADNOC Distribution is committed to providing its customers and strategic partners with reliable products of exceptional quality and services.

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ADNOC - AACO Partner since 2002



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Acting independently with flexibility, Air France Consulting proposes a comprehensive approach on key domains of the air transport such as operations, finance and commercial, maintenance, etc... whether to make you a diagnostic or audit, to set up new or improved processes driven by proven change management techniques or define a coaching and training program. Air France Consulting proposes a comprehensive approach on how to optimize your processes and solve your concerns such as:

- Safety and security of operations (EASA 145, M, 21, 147, IOSA, JAR Ops and FCL, SMS, ETOPS, IOSA Assistance, TRTO, Airline operations organization...)
- Drivers to reduce costs and increase revenues (Business Plan, Cost control, Network and Fleet, Revenue Management Pricing, Customer Relationship Management, E-business solutions, Fuel conservation Program, ETS, Procurement process...)
- Fleet Asset Management (specification, acquisition, lease, sales) and Repair Overhaul activities Management (MCC, line maintenance & operational regulatory support, maintenance IT support)
- Human resources and risks prevention optimization (Human factors, Crew management, Staff posting, Emergency response plan...)

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Air France Consulting - AACO Partner since 2008



Creating Value * Sector Expertise * Rigor & Discipline

Founded in 2002, Apollo Aviation Group ("Apollo Aviation") is a multi-strategy alternative investment manager specializing in commercial aviation including buying, selling and leasing aircraft and engines. With more than USD 1.30 billion of assets under management as of June 30, 2013, we are one of the world's leading mid-life and mature commercial aircraft and engine operating lessors and investment managers. In the first quarter of 2013, Apollo Aviation formed, AAG Capital Markets LLC, to manage investments in aviation securities. Led by its founders, William Hoffman and Robert Korn, Apollo Aviation is currently investing a near USD 595 million real asset fund, the Sciens Aviation Special Opportunities Investment Fund II ("SASOF II"), and harvesting a USD 213 million real asset fund, Sciens Aviation Special Opportunities Investment Fund ("SASOF") as well as several private accounts.

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

Regional Main Contact

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Apollo- AACO Partner since 2013



ATR order surge with over 100 firm orders already booked since the beginning of 2014: ATR is proud to announce an outstanding order intake of over 100 firm ATR aircraft in the first four months of 2014.

The ATR-600 series aircraft are leading the way among all regional aircraft. Since the beginning of 2014, sales of new ATR -600s represent over 80% of total orders for regional aircraft below 90-seats announced so far. ATR's commercial results achieved in the first four months of the year already surpassed outcomes of the whole 2013 with firm orders for 89 ATR -600s. The outstanding commercial success highlights the attractiveness of the newest generation ATRs for the development and the expansion of regional aircraft fleets all over the world. It proves to be the preferred regional aircraft among airlines operating regional networks.

Up to date, ATR has already unveiled orders for the United Arab Emirates' leasing firm DAE (20 firm ATR 72-600s and 20 options) and 6 firm ATR 72-600s for the Canary Islands-based Binter Canarias, both announced at the Singapore Airshow early this year. Beyond these firm orders for 26 ATR 72-600s and 20 options already announced, ATR has booked 8 additional contracts for 81 firm aircraft plus 41 options. Most of these new orders will be unveiled in the coming weeks.

Avianca's ATR fleet financing awarded as "Regional aircraft deal of the year 2013" by Airfinance Journal: The 15 ATR 72-600s fleet financing for tAvianca has been awarded by Airfinance Journal as "Regional Jet/Turboprop Deal of the Year 2013". The award has been granted to the carrier at the 15th Annual Deals of the Year Awards Dinner ceremony, held in New York. It recognizes the innovative financing set up for this deal, the very first one obtained with "100% Guarantee" of the French and Italian Export Credit Agencies (ECAs), Coface and Sace respectively, after the extension by the French State of the 100% guarantee enhanced support to regional aircraft in 2013 to promote a more balanced and competitive playing field in the financing area.

ATR - AACO Partner since 1998

Bloomberg

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Bloomberg - AACO Partner since 2013



BOC Aviation completes delivery of Airbus aircraft orders to Iberia: BOC Aviation Pte. Ltd. ("BOC Aviation") announced that Iberia has taken delivery of all 12 Airbus aircraft, comprising eight new A330-300 and four new A320 aircraft.

All 12 aircraft were delivered to Iberia between February 2013 and April 2014.

BOC Aviation secures two Airfinance Journal awards for 2013 performance: On 22 May 2014, BOC Aviation received two awards from Airfinance Journal (AFJ) at a gala dinner in New York in recognition for its performance in capital markets issuance in 2013.

This was the second year in a row that BOC Aviation has won the "Asia Pacific Deal of the Year Award", this time for its CNH1.5 billion unsecured bond issuance in November 2013, after its maiden award for the debut USD 500 million five-year notes in 2012. The Company also won "Leasing Treasury Team of the Year Award" to recognize BOC Aviation's innovation and success in diversifying its funding and investor base.

BOC Aviation is 100% owned by Bank of China.

BOC Aviation - AACO Partner since 2003



Boeing to support Royal Jordanian 787 Dreamliners with parts service:

Boeing announced that Royal Jordanian Airlines will support its 787 Dreamliners with Boeing's Rotable Exchange Program. Under the 10-year agreement, Boeing will supply Royal Jordanian 787s with a dedicated pool of high-value, mission-critical parts, enabling the airline to greatly reduce their inventory management costs while improving component availability.

Boeing receives 330-minute ETOPS certification for 787s: The U.S. Federal Aviation Administration approved additional extended operations (ETOPS) for the Boeing 787 Dreamliner. The move will allow 787s to be operated up to 330 minutes from a landing field and signals continued confidence in the airplane's technical capabilities.

Boeing 737 MAX surpasses 2,000 orders: Boeing celebrated a milestone achievement on the 737 MAX program, surpassing the 2000th order for the super-efficient single-aisle airplane. With the addition of 30 orders from unidentified customers this week, the 737 MAX now has a total of 2,010 orders from 39 customers worldwide, valued at USD 209 billion at list prices. The 737 MAX also has commitments for more than 250 additional airplanes.

Boeing acquires AerData to expand airplane maintenance and leasing records management capabilities: Boeing announced that it is acquiring AerData Group B.V., which provides integrated software solutions for lease management, engine fleet planning and records management. Based in the Netherlands, AerData also provides technical services for aircraft and engine operators, lessors, and maintenance, repair and overhaul companies.

Boeing, Embraer to open joint research center for sustainable aviation biofuel: Boeing and Embraer S.A. announced that they will open a joint research center to advance a sustainable aviation biofuel industry in Brazil.

Boeing- AACO Partner since 1998



Continual e-(r)evolution - staying ahead to provide more value to the multi-faceted air cargo community:

Celebrating its 10th anniversary, CHAMP Cargosystems used the CHAMP Summit 2014 in May to look back at achievements and announce new products and portfolio enhancements. Perhaps the most important message for many users of CHAMP's Cargo Management Systems was the reconfirmation of the company's continual investment in its integrated portfolio strategy. Continual enhancements and updates are being made to the *Cargospot* application suite. In the past 12 months improvements have focused on further aligning Cargospot with eCargo initiatives aimed at digitizing the airfreight 'paper-trail'. Cargospot supportse-AWB, e-Security and e-Customs requirements.

Parallel to this evolution CHAMP's strategic roadmap will revolutionize its application portfolio through the development of its integrated Open Cargo Platform. The platform will be the foundation to further integrate and develop both its eCargo and Core Cargo applications. The Open Cargo Platform (or OCP) will embrace the community integration through a rules and event based architecture. CHAMP also announced recently that it is developing a "next generation" cargo system specifically tailored to the needs of Cargolux, leveraging the OCP framework. CHAMP will continue supporting the *eCHAMP* application suite for at least another five years until customers are prepared to migrate to a more progressive solution.

Furthering its Community based strategy, CHAMP has also launched *CargoUpdate*, a comprehensive airfreight community platform that is optimized for smartphones and tablets and which provides new possibilities for automated and targeted human-to-human communications of relevant operational airfreight announcements. In response to the continuing and varying demands for regulatory compliance, CHAMP has progressively expanded the eCargo suite for customs and security. Additional countries were connected to the Traxon Global Customs (TGC) platform in the past year. And further countries are in the pipeline as well as enhancements to take account of new regulatory requirements. CHAMP expects 2014 to be a landmark year in the progress of eCargo, especially for security.

CHAMP - AACO Partner since 2010



Modern Logistics signs comprehensive diagnostics services agreement with CFM: Modern Logistics S.A. has signed a comprehensive diagnostics services agreement with CFM International for the CFM56-3 engines powering its Boeing 737-400 freighter aircraft.

The Power of Flight

Modern Logistics will begin operations with 737-400 special freighter airplanes later this year as it launches the air solution of its integrated distribution platform. As part of its supply-chain, the company will roll-out a network of logistics centers that will focus on supplying Brazilian businesses with a “one-stop-shop” distribution solution. Launch is scheduled for the second half of 2014. Under the terms of the agreement, CFM will provide 24/7 comprehensive engine data monitoring, engine exceedances, fault troubleshooting and provide engine trend reports to assist with its regulatory reporting.

Modern’s Logistics competitive strategy is leveraging information and data to improve the efficiency of the supply chain and provide its customers with reliable, dependable, flexible and efficient integrated logistics services. Modern’s time-definite air freight services are a critical link in the logistics chain and must support the high reliability service required. Modern’s aircraft fleet management strategy includes a continuous awareness of each aircraft through intelligent real-time engine diagnostics data transmission, collection, monitoring and analysis.

Mr. Allen Paxson named new CFM Executive Vice President: CFM International announced that Mr. Allen Paxson has been named executive vice president, replacing Mr. Chaker Chahrour.

Mr. Chahrour, who had served in the role since February 2009, has been appointed vice president of Sales & Marketing for GE Aviation. As part of the CFM Executive Team, Mr. Paxson is responsible for overseeing programs carried out by CFM. Along with his counterpart at Snecma, Cédric Goubet, he also serves as the primary interface between the two companies. Mr. Paxson is also general manager of the CFM project department for GE Aviation.

CFM - AACO Partner since 1998



Engine Lease Finance Corporation (ELFC) extended its position as the world’s largest independent aero-engine lessor in 2012 with another record year of spare engine portfolio growth.

We maintained keen focus on spare engine support for our numerous customers in the MENA region with further growth in short and long term engine lease support to airline members of AACO.

We are very proud to play a support role in 2013 in the success of MENA airlines, large and small and will continue to offer our products during the coming year:

- Shop Visit Cover – leasing of our spare engines into airlines to cover short term scheduled and unscheduled engine removals;
- Long term Engine provision – leasing our engines over several years to provide our airline customers with cost efficient operation of spare engines, removing the capital intensive demand of spare engine acquisition;
- Purchase-leaseback of engines owned by airlines. With the backing of our parent company Bank of Tokyo-Mitsubishi UFJ. Ltd. we have the financial resources required to provide clear financial and operational benefits for our customers.

We have a wealth of experience to share – without obligation.

For more information, please contact Senior Vice President Mr. Julian Jordan at e-mail: julian.jordan@elfc.com

ELFC- AACO Partner since 2003



How small and mid-size airlines are delivering more revenue and happy customers: Merchandising remains a very hot and profitable market opportunity for airlines of every size. In fact, the potential is so large that

industry analysts projected that total worldwide airline ancillary revenues would reach USD 42.6 billion in 2013. These ambitious, yet realistic, market numbers are the result of forward-thinking airlines embracing retail-like opportunities to differentiate themselves and compete for customers with unique product offerings. The airlines responsible for driving the tremendous growth in this market are finding new ways to augment basic services that have been commoditized over the years, and at the same time generate new revenue streams. While the projected growth numbers include ancillary revenue from ticket exchanges, bag fees, and credit card transactions (estimated to account for roughly half of the total fees), there is no question that ancillary revenue from “positive, customer service related merchandising,” such as extra leg room, lounge passes, and more, is rapidly increasing. While the largest airlines have the resources to either build the technology themselves or, more frequently, sign longer term license agreements with vendors, many mid-sized and smaller airlines are openly questioning how they can start to benefit from these new merchandising opportunities without having to sign multi-million dollar, annual agreements.

A cloud-based airline Merchandising-as-a-Service model (MaaS), such as the one launched by Farelogix earlier in 2014, allows smaller airlines that typically could not afford an enterprise license to experience the benefits of airline merchandising with a low cost of entry from a resource, technology and financial investment point of view. The idea is for an airline to use MaaS to evaluate the opportunities and then leverage newfound revenues to further grow their merchandising program.

Airlines interested in exploring the benefits of merchandising can contact Rui Sequeira, Vice President Sales and Business Development at Farelogix (rsequeira@farelogix.com), based in the UAE.

Farelogix - AACO Partner since 2013



GE Capital Aviation Services delivers leased Boeing 777-ER to Kenya Airways: GE Capital Aviation Services Limited (GECAS), the commercial aircraft leasing arm of GE, announced delivery of a new leased Boeing 777-ER aircraft to Kenya Airways to expand the carrier’s fleet. The aircraft comes from GECAS’ existing order book with Boeing.

GECAS completes purchase-and-leaseback deal with Aeromexico for GENx engine: GECAS announced that its engine leasing unit completed a purchase-and-leaseback transaction with Aerovías De Mexico S.A.de C.V., (Aeromexico), for a new GENx engine. The engine will be used as a spare to support the airline’s Boeing 787 fleet.

GECAS delivers new Embraer E190LR to Montenegro Airlines: GECAS announced delivery of a new Embraer E190LR aircraft to Montenegro Airlines to expand the carrier’s fleet. The aircraft is from GECAS’ existing order book with Embraer.

GECAS to lease two Boeing 737-800s to Kenya Airways: GECAS announced it will lease two new Boeing 737-800 aircraft to Kenya Airways to expand the carrier’s fleet. The aircraft come from GECAS’ existing order book with Boeing and are scheduled for delivery in early 2015.

GECAS delivers leased Boeing 737-300SF to new customer Trigana Air: GECAS announced delivery of a leased Boeing 737-300SF freighter aircraft to a new airline customer, PT Trigana Air Service.

GECAS delivers leased Boeing 767-300ERF to ANA Cargo: GECAS announced the delivery of a leased Boeing 767-300ERF freighter aircraft to All Nippon Airways Co. Ltd. (ANA Cargo).

ANA Cargo will use the wide-body freighter to expand its cargo operations. ANA Cargo’s fleet of seven Boeing 767-300ERF and three Boeing 767-300F freighters operate on 18 international and six domestic routes.

GECAS - AACO Partner since 2003



GlobalCollect voted Best Payment Service Provider at CNP Awards:

GlobalCollect is proud to announce the company was named Best Payment Service Provider at the 2014 CNP Awards in

Orlando, Florida, taking home the Customer Choice Award. The CNP Awards is the premier showcase recognizing the best companies, programs and solutions in the card-not-present payments industry. The Customer Choice category was created to give a voice to all of the customers of every nominee. The report accompanying the Award specifically calls out GlobalCollect's recently introduced Elevate, a comprehensive Business Intelligence solution for payments and chargebacks that was developed in close cooperation with the company's Customer Advisory Board (GCAB).

GlobalCollect joins hybris Extend partner program: GlobalCollect announced a new partnership agreement with hybris software. With the agreement, GlobalCollect joins hybris Extend, the online Integration Marketplace and community of best-of-breed solutions for the hybris Commerce Suite. As part of the new partnership, hybris has published on the Extend Marketplace GlobalCollect's special extension to its WebCollect platform that simplifies and accelerates integration with the hybris Commerce Suite.

The GlobalCollect - hybris Extend partnership provides merchants with easy access to a mature and robust payment platform and enables them to accept various payment methods, including all major international credit and debit cards; e-wallets via Skrill, Alipay, and Paypal; popular local payment methods (Bank transfers, SEPA Direct Debit, iDEAL, Konbini, Boletto, Sofortüberweisung and giro pay); and mobile payments. Furthermore, GlobalCollect's payments platform includes advanced fraud prevention for enhanced customer security and privacy, coupled with the market leading Elevate data analytics tool.

With the GlobalCollect extension, hybris system integrators are now able to safely, securely and reliably connect with Global Collect's PCI-compliant payment platform. The extension includes both Direct and Hosted payment types (including 3D security). **GlobalCollect - AACO Partner since 2007**



Global sales with Hahn Air's e-alliance®: If you want to look into GDS sales but are concerned about the higher costs, added complexity and risks associated with global business, there is one particular Hahn Air product that may help you: **e-alliance®**

Hahn Air's electronic alliance, e-alliance®, enables you to outsource your GDS distribution entirely to one single partner with one single contract.

By utilising expertise and economies of scale, Hahn Air's e-alliance® will allow you to:

- focus on your core business;
- outsource your indirect distribution;
- optimise revenues and increase yields;
- enter new markets by opening up global sales access;
- target new customer segments, including the lucrative corporate segment;
- gain preferential access to corporate and online travel agencies as well as consolidators;
- improve partnerships between the various parties of the industry;
- increase sales potential on a global level through one single contract with no running costs;
- benefit from Hahn Air's market presence and reach over 190 markets worldwide.



"Selling flights under e-alliance's® reservation code makes any carrier a true global player. While you are able to benefit from global reach to additional markets, travel agents and market segments, Hahn Air mitigates the risks of doing business worldwide and removes the traditional complexity of opening up sales in multiple global markets. Hahn Air's dedicated team handles all back office functions, which means that you do not need to put in any additional resources." said Mr. Rick Saggar, Director at Hahn Air. To learn more about our products, please contact us at r.saggar@hahnair.com.

Hahn Air - AACO Partner since 2014



Hogan Lovells Paris wins four awards at "Palmarès des Avocats 2014": The French legal publication Le Monde du Droit and the French association of in-house counsel, AFJE, organised for the "Palmarès des Avocats" for the second year running and awarded our Paris office four prizes.

Hogan Lovells Paris was recognised as 'Law Firm of the Year' in the following categories: Intellectual Property; Banking and finance; and Project finance

Hogan Lovells also received the Silver award for capital markets.

Hogan Lovells continues antitrust expansion with addition of Partner Kathryn Hellings: Ms. Kathryn Hellings joined Hogan Lovells US LLP as a partner in its Antitrust, Competition and Economic Regulation (ACER) and Investigations, White Collar and Fraud groups on 3 June 2014.

Ms. Hellings' arrival follows February hire of fellow Department of Justice Antitrust Division alumna Ms. Rachel Brandenburger, and will coincide with the secondment of cartel lawyer Megan Dixon to Europe in summer 2014.

Hogan Lovells announces new Madrid office managing partner: Hogan Lovells is pleased to announce that from 1 June corporate partner Lucas Osorio took on the role of Madrid Office Managing Partner. In addition to his work in the corporate field, Lucas heads the Madrid infrastructure practice and took over from Jose Luis Huerta, who has managed the office since 2010.

Hogan Lovells - AACO Partner since 2014



Satcom1 accredited as Inmarsat SwiftBroadband Distribution Partner: Satcom1 has been appointed by Inmarsat to become a Distribution Partner for its SwiftBroadband services to the global business and 'VVIP' aviation market.

Satcom1 has been a highly successful Gold service provider for SwiftBroadband for several years and, based on its strong performance, is now promoted to Distribution Partner level. The agreement means that Satcom1 will be able to further improve its level of support in terms of activation and airtime, real-time trouble shooting and diagnostics to its current and future customer base. Satcom1 specialises in services provided to VVIP, Head-of-State, wide-bodied business jets. In order to address the needs of this specialised market segment, Satcom1's Research and Development (R&D) department has developed a service that is a part of its AvioIP Software Suite, bonding two Inmarsat SwiftBroadband channels to deliver high-speed data services of up to 900kbps to the user.

Inmarsat satellite communications supports the Amelia Project: Amelia Rose Earhart is recreating the historic last journey of her world famous namesake, Amelia Earhart, this June with a solo flight around the world. Travelling some 28,000 miles and stopping in 14 countries, Amelia Rose will remain fully connected to the outside world throughout the journey thanks to Satcom1 and Inmarsat, the world's leading provider of satellite communication services to the aviation industry.

Amelia Rose will fly a Pilatus PC12-NG, single engine aircraft, equipped with the latest avionics technology from Honeywell Aerospace, including satellite communications, as she recreates the infamous 1937 journey by Amelia Earhart that ended in her disappearance over the Pacific Ocean.

Inmarsat's satellite connectivity service, provided in partnership with Satcom1 for airtime, airborne network design and consultancy services, will allow data to be streamed live along the entire route, enabling Amelia Rose to stay in touch with her team and supporters on the ground.

Inmarsat - AACO Partner since 2013



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

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

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

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

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Innovata - AACO Partner since 2003



IAS activities consist in designing and implementing tailor-made training solutions in the aeronautic and space domain on international level, through training engineering know-how.

Created in 1980, Institut Aéronautique & Spatial, non-profit association, is the French Aerospace Industry Association (GIFAS) international further education agency. IAS members are the major aeronautical & space companies such as EADS (Airbus, Eurocopter, MBDA, Astrium and ATR), SAFRAN (Snecma, Turbomeca, Labinal), THALES, Dassault Aviation, Aeronautical and Space SME's. **IAS mission is to develop a network of foreign partners, major actors in the aeronautical and space domain in their countries.** IAS activities are focused on training engineering and educational solutions implementation.

IAS site is located in Toulouse, city gathering: Airbus-company headquarters and main assembly lines; ATR company headquarters and main assembly lines; EADS Astrium Assembly plant; Thales Alenia Space Assembly plant and Head Quarters; Thales Avionic Manufacturing plant; and CNES plant

Toulouse, 2nd university city in France, welcomes as well the main French Technical Institutes and universities for aeronautical and space domain with whom IAS is working closely: ISAE (Institut Supérieur de l'Aéronautique et de l'Espace); ENAC (Ecole Nationale de l'Aviation Civile); ENSEEIHT (Ecole Nationale Supérieure de l'Electronique, Electrotechnique, Informatique, Hydraulique, Télécommunications); University Paul Sabatier; Toulouse Business School; etc...

IAS main activities are synthesized as follows: Master Program (for engineers, managers and future teachers); Modules Program (short training courses for technicians, engineers, managers, etc); Specific Training Projects for all type of partner.

All IAS actions are mandated by IAS directorate and GIFAS : i.e. EADS, Safran, Thales, Dassault Aviation and GIFAS SME's. www.inst-aero-spatial.org

IAS - AACO Partner since 2008



Jeppesen to provide Corendon Airlines with iPad EFB services: Jeppesen, a part of Boeing Digital Aviation, and

Corendon Airlines recently agreed to a new five-year service contract to integrate Jeppesen's digital navigation and electronic flight bag (EFB) services for the airline. Corendon Airlines, an international charter operator based in Turkey, will increase operational efficiency and eliminate paper-based flight materials with use of Jeppesen FliteDeck Pro on iPad.

A long-term Jeppesen customer for charting and flight planning services, Corendon Airlines will continue the digital transformation of their operations with FliteDeck Pro. The airline will use FliteDeck Pro to access critical EFB and navigation information to increase situational awareness in the air and decrease flight preparation time on the ground. Jeppesen FliteDeck Pro helps airlines and large operators streamline access to essential flight information and Jeppesen's industry-leading navigation data. Increased pilot situational awareness is also achieved, by displaying data that is configured per pilot preference, to ensure the right flight information is available at the right time for each phase of flight.

New features for private pilots now available with Jeppesen Mobile FliteDeck VFR: Jeppesen continues introduction of new features and expanded European coverage areas for Jeppesen Mobile FliteDeck VFR on iPad. New app capabilities include expanded VFR enroute data for European countries, graphical NOTAM and temporary flight restriction (TFR) updates and a split data download capability to increase efficiency for private pilots. The latest expansion of European Mobile FliteDeck VFR coverage now includes Italy, after recently adding Belgium, the Netherlands and Luxembourg coverage areas. European VFR enroute data is now offered in Ireland, Denmark, Poland, the Czech Republic, Slovenia, Croatia, Spain and Portugal through Mobile FliteDeck VFR. For Jeppesen customers subscribing to the Mobile FliteDeck VFR 'all available countries' option, VFR enroute data is provided at no additional charge.

Jeppesen - AACO Partner since 2008



Kennedys partner named as a top business aviation leader: Ms. Aoife O'Sullivan, head of Kennedys' aviation finance practice, has been included as one of the Aviation Week/EBASE Top Ten European Business Aviation Leaders 2014.

Ms. Aoife was described as "a passionate advocate of business aviation and a much sought after speaker around the world." Read the full story in Aviation Week: 'Top 10 Leaders for EBACE 2014: O'Sullivan Leads In Aviation Law & Finance'.

According to Aviation Week, their annual listing of the Top 10 Leaders of European Business Aviation is made up of "...the movers and shakers, those who are helping create demand for business aviation through clever marketing and innovation, those who are influential in polishing business aviation's image with the public and politicians alike, and those who are fighting to protect it from unfair regulation."

Kennedys - AACO Partner since 2011



Can a consumer loyalty program boost an airport's non-aeronautical revenues?: Customer loyalty programs in the aviation industry are

usually associated with the airline business. Nowadays, an increasing number of airports are showing interest in launching such schemes as well. Due to operational interdependences the question arises how airlines' experiences of FFPs could be transferred into beneficial concepts for airports. Moreover, airports are lacking the answers to the questions: what are favorable market conditions for a successful loyalty program management, what are the essential features of such a long-term marketing initiative and which features are appropriate for which kind of airport (hub, regional, LCC-dominated, hybrid)?

The primary intention of loyalty programs is to identify and reward the most loyal customers. Reward schemes offer benefits for both the organization and the customer. Through loyalty programs airports can potentially gain more repeat business, identify cross-selling opportunities and obtain essential customer data for future individualized customer relationship management (CRM) efforts. Given the growing interest of airports in launching a loyalty program, Lufthansa Consulting has developed a method to support airports in their decision making processes on an individual basis. Thus, Lufthansa Consulting initiated research on this issue in cooperation with the University of Applied Sciences in Frankfurt. A comparison of airlines' as well as airports' markets and business models based on the aspects: market conditions, customer groups and value chain processes depicted best-practice approaches. As a result of the investigation, a guideline was elaborated listing the main strategic and operative factors an airport has to consider when deciding whether to implement a loyalty program. Lufthansa Consulting's evaluative approach helps airports to carefully consider the potential success of introducing a loyalty program, taking both the related cost and the expected non-aeronautical revenues into account. Furthermore, airports benefit from Lufthansa Consulting's knowledge on regulatory requirements, customer's expectations, pitfalls and upcoming trends. **Lufthansa Consulting - AACO Partner since 2010**



Enhance crew first aid training: Convenient & cost-effective solutions for airlines:

A comprehensive approach to managing an in-flight medical event is imperative to a positive outcome for all involved, including the crewmember, the passengers and the airline itself. Leading airlines are working with partners to enhance their existing training programs, reduce costs, improve productivity, and leverage real-world data to improve crew retention of critical skills.

MedAire, the leading medical and travel safety provider for airlines, teaches First Aid Training so crew can confidently and effectively manage in-flight medical events. Airlines appreciate the convenient and cost-effective training solutions from MedAire, leveraging MedAire's real-world experience managing in-flight medical events to enhance their internal training programs. Students find MedAire's First Aid Training engaging and relevant and enjoy the hands-on exercises and easy-to-remember curriculum. Each student in MedAire's course receives MedAire's Manual of In-Flight Medical Care, an invaluable reference resource post-course. The manual even includes a translation glossary of common medical concerns in 9 languages. The manual is provided in both hardcopy and as an eBook. The First Aid Training program was built by MedAire's aviation industry experts who have worked within the world's leading airlines in regulatory compliance, crew training, policies and procedures, and in-house medical departments. MedAire is an approved GCAA training center in accordance with ICAO Annex 6 and international best practice organization standards and guidelines.

Learn more: www.medaire.com/airlines or email info-asiapacific@medaire.com

MedAire - AACO Partner since 2008



Get passengers and cargo to their destinations—safely and on time. That's the promise of every airline. Rising complexity puts the burden on technology to keep it.

mercator provides business technology solutions and services to the global airline industry. Our value proposition is a compelling one: reduced costs, improved processes and increased performance. Our mission is to bring our airline clients and passengers closer to the technology solutions they need for smooth, efficient travel.

mercator's solutions cover five key areas of service excellence: Safety, Passenger, Cargo, Loyalty and Finance. For example, our new safety and compliance management system, mSID, focuses on ensuring that standards of safety are continually improved, protects the welfare and safety of customers, colleagues and equipment; and predictably improves operational performance.

mercator's newly-developed baggage tracking and management technology, mBELT gives ground handlers and airports an end-to-end tool to help them manage the entire lifecycle of their passengers' bags, adding high visibility and transparency to baggage movement.

Our clients span the globe and include award-winning carriers, hybrid, low-cost and regional airlines. While aviation has always driven our technology, the variety of operations we serve has taken our industry expertise to another level. Our IT infrastructure helps any airline reduce costs, streamline processes and increase productivity-enabling you to deliver your essential promise.

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mercator - AACO Partner since 2003



MTU Maintenance – Global player in commercial engine MRO

MTU Maintenance, a business division of MTU Aero Engines, is one of the world's leading provider of commercial engine maintenance services. A primary part of its business is repairing engines for programs in which it is a risk and revenue sharing partner. Nevertheless, its portfolio covers all engine thrust classes, from small turbo-prop engines to the largest jet engine ever developed, the General Electric GE90-110B/-115B.

Besides OEM repairs, MTU Maintenance has developed a broad range of innovative high-tech proprietary EASA/FAA DER repair capabilities, which are marketed as MTUPlus repairs. A considerable engine lease pool known as e.pool®, along with a compelling choice of customized services, ensure cost-effective and efficient solutions for its customers: from fleet management, MTUPlus Engine Trend Monitoring, logistics support, LRU management, spare parts provisioning, 24h AOG service, on-site support and on-wing repairs up to Total Engine Care (TEC®) packages for all engine types in its portfolio.

MTU Maintenance operates facilities in Hannover and Berlin-Brandenburg (both Germany), Rzeszów (Poland), Vancouver (Canada), Dallas (U.S.A.), Zhuhai (China) and close to Kuala Lumpur (Malaysia).

MTU - AACO Partner since 2013



OnAir Play – game on! OnAir’s complete wireless inflight entertainment solution boots up aboard Philippine Airlines: Philippine Airlines is the launch customer of OnAir Play, OnAir’s latest Wireless-IFE product, on all the airline’s new international routes. Philippine Airlines has become the first carrier in Asia-Pacific to provide its passengers with fully integrated connectivity and inflight entertainment.

OnAir Play is revolutionizing the way people consume content during the flight, by combining multimedia inflight entertainment with Internet OnAir. Passengers stream or download the on-demand content they choose to their own personal electronic devices, like they do at home using TV channels’ on-demand apps. And because the W-IFE will be fully integrated with the plane’s connectivity, time-critical information, such as live news and sports highlights, will be constantly updated throughout the flight. Philippine Airlines’ passengers will be able to choose from a wide selection of movies catering to all type of passengers. The magazines available on the e-reader feature of OnAir Play include Bon Appétit, Condé Nast Traveller, Vanity Fair, and National Geographic. The next stage is to include the digital version of the duty free catalogue.

OnAir Play is a low-cost, flexible upgrade from OnAir’s existing connectivity products. And it is simple to operate. Airlines can also brand OnAir products to ensure brand consistency across the complete passenger experience.

OnAir Play will be retro fitted to Philippine Airlines’ A330s, which already have Mobile OnAir and Internet OnAir, OnAir’s full GSM and Wi-Fi connectivity package. It is a natural add-on product to OnAir’s connectivity portfolio to be gradually rolled out across the network.

OnAir - AACO Partner since 2009



Optiontown is the pioneer in the world of ‘Dynamic Travel Options’. Our technology developed following extensive research at the Center of Transportation Studies at the MIT in Boston,

Optiontown gives airlines a ground-breaking platform to use patented post-ticket-purchase algorithms based on the principles of ‘Concurrent Optimization’.

Without cash investment for the carrier or complex and lengthy IT integration, airlines can generate between 3 and 7% incremental revenues from its core business – the airline seat - while enhancing utility for their customers by creating a unique travel experience of increased comfort and convenience at affordable prices – fulfilling the consumers’ unmet desires.

The Optiontown product portfolio includes Upgrade Travel Option (UTo), Flexibility Reward Option (FRO), Empty Seat Option (ESO) etc. and is based on patented algorithms using the latest concepts of artificial intelligence. These options on ancillary services are available to the passengers after purchasing a ticket from the airline or a travel agent.

World-class international airline clients use the Optiontown suite of algorithms to enable interaction with their passengers. Optiontown is head-quartered in Boston, Massachusetts and operates branches in Canada, India and Europe.

For more information, please contact:

Mr. Anuj Goel/ Vice President Sales & Marketing

Tel : +1-617-207-5554

email : partners@optiontown.com

Visit : www.optiontown.com

Optiontown - Enjoy unique travel options

Optiontown - AACO Partner since 2011



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

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

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

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

Quali-audit - AACO Partner since 2008



Rockwell Collins receives 2014 Career and Technology Education Award from the Maryland State

Department of Education: Rockwell Collins, through its recent acquisition of ARINC, announced that its Annapolis, Md facility has been selected to receive the 2014 Career and Technology Education (CTE) Outstanding Postsecondary Business Partnership Award of Excellence from the Maryland State Department of Education.

The award recognizes the partnership originally established between ARINC in Annapolis, now part of Rockwell Collins, and Anne Arundel Community College (AACC) for its work in creating the Science Technology Engineering and Math (STEM) Readiness course as part of The National STEM Consortium (NSC). The NSC is an alliance of community colleges that developed five separate one-year certificate programs to help retrain displaced workers by focusing on high-demand skills. The certificate programs include composites, cyber technology, electric vehicle technology, environmental technology and mechatronics. The course is also part of The Open Learning Initiative (OLI), a grant-funded group at Carnegie Mellon University, offering innovative online courses to anyone who wants to learn or teach. The STEM Readiness course, which teaches math, critical thinking and work place communications, and professional skills, is required for all students, regardless of which certification is pursued. As part of the OLI, in addition to being utilized by students in the STEM Consortium Program, the course is available at <http://oli.cmu.edu/> to others wishing to access the content.

Rockwell Collins - AACO Partner since 2002



Airberlin group selects Sabre in technology agreement: airberlin group has selected global technology provider Sabre Corporation (NASDAQ: SABR) to provide a full suite of technology software to support the carrier's global business.

The long-term agreement will see the airline move to an integrated platform for a broad range of critical airline operations including SabreSonic® Customer Sales & Service (CSS) passenger reservations system, inventory, check-in, eCommerce, data insights and network management.

Using Sabre's robust and flexible software, airberlin will be able to further optimize daily operations, drive incremental revenues and provide guests with a more personal travel experience through targeted flight offers and tailored services. Ensuring a seamless transition to Sabre will be a major focus for the airline, and it is wholly committed to providing continued functionality to its business partners, including travel agencies, tour operators, price comparison websites and global distribution providers.

New developer tools enable users to create innovative travel offerings: Sabre Corporation (NASDAQ: SABR) is launching a new developer platform as well as new travel services and application programming interfaces (APIs) to allow developers all over the world to integrate travel into their applications.

Leveraging a new, open portal, called Sabre Dev Studio, developers from travel companies, online travel sites, start-ups, meta-search and social sites, can access more than 150 APIs, as well as testing tools, documentation, prototypes and sample code, and additional resources available from Sabre in an open developer community. In addition, the company is introducing several new, mobile friendly, sub-second response-time shopping and intelligence APIs that developers can use to build new search capabilities for travel.

The move to a new developer platform reinforces Sabre's efforts to make travel more personalized and easily accessible to consumers through new travel apps and services provided by travel suppliers, travel agencies, online travel sites, and social sites. It also supports the company's strong commitment to helping airline, hotel, and travel agency customers identify new revenue opportunities, and deliver differentiated services.

Examples of Sabre's new travel services include six-month calendar shopping, shopping across hundreds of alternate airports, and shopping by budget or theme. Built on a patent-pending platform, the new services allow developers to experiment with different APIs and create prototypes quickly and easily, significantly reducing development cycles and time-to-market – a unique offering in the travel industry. For travelers, the APIs available through Sabre Dev Studio will result in new ways to shop for travel, enabling applications to answer questions like, "Where can I fly for USD 500?," "What beach destinations have the best fares in August?," and "When is the best time to buy my tickets?"

The Sabre travel marketplace, one of the world's largest marketplaces, processes more than USD 100 billion in travel spending annually and provides information on millions of airline flights and fares, hotel availability and rates, and other travel offerings.

Sabre will be hosting a global hack-a-thon event in late July to provide developers inside and outside of the travel industry the opportunity to showcase their talents and ideas across a series of company-sponsored challenges using Sabre Dev Studio.

Sabre CEO, travel and tourism leaders meet with President Obama: Mr. Tom Klein, CEO and President of Sabre Corporation (NASDAQ: SABR), and a small group of travel and tourism industry leaders met with President Barack Obama to discuss ways to accelerate U.S. travel and tourism, one of the most significant elements of the President's economic development strategy.

As part of the meeting, the President directed his administration to partner with the travel and tourism industry to encourage more international visitors to the U.S., including specific steps to improve accessibility and service levels at U.S. airports.

The President has also called on Brand USA the country's nonprofit travel promotion corporation, to work with federal agencies to increase demand for travel to the U.S.

Brand USA is also promoting the country in traditional and emerging markets with representation in nearly 20 international markets.

Klein has worked with Brand USA since its inception in 2010 and currently serves as the organization's vice chairman.

Among the administration's new steps to jump start international visitors to the U.S., is expediting the entry process for travelers, starting at the 15 largest airports. Officials will use Dallas-Ft. Worth International and Chicago O'Hare airports as examples of how travel industry and airport teams worked together to successfully reduce wait times for international travelers through expedited customs processes and using automated kiosks for passport checks.

Sabre now selling Iberia's pre-paid bags: Sabre Corporation (NASDAQ:SABR) is now selling Iberia's pre-paid bags in the Sabre global distribution system.

Iberia plans to sell pre-reserved seats in Sabre during the coming months.

The sale of ancillaries through the Sabre travel marketplace generates important cost savings for both agencies and airlines. By using one platform to sell multiple products, an airline can significantly reduce its IT costs. Additionally, travel consultants can improve their efficiency and customer service levels by shopping and booking airline ancillaries within Sabre.

Iberia joins a growing list of airlines, including Air France-KLM, Qantas, Etihad, Virgin Australia, Finnair, Air New Zealand, Alitalia, Brussels Airlines, Aegean, Aeromexico, easyJet, Lufthansa and US Airways, that have chosen to offer ancillary services and bundled fares through Sabre's travel marketplace and travel agencies.

Sabre - AACO Partner since 2002



SEABURY

Seabury facilitates successful implementation of Air Nostrum's financial and operational turnaround strategy: Seabury Group LLC (Seabury) announced that it has facilitated the successful implementation of the financial

and operational turnaround strategy for Spain's regional carrier Air Nostrum. The restructuring process has resulted in the airline's adjustment plan and conclusion of its capital increase operation through which the company foresees a return to profit in 2015. Carlos Bertomeu has also become the airline's majority shareholder.

Seabury's Investment Banking and Consulting Divisions supported the core of Air Nostrum's restructuring process including its financial restructuring since April 2013 after the airline experienced operational and financial challenges resulting from the global financial crisis and Spanish economy's downturn. As part of the turnaround process, Seabury assisted the airline in undertaking a strategic assessment of its network and relationships, completing fleet optimization work, negotiating a restructuring of all aircraft debt and lease obligations, renegotiating key commercial and vendor contracts, and conducting its equity capital raise. Air Nostrum is planning to be close to breakeven in 2014 and to fully return to profitability in 2015.

Seabury expands executive team for Aerospace Investment Banking Division: Seabury Group LLC (Seabury) announced that it had promoted two of its Directors, Brian Karpel and Antares Reis, to the position of Managing Director. The new Managing Directors represent the combined in-depth expertise and experience from across a variety of Seabury's client advisory groups, including Consulting, Corporate Advisory, Restructuring, and Investment Banking.

Seabury - AACO Partner since 2008



Shell Aviation

Shell extends its global refuelling network into Seletar Airport in Singapore: Shell Aviation (Shell) today celebrated the official launch of its refuelling operations and fuel storage management at Seletar Airport, located in the north-eastern part of Singapore. With this appointment, Shell offers an end-to-end integrated refuelling service to Seletar Airport. Shell now provides fuel at both of Singapore's civilian airports: Seletar Airport and the Singapore Changi International Airport, the world's fifth busiest international airport.

Shell Aviation wins 'World's Best Jet Fuel Supplier' award: Representatives from airlines and fuel suppliers have voted Shell Aviation as the 'World's Best International Jet Fuel Marketer and Supplier' in the 2013/2014 Armbrust Awards.

place Holder

The annual Armbrust Awards are based on an international industry survey conducted by the publishing and consulting company, Armbrust Aviation Group. Airlines and fuel suppliers were invited to rate fuel suppliers based on their overall, worldwide performance in 2013. Shell Aviation emerged as the 'Best International Supplier / Marketer' in 2013.

Shell Aviation- AACO Partner since 2002

SITA

Create success. Together

Turkish Airport future proofs new terminal with SITA Technology: Air transport IT specialist, SITA, is providing passenger processing and baggage reconciliation technology at Turkey's newest domestic airport terminal at Izmir Adnan Menderes Airport. SITA's AirportConnect Open common-use offering will help the new terminal maximize its real estate, while providing airlines with an efficient and cost-effective solution for passenger processing. SITA will also continue to provide common-use and baggage reconciliation services for the airport's main terminal.

SITA wins African Airlines Association Aviation ICT Service Provider Of The Year award again: The African Airlines Association (AFRAA) has named SITA the Aviation ICT Service Provider of the Year for the second year running. The Aviation Suppliers and Stakeholders Award recognizes excellence in service delivery, innovation and competitiveness among the best service providers to the African aviation industry. SITA was selected ahead of the many other entrants because of its community initiatives and consistent support for the African air transport industry, in addition to providing innovative, cutting-edge technology.

13 Indonesian airports implement SITA passenger technology: PT. Angkasa Pura 1 (Persero), which operates 13 airports across Eastern Indonesia, announced the rollout of SITA's common-use passenger technology. SITA is providing AirportConnect Open, along with its passenger flow monitoring technology and local departure control system. SITA's platform is being deployed across all the airports quickly and consistently using virtualization technology.

SITA establishes scholarship program at Civil Aviation University of China: SITA has established a new scholarship at the Civil Aviation University of China. This is the first scholarship program that SITA has established in China. Its aim is to help talented young civil aviation students to focus their study and research on science and technology related to the air transport industry.

SITA - AACO Partner since 2008

Travelport

Travelport reports strong financial performance and new airline agreements: Travelport – a travel commerce marketplace providing distribution,

technology, payment and other solutions for the USD 7 trillion global travel and tourism industry – has reported a strong start to 2014 as it released the company's Q1 financial results. During the first three months of the year, Travelport has further strengthened its air proposition with the signing of new agreements with Ryanair and AirAsia, an extended partnership with easyJet, and over thirty airline agreements for our Rich Content and Branding functionality.

Since the start of the year, Travelport has seen its Net Revenue grow by 4% and Adjusted EBITDA by 7%. It has added unrivalled content added to its Travel Commerce Platform:

- Uniquely distributing content from all the world's top ten airlines
- One year anniversary of Travelport Merchandising Platform™ marked by:
 - Over 30 airlines signed for Rich Content and Branding functionality, including British Airways / Iberia and Air China
 - New agreements with Ryanair and AirAsia and an extended partnership with easyJet
 - Expanded hotel content leadership – now offering 580,000 unique properties
 - Improvement of capital structure with deleveraging USD 135 million debt-for-equity exchange transactions completed in March

Travelport has also announced the complete integration of CityJet. This enables Travelport connected travel agencies using Galileo and Worldspan to take advantage of the seamless bookability of CityJet fares and ancillaries within their normal workflow. In addition, Delta Air Lines and Travelport have finalized an agreement in which Delta will reacquire the data and intellectual property rights central to its passenger service and flight operations systems. As a result, Delta will be the only U.S. airline to directly control these critical technology systems, making it better able to build the next generation of technology that will improve the travel experiences of its customers.

Travelport - AACO Partner since 2000

AACO &

RTC

CALENDARS



AACO CALENDAR

June 2014

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	AACO JPC Negotiation Meeting / Cairo		11	12	13	14
	AACO Limited Jet Fuel Tender 2015 - Opening of Offers Meeting / Beirut					
15	AACO Ground Handling Steering Board Meeting / Cairo		18	19	20	21
22	AACO JPC Awardation Meeting / Jeddah		AACO Limited Jet Fuel Tender 2015 - Awardation Meeting / Dubai		27	28
29	30					

September 2014

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	AACO Amadeus Steering Board Meeting / Cairo		11	12	13
14	15	16	17	18	19	20
21	22	AACO / IATA Regulatory Affairs Forum / Amman		25	26	27
28	29	30				

AACO RTC CALENDAR

June 2014

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	Revenue and Network Planning for Airline Managers Course / Amman		11	12	13	14
	Cost Reduction Strategies Course / Abu Dhabi					
15	Aviation Security Management Systems Course / Cairo		18	19	20	21
22	Professional Skills for DGR Instructors Course / Amman		25	26	27	28
29	30					

August 2014

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	Train of Trainers Course / Cairo		6	7	8	9
	Aviation Emergency Response and Crisis Management (Foundation) Course / Amman					
	Principles of Air Transport Economics Course / Cairo					
10	Air Law & Air Transport Agreements Course / Amman		13	14	15	16
		Developing your Managerial Mindset Course / Amman				
		Transport of Dangerous Goods by Sea / Cairo				
			Stress Management / Cairo			
17	Air Cargo Rating Course / Amman		20	21	22	23
	Ground Handling Agreements Course / Cairo					
24	Aviation Law for Managers / Amman		27	28	29	30
31						

For additional information, kindly contact Mr. Emad M. Abouzeid / Executive Director Training at rtc@aacortc.com

OUR MEMBER

AIRLINES &

INDUSTRY PARTNERS

AACO MEMBER AIRLINES

AACO member airlines were established in the following sequence:

1. Egypt Air (1932)
2. Iraqi Airways (1945)
3. Middle East Airlines (1945)
4. Saudia (1945)
5. Syrian Arab Airlines (1946)
6. Sudan Airways (1946)
7. Tunis Air (1948)
8. Gulf Air (1950)
9. Air Algerie (1953)
10. TMA (1953)
11. Kuwait Airways (1954)
12. Royal Air Maroc (1957)
13. Yemen Airways (1962)
14. Royal Jordanian (1963)
15. Libyan Airlines (1964)
16. Emirates (1985)
17. Nouvelair (1989)
18. Oman Air (1993)
19. Qatar Airways (1995)
20. Palestinian Airways (1995)
21. Tassili Airlines (1997)
22. Jordan Aviation (2000)
23. Afriqiyah Airways (2001)
24. Etihad Airways (2003)
25. Air Arabia (2003)
26. Air Cairo (2003)
27. Maximus Air (2005)
28. Petra Airlines (2005)
29. flynas (2006)
30. Nile Air (2006)
31. Rotana Jet Aviation (2010)
32. flydubai (2008)



AACO INDUSTRY PARTNERS



References:

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

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

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

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

Definitions:

1. Geographical Areas:

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

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

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

Europe: Includes the European countries.

Arab World: Includes the Arab countries.

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

2. Abbreviations:

RPK: Revenue Passenger Kilometer

ASK: Available Seat Kilometer.

PLF: Passenger Load Factor.

RTK: Revenue Tonnes Kilometer.

ATK: Available Tonnes Kilometer.

WLF: Weight Load Factor.

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

4. Connotations:

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

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

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

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

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

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

AACO's Objectives:

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

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ARAB AIR CARRIERS ORGANIZATION

