



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

Opening Session



Opening remarks by Capt. Tawfik Assy / Chairman & CEO of EgyptAir Holding Company



Opening remarks by Mr. Munther Juma / SVP Marketing & Corporate Communications of Dubai Enterprise Holding



Opening remarks by Mr. Abdul Wahab Teffaha / Secretary General of AACO






Arab Aviation Summit


2020: A Clear Vision for the Arab Aviation

1st Working Session: Regulatory Affairs

The biggest open skies area in the world is on the door step of the Arab World. Europe itself is expanding the Euro-aviation market to neighbouring states

-  *How would the Arab aviation sector deal with these two developments?*
-  *And how do we ensure that our recent successes will continue to be the spring board for greater ones?*
-  *How do we align the thinking of regulators and airlines in the Arab world for the future?*

The Panel will be moderated by:

-  *Mr. Ibrahim Khayat / International Consultant in the Air Transport Industry*

Speeches by:

-  *Mr. Olivier Onidi / Head of Unit, DG Energy & Transport- Internal Market, Air Transport Agreements & Multilateral Relations – European Commission*
-  *Mr. Jeffrey Shane /Partner, Hogan & Hartson, Former Under Secretary for Policy – U.S. Department of Transportation*
-  *Eng. Abdullah M.N. Rehami /President of Civil Aviation–Kingdom of Saudi Arabia*
-  *Mr. Akbar Al Baker /Chief Executive Officer - Qatar Airways*



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation



Mr. Ibrahim Khayat
International Consultant in the Air
Transport Industry

Mr. Khayat is a world expert well known in the media industry (print and electronic). As a business writer and senior editor based in Europe for 30 years, he is considered as one of the few writers in the Arab region who possess an extended experience in the travel and tourism sectors.

For the last few years, he focused primarily on providing consultancy services to corporate concerns on developing communications strategies and building capacity. More than 1000 CEO's and business executives across the region have benefited from his advisory support and his training courses which he designed and delivered, particularly in the field of building up crisis communications skills and media management.

Mr. Khayat contributes regularly as a speaker and as a writer on aviation and strategic issues. He is, also, a regular host appearing in many international and Pan Arab media outlets, including the BBC World Service, Al Jazeera International, Al Ekhbaria TV, Saudi 2 TV, Al Arabiya and Al Jazeera, offering commentaries on energy, air travel and the tourism industry.



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation



Mr. Olivier Onidi
Head of the Unit "Internal Market, Air Transport Agreements and multilateral Relations"
European Commission

Olivier Onidi is Head of the Unit "Internal Market, Air Transport Agreements and multilateral Relations", in the Directorate General for Energy & Transport at the European Commission.

He has worked for some 15 years at the European Commission, as Assistant to Directors General in the areas of Energy & Transport, External Relations, the Secretariat General and of the Commissioner for Research and Development, Innovation, Education and Training.

At present, Mr. Onidi is head of the unit responsible for the definition and the oversight of the Single European aviation market, the conclusion of international agreements and the conduct of multilateral relations.

Prior to that he was in charge of the GALILEO satellite navigation system as well as intelligent transport infrastructures.

Before joining the Commission, he worked as Adviser to the Executive Committee of Belgacom and as Public Policy Manager at American Express International.

Mr. Onidi holds a Master of Science in Economics, a Master in European Studies and a B.A. in Business Administration.

Brief about the Directorate General Energy and transport:

The Directorate-General for Energy and Transport is headed by Mr. Matthias Ruete and has a staff of over 1 000 in ten Directorates located in Brussels and Luxembourg.

In addition to the development of Community transport and energy policies, including dealing with State aid, the Directorate-General is responsible for managing the financial support programmes for the trans-European networks, technological development and innovation.

http://ec.europa.eu/dgs/energy_transport/index_en.html



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation



Mr. Jeffrey Shane
Partner, Hogan & Hartson, Former Under
Secretary for Policy
U.S. Department of Transportation

Jeff Shane is a partner at the international law firm of Hogan & Hartson LLP, based at the firm's Washington, DC, headquarters. His practice is focused on regulatory, legislative, transactional, and policy-related matters arising in aviation and other modes of transportation.

He returned to Hogan & Hartson in May 2008 after completing the most recent of five tours of duty with the U.S. Department of Transportation, serving for the past six years as Associate Deputy Secretary and then Under Secretary for Policy, both Presidentially-appointed positions. Jeff also held a variety of other senior positions at DOT in earlier administrations. He was also Deputy Assistant Secretary of State for Transportation Affairs for four years, where he served as chief U.S. aviation negotiator.

From 1994 through 2001 Jeff was Chair of the Commission on Air Transport of the International Chamber of Commerce and Chair of the Military Airlift Committee of the National Defense Transportation Association. From 1985 through 1989, he was Adjunct Professor of Law at Georgetown University, teaching a course in International Transportation Law.

Jeff is the recipient of a number of professional recognitions, including Aviation Week's L. Welch Pogue Award for lifetime achievement in aviation. In September 2007 he was elected President of the triennial Assembly of the UN International Civil Aviation Organization, the first American to serve in that position since 1959.

Jeff received his undergraduate degree from Princeton University and his law degree from Columbia University, where he was Articles Editor of the *Columbia Journal of Law and Social Problems*. He is a member of the District of Columbia Bar.

He and his family live in Washington, DC.



2020: A Clear Vision for the Arab Aviation

Eng. Abdullah M.N. Rehaimi
President
Civil Aviation – Kingdom of Saudi Arabia

Eng. Abdullah M.N. Rehaimi born in the red sea city of Jeddah, Saudi Arabia in the year 1951. He studied at King Fahad university of Petroleum and Minerals Sciences in Dhahran Saudi Arabia and graduated in 1975 in Mechanical Engineering. Afterwards he went to The United States of America, where in he spent over a year to enroll in a special Financial Credit Program at the Chase Manhattan Bank, USA (currently Chase-Chemical Bank Ltd.). Thereafter he had undergone several training programs in the field of industrial development and business management.

He started his career in Saudi Industrial Development Fund (SIDF) a government owned lending institution for industrial development, and held several managerial and Director Position over a span of 28 years. Lastly he was holding the position of Assistant Director General Saudi Industrial Development Fund (SIDF). In the year 2003 he was appointed by a Royal Decree as the President of Civil Aviation, Ministry of Defence and Civil Aviation Kingdom of Saudi Arabia, which is now been transformed into The General Authority of Civil Aviation of which he is still the President.

During the period the Saudi Arabian Ministry of Finance has assigned him the directorship of different companies and establishments like Saudi Arabian Turkish Investment Company, Saudi Credit Bank, Eastern Province Cement Company.

Presently he is holding directorship of the National Co-Operative Insurance Co. Saudi Arabia, United Insurance Company Bahrain, National Commercial Bank of Saudi Arabia, and Saudi Entrepreneurship Development Institute SIDI.

Currently he is also heading the three Audit Committees, (a.) For National Co-Operative Insurance Company of Saudi Arabia as a chairman (b.) Eastern Province Cement Company as a chairman and (c) National Commercial Bank, Saudi Arabia, as a member.

Board Member:

His Excellency Eng. Abdullah M.N. Rehaimi is a Board of member of:

Saudi Arabian Airlines

(Appointed by the Ministry of Defence and Civil Aviation, Kingdom of Saudi Arabia)



2020: A Clear Vision for the Arab Aviation

Saudi Turkish Investment Holding Company

(Appointed by the Ministry of Finance for a period of 3 years)

Eastern Province Cement Company

(Director, appointed by the Ministry of Finance for a period of 3 years and continued for another 2 terms of 3 years each)

National Co-Operative Insurance Company

(Director, appointed by the Ministry of Finance for a period of 3 years)

United Insurance Company, Bahrain

(Director, appointed by the Ministry of Finance for a period of 3 years)

National Commercial Bank, Saudi Arabia

(Director, appointed by the Ministry of Finance)

Saudi Entrepreneurship Development Institute (SIDI)

(A non-profitable organization with the support of World UNO body of UNIDO)

Executive Committee member of the Companies:

- **Member, Executive Loan Committee – Saudi Credit Bank**
(Appointed by the Ministry of Finance)
- **Member of the Founding Committee of Gulf Float Glass Factory**
(Appointed by the Ministry of Finance)
- **Chairman Audit Committee, National Co-Operative Insurance Company**
(Appointed by the Chairman and Board of Directors)
- **Chairman Audit Committee, Eastern Province Cement Company**
(Appointed by the Chairman and Board of Directors)
- **Member of Audit Committee, National Commercial Bank**
(Appointed committee member by NCB Board of Directors)

Brief about the General Authority of Civil Aviation, Kingdom of Saudi Arabia (GACA)

The mission of the General Authority of Civil Aviation is to build, manage, operate, provide and develop the major equipments of airports and air navigation according to the latest systems, to apply and develop the procedures guarantying the safety and security of air transportation, to control the operation and maintenance standards and to work on developing revenues and



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

encouraging investment opportunities at the airports
GACA is responsible for the execution of many tasks and responsibilities in the domain of aviation, air transportation and airports. We hereby highlight the most important tasks of GACA:

- Establishing, managing, operating and maintaining the civil airports in the Kingdom and supervising their employees.
- Establishing, managing, operating and maintaining the air navigation system and supporting it with the assisting navigation devices.
- Implementing the civil aviation rules and the instructions regulating the air transportation in the Kingdom.
- Concluding air transportation agreements between the Kingdom and other countries and following up the execution of such agreements.

The Kingdom's Airports:

The Kingdom has a total of 27 airports, all constructed, developed, managed, operated and maintained by the General Authority of Civil Aviation (the "Authority").

In 2006, the Kingdom's airports handled a total of 37.64 million passengers. Excluding the 1.72 million Hajj traffic, which uses the dedicated Hajj Terminal at the King Abdul Aziz International Airport in Jeddah, 27.57 million passengers used the three main International airports, representing 77% of all passenger traffic (excluding Hajj) at the Kingdom's airports.

The three main International airports are:

JEDDAH (King Abdulaziz International Airport – KAIA)

RIYADH (King Khaled International Airport – KKIA)

DAMMAM (King Fahd International Airport – KFIA)

Medina Airport has also recently been declared an International Airport and handled a total of 1.75 million passengers in 2006.

Domestic Airports:

The main characteristic of the global renaissance that the Kingdom is witnessing is the fulfillment of the citizens' aspirations. In fact, this is clearly illustrated by how the good governance responds to the citizen's wish for a regional and domestic air transportation network, connecting the north of the Kingdom to the South and the East to the West, despite the availability of a network of express roads designed according to international models. Kingdom's Domestic traffic is considered as the biggest in MEANA Region. It is currently witnessing a higher growth due the entry of two new carriers that have been recently licensed. While SAUDIA has maintained a small growth in 2007 in domestic travel-One Extra



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

Million passengers have been carried by the two new carriers.

It is worth mentioning that this air network has satisfied a need resulting from the global growth that the Kingdom has witnessed in all sectors, and from the prosperity achieved by the Saudi economy, standing the fact that the aviation is one of the most essential foundations of development; especially for what concerns Air Cargo.



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation



Mr. Akbar Al Baker
Chief Executive Officer
Qatar Airways

Akbar Al Baker has been instrumental in shaping the development of Qatar Airways into one of the fastest growing and most highly acclaimed airlines in the world.

Born in Doha, he is a graduate in Economics and Commerce and worked at various levels in the Civil Aviation Directorate before becoming Qatar Airways' CEO in 1997.

Mr. Al Baker has, over the last decade, spearheaded the growth of Qatar Airways, which operated only four aircraft in a regional capacity prior to his appointment. Qatar Airways currently flies to more than 80 destinations across Europe, Middle East, Africa, South Asia, Far East and North America. He is also leading the development of the multi-billion dollar New Doha International Airport, which is scheduled to open in 2011.

A highly motivated individual, Mr. Al Baker has been a successful businessman in Doha for more than 25 years, holds a private pilot licence, and is also CEO of several divisions of Qatar's national airline – these being *Qatar Airways Holidays*, *Qatar Aviation Services*, *Qatar Duty Free Company*, *Doha International Airport*, *Qatar Distribution Company* and *Qatar Aircraft Catering Company*.

Brief about Qatar Airways:

Description: Qatar Airways is the national carrier of the State of Qatar. Currently undergoing rapid expansion, Qatar Airways is one of the fastest growing airlines operating one of the youngest fleets in the world.

Launched: January 20, 1994

Ownership Structure: Government of State of Qatar (50%) and private shareholders (50%)

Head Office: Qatar Airways Tower
P.O. Box 22550
Doha, Qatar
Tel: (+ 974) 449 6000
Fax: (+ 974) 462 1533



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

Reservations: Tel: (+974) 449 6666; Fax: (+974) 462 2486

Website: www.qatarairways.com

Chief Executive Officer: Mr. Akbar Al Baker

Worldwide Network: 83 destinations

Expansion in 2009: Houston (March 30)

Expansion in 2008: Guangzhou, China (March 31)
Kozhikode (formerly Calicut), India (June 15)
New York JFK (October 26)

Frequency increases on many existing routes

Expansion in 2007 Dar es Salaam, Lagos, Chennai, Bali, Ho Chi Minh City, New York (Newark), Geneva, Washington DC, Nagpur, Stockholm and Ahmedabad

Current Fleet (63 aircraft):
3 Boeing 777-300ERs
4 Airbus A340-600s
1 Airbus A300-600s
12 Airbus A320-200s
18 Airbus A330-200s
13 Airbus A330-300s
3 Airbus A300-600 Cargo Freighters
1 Airbus A319CJ
2 Airbus Long Range A319LR
6 Airbus A321-200s

Fleet on Order:
80 Airbus A350s (including options)
60 Boeing 787s (including options)
29 Boeing 777s (including freighters and options)
8 Airbus A321 (including 2 options)
5 Airbus A380-800s

Europe: London Heathrow, London Gatwick, Manchester, Munich, Frankfurt, Berlin, Paris, Milan, Rome, Istanbul, Vienna, Zurich, Geneva, Moscow, Athens, Madrid and Stockholm

Middle-East & Africa: Abu Dhabi, Amman, Bahrain, Beirut, Cairo, Damascus, Dammam, Doha, Dubai, Jeddah, Khartoum, Kuwait, Luxor, Muscat, Riyadh, Sanaa, Tehran, Tripoli, Casablanca, Johannesburg, Cape Town, Dar es



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

Salaam, Nairobi, Lagos, Tunis, Algiers, Mashad and Alexandria.

Indian Sub-Continent: Delhi, Mumbai, Ahmedabad, Chennai, Thiruvandrum, Hyderabad, Cochin, Nagpur, Colombo, Karachi, Lahore, Islamabad, Peshawar, Kathmandu, Dhaka and Kozhikode.

Indian Ocean: Seychelles and Maldives.

Asia: Hong Kong, Beijing, Guangzhou, Shanghai, Osaka, Seoul, Singapore, Bangkok, Kuala Lumpur, Jakarta, Bali, Ho Chi Minh City, Yangon, Manila and Cebu.

North America: New York and Washington DC.

Codeshare Partners: Lufthansa, Malaysia Airlines, All Nippon Airways, Philippine Airlines, Asiana Airlines, Middle East Airlines, bmi (British Midland), Saudi Arabian Airlines and United Airlines.

Special Features: **First Class** Lounge onboard Airbus A340s. 180-degree flat beds and 160-degree Business Class sleeper beds on both A330s and A340s. All classes have personal video screens. New A340s and A330-300s feature 15-inch seatback LCD TV screens in Business and First Class and the long-haul fleet has a unique Audio Video On Demand entertainment system.

First and Business Class passengers on other aircraft are offered individual *Sony Watchmans* with access to a video library of more than 20 titles.

Live digital satellite television beamed direct to TV screens in each seat on A330 and A340 aircraft offering European and Arabic channels.

Premium Terminal – world's first dedicated terminal for First and Business Class passengers opened at Doha International Airport in Winter 2006. Features a spa, jacuzzi, fine dining, meeting rooms and duty-free shopping.

Privilege Club: Qatar Airways' Privilege Club loyalty programme has reciprocal agreements with international airlines and tie-ups with hotel & car rental companies worldwide

Airlines: Lufthansa's *Miles and More*, Middle East Airlines' *Cedar Miles*, All Nippon Airways' *Mileage Club*, bmi *Diamond Club*, Kingfisher Airlines' *King Club*, US Airways' *Dividend Miles*, Asiana Airlines' *Asiana Club*,



2020: A Clear Vision for the Arab Aviation

United Airlines' *Mileage Plus* frequent flyer schemes. Privilege Club Members can redeem their Qmiles on Virgin Atlantic flights.

Hotels: Aloft, Hilton, Conrad, Rotana, Shangri-La, Kempinski, Radisson SAS, Golden Tulip, Movenpick, Marco Polo, Taj, Claridge's, Four Points by Sheraton, Langham, Le Meridien, Sheraton, St. Regis, The Berkeley, The Connaught, The Luxury Collection, Westin, W Hotels

Other Partners: Sixt, Hertz, Budget, Eurostar, American Express, Commercial Bank, Qatar National Bank

No. Of Employees: Airline: 10,000; Subsidiaries: 4,500

Divisions: *Qatar Aircraft Catering Company, Doha International Airport, Qatar Airways Holidays, United Media Int, Qatar Duty Free, Qatar Aviation Services & Qatar Distribution Co.*

For Further Information: Qatar Airways Corporate Communications Department, P.O. Box 22550, Doha, Qatar.
Tel: +974 449 6956; Fax: +974 462 0132
Email: qrmedia@qatarairways.com.qa
Website: www.qatarairways.com

THE QATAR AIRWAYS STORY

Charting The Rise Of One Of The Fastest Growing Airlines In The World

October 2008

Qatar Airways, the national airline of the State of Qatar, is one of the aviation industry's success stories.

The award-winning airline is also one of the fastest growing carriers in the world with unprecedented expansion averaging almost 40 per cent year on year that industry peers can only admire with envy.

Since its relaunch in 1997, Qatar Airways has achieved staggering growth in fleet size and passenger numbers.



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

From only four aircraft in 1997, the airline grew to a fleet size of 28 aircraft by the end of 2003 and a milestone 50 by October 2006. Today, the airline operates 63 Boeing and Airbus aircraft. By 2013, the fleet size will almost double to 110 aircraft.

Qatar Airways currently has more than 200 aircraft on order worth over US\$30 billion for delivery over the next few years. At the Farnborough Air Show in July, Qatar Airways signed a Memorandum of Understanding with Airbus for the purchase up to six Airbus A321 aircraft – four firm and two on option.

In summer 2007, Qatar Airways announced the single largest order for Airbus' new generation A350s, placing an order for 80 aircraft and three additional Airbus A380 superjumbos at the Paris Air Show.

During the Dubai Air Show in November 2007, Qatar Airways ordered 60 Boeing 787 *Dreamliners* and 32 Boeing B777s. Qatar Airways took delivery of its first Boeing aircraft – a Boeing 777-300 Extended Range – in November 2007 with a spectacular water salute ceremony at Doha International Airport. All the Airbus and Boeing orders include options.

From its hub in Doha, capital of Qatar, the airline has developed a global network of destinations, covering Europe, Middle East, Africa, Indian subcontinent, Far East and America. By the beginning of 2005, Qatar Airways flew to 56 destinations, rising to 83 by July 2008 with cities including Geneva, New York, Washington DC, Stockholm and Guangzhou added to the network over the past 12 months.

The launch of New York (Newark) flights in June 2007 marked the airline's entry into the North American market for the first time. The carrier added daily non-stop flights to Washington DC in July 2007.

From October 26, Qatar Airways switches its flights from Newark to New York's JFK International Airport, operating non-stop from Doha. Beginning March 30, 2009, Qatar Airways is set to launch scheduled flights to Houston – its third US destination – one of the longest non-stop flights in the world with a flying time of 17 hours.

During the first half of 2008, Qatar Airways launched scheduled flights to Guangzhou in southern China and Kozhikode in India – the carrier's ninth Indian route.

In line with the company's philosophy to be innovative, the airline operates the world's only dedicated commercial passenger terminal for its First and Business Class passengers at Doha International Airport.

The US\$90 million Premium Terminal, built in just nine months, opened in November 2006. It features facilities such as dedicated check-in for First and



2020: A Clear Vision for the Arab Aviation

Business Class passengers, a spa, jacuzzi, duty free, business centre, fine dining restaurants and a cocktail bar.

The airline has grown under the leadership of Chief Executive Officer Akbar Al Baker, who has been instrumental in turning Qatar Airways into an award-winning carrier and among the best in the world.

In September 2006, Five Star-ranked Qatar Airways introduced a new livery on the newest addition to its rapidly-growing fleet – the Airbus A340-600 High Gross Weight (HGW) aircraft. The name 'QATAR' is adopted on the fuselage, and 'Airways' dropped from the aircraft livery. The tail fin is painted with an image of the Oryx, national animal and icon of the State of Qatar.

Qatar Airways was the launch customer of the HGW version of the A340-600 aircraft, capable of flying up to 14 hours non-stop with a full load of passengers and cargo. The new A340-600 is also equipped with showpiece features – dedicated First and Business Class lounges.

The A340 operates on selected long-haul routes, including Doha to London Heathrow.

Under the stewardship of Al Baker, who was appointed CEO in 1996, Qatar Airways has matured into a leading force in regional and global aviation, earning many admirers around the world for its excellent standards of service.

At the time of the relaunch, The Emir (Ruler) of Qatar had set a vision to turn Qatar Airways into a leading international airline.

Qatar Airways, which is 50 per cent government-owned and 50 per cent under the private sector, currently operates a modern fleet of Airbus and Boeing aircraft averaging under three years old. The airline is Airbus's biggest Middle East customer.

The Qatar Airways family includes several different aircraft types – the long-range Boeing 777, Airbus A340, A330, A300, A300-600R freighter, A321, A320 and A319. The latter A319 includes a corporate jet version.

The airline's commitment to offering high service and quality from a dedicated workforce earned it a string of accolades during 2004, 2005, 2006 and, started 2007 in style by being named Best Airline in the Middle East by readers of US-based Global Traveler magazine.

During 2007, Qatar Airways was named Airline of the Year at the prestigious annual Middle East and North Africa (MENA) travel awards in Dubai for the second year running. Qatar Airways won the Middle East Finance Deal of the Year Award for the second time in three years at the Annual Air Finance Conference in New York in 2006.



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

Furthermore, Qatar Airways boosted its tally of international honours once again by earning accolades in the 2008 Skytrax Awards, in which the airline remained among the top 10 in the world.

Qatar Airways retained the coveted Five Star award for excellence, service and high standards, being the only Middle East carrier and one of only six airlines in the world – to earn such an illustrious accolade.

Qatar Airways' crew has been recognised by Skytrax as Best In the Middle East for the sixth year running in 2008 and Best Airline in the Middle East for the third year in a row.

Qatar Airways was the first Middle East carrier to feature First Class seats that convert into 180-degree fully flat beds and Business Class seats-cum-beds that recline 160 degrees. It also has one of the most advanced inflight entertainment systems in the sky – Audio Video On Demand (AVOD) on its A330 and A340 long-haul fleet where all passengers in First, Business and Economy Class can play, forward, rewind and stop programmes at a time of their choice, giving them more control of their personal entertainment.

During 2006, Qatar Airways became the first international airline to offer live digital satellite television, offering a mix of European and Arabic channels, beamed direct to each passenger seat onboard its long-haul Airbus A340 and A330 aircraft. Passengers have free access to the channels that are beamed to each of the seatback TV screens. The facility is available on selected routes.

Qatar Airways' new Boeing 777s, deployed on the daily Doha – Washington flights feature a revamped inflight entertainment system, Oryx Entertainment, offering each passenger more than 700 audio and video entertainment options, clearly making it a *'Multiplex in the Sky'*.

The Boeing 777 features the latest generation in-flight entertainment system onboard – the Panasonic eX2 – with more than 150 international movies, over 50 games and hundreds of hours of video and audio programming to choose from.

Beginning summer 2008, Qatar Airways introduced lie-flat Business Class seats that convert into 180-degree flat beds on its Boeing 777s with a roll-out programme being implemented across all newly-delivered Boeing aircraft.

Qatar Airways was the first airline in the world to pass the International Air Transport Association (IATA) Operational Safety Audit with a maximum 100 per cent compliance in 2003 and passed the test again during the renewal period in 2005 and 2007.

The audit was set up to standardise and rationalise a number of safety and security procedures carried out by individual airlines for the purpose of codesharing. Qatar Airways was assessed on flight and ground operations,



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

aircraft engineering, maintenance, operational security, cabin operations and management systems.

Qatar Airways is one of the launch customers of the twin-deck Airbus A380-800 'super jumbo' – the world's biggest aircraft capable of carrying 555 passengers in a luxurious configuration. Qatar Airways has ordered five A380s with a delivery schedule beginning in 2010.

The aircraft will fly into the New Doha International Airport (NDIA), one of the first airports in the world to be designed and built specifically to accommodate the four-engined A380.

The A380 is the most advanced aircraft ever built, designed in close collaboration with major airlines, airports and airworthiness authorities worldwide.

Qatar Airways plans to initially operate the A380 on its flagship European route between Doha and London Heathrow followed by other prime, high-density routes.

The New Doha International Airport is scheduled to open in 2011 at a cost of US \$9 billion with an initial capacity of 24 million passengers a year. Once fully developed beyond 2015, the airport is expected to handle up to 50 million passengers a year. One of the project's key features is that 60 per cent of the site is built on reclaimed land from the Arabian Gulf.

Qatar Airways will manage the new airport, designed to help shape Doha as a key regional and global aviation hub.

US engineering and construction giant Bechtel has been awarded the main contract to build the new airport, which will initially have a 26-gate passenger terminal complex, two runways of 4,850m and 4,250m in length, maintenance hangar, cargo centre and extensive shopping facilities. When the new airport will be fully operational, it will have 80 aircraft gates.

The state-of-the-art passenger terminal with a wavy roof structure will be accessed through a roadway network that passes through a man-made lagoon to complement the natural bay and water setting. There will also be a 1,900 square metre mosque with minaret in a garden plaza on the south side of the airport's main passenger terminal.

The Emiri complex will be an architectural marvel, with the exterior shape of the pavilion representing sail boats which complement the water setting of the airport. The building is layered to provide a striking effect and will light up the night sky. The complex will also include a pavilion, ceremonial podium, apron, private roadways and parking, surrounded by lush landscaping.

The airport complex will comprise a 75-metre high control tower located between



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

the parallel runways, multi-storey office building, parking and access roads. Triangular in shape with one angle cut by a crescent shape all along its height, the structure will be topped by a glazed cabin.

During the 2003/2004 financial year, Qatar Airways carried 3.3m passengers, up 35% on the previous 12-month period. During the 2004/2005 financial year, passenger numbers rose sharply to 4.6m, while the figure topped 6 million in the 12-month 2005/06 financial period. The figure surpassed the 8 million passenger mark for the 2006/07 financial year and hit around 10 million passengers for the 2007/2008 financial period.

The airline plans to create a fleet of freighter aircraft to operate a global cargo network over the next few years. Qatar Airways operates three dedicated freighters – Airbus A300-600Fs – with a payload of 42 tonnes operating from Doha to selected destinations around the world.

For further information:

Corporate Communications Department, Qatar Airways

Tel: +974 – 4496956, Fax: +974 - 4620132

E-mail: qrmedia@qatarairways.com.qa

Web: www.qatarairways.com






Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

2nd Working Session: Environmental Challenge

Aviation is under the spot light by public opinion and regulators as a culprit in global warming. Europe is poised to introduce an emission trading scheme which will affect the airlines. Though aviation as a whole has invested heavily in new technology to minimize its environmental foot print, the Arab airlines stand out with the youngest fleet any where in the world

-  *Would this be recognized as a show case for others to follow?*
-  *Are there more measures that airlines and regulators may need to implement to play a proactive role in protecting the environment?*
-  *What is the future direction of regulators in curbing emissions?*

The Panel will be moderated by:

-  *Prof. Vahid Motevalli, P.E./ Director, George Washington Aviation Institute*

Speeches by:

-  *Mr. Jeffrey Shane/Partner, Hogan & Hartson, Former Under Secretary for Policy - U.S. Department of Transportation*
-  *Mr. Olivier Onidi/Head of Unit, DG Energy & Transport- Internal Market, Air Transport Agreements & Multilateral Relations – European Commission*
-  *Mr. Robert Nuttall/VP Strategic Marketing, Civil Aerospace - Rolls-Royce*
-  *Mr. Richard Jory /Regional General Manager MEA, South & Central Asia, Africa - Shell Aviation*



2020: A Clear Vision for the Arab Aviation



Prof. Dr. Vahid Motevalli, P.E.

Director, GW Aviation Institute and
Associate Professor of Engineering and Applied Science
The George Washington University
Tel: (703) 726-8382, (703) 726-8337 Fax
(301)254-9120 (M)
E-mail: vahdi_2000@yahoo.com, vahidm@gwu.edu

In August of 2008, **Dr. Motevalli** accepted to serve as Professor of Engineering and Associate Provost for Graduate Studies and Research of the Dubai Aerospace Enterprise University after having served during 2007-08 academic year in that position in a Consulting role. Upon Closure of DAEU, he is currently on a leave for educational purposes from the George Washington University where he has been director of the Aviation Institute since 2004, co-Director of the Institute (2002-04) and Director of the Aviation Safety and Security Certificate Program since 1998.

He has more than 20 years of teaching, research and administrative experience in academic, government and industry with diverse experience in combustion, fire safety, aviation safety and security and transportation safety. His professional experience outside the academia includes working at National and government laboratories (NIST, NRL), government (US Congress as ASME Congressional Fellow) and consulting. Most recently, he directed the International Aviation Safety and Security Summit program (2001-2005) which developed a leadership program for ministers and Directors General of civil aviation for more than 100 countries of the world. This program was funded by FAA and supported by the DOT Secretary's office. The program focus was on providing executive level training and technical information and assistance to ministerial level officials, Director Generals of civil aviation and other foreign government officials on oversight responsibilities and requirements in aviation safety and security based on the International Civil Aviation Organization (ICAO) Standards and Recommended Practices. As Project Director, Dr. Motevalli worked with US and Foreign government officials, Department of State, TSA and aviation industry.

Several years of directing the aviation safety and security program has enabled him to study a number of issues in aviation safety and security both in the US and abroad. His broad knowledge of the issues in aviation particularly relates to cabin safety, uncontained engine failures, government oversight issues, aviation security challenges and emerging threats. He also worked closely with the Gore Commission (President's Commission on Aviation Safety and Security in 21st Century) staff in 1996-97. He has published papers on the various aspects of aviation safety and security.

Dr. Motevalli has participated in a number of consulting projects related to aviation including Business Process Re-Engineering for the Ethiopian Enterprise,



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

development of civil aviation laws and regulations for Afghanistan, advising Department of Homeland Security on aviation security issues, international aviation security training quality assurance and a number of other projects in aviation, transportation and fire safety.

Prior to his position at GW, Prof. Motevalli was a tenured faculty of Mechanical Engineering Department at the Worcester Polytechnic Institute in 1994. His research has included aircraft evacuation injury evaluation, emerging aviation safety and security issues, Finite Element modeling of aircraft engine containment simulation, aircraft cabin safety, aircraft finite element modeling, aviation safety oversight standards, hybrid-electric vehicle research with emphasis on safety of fuel cell, fuel reformers, alternative fuel use and evaluation of airbag models. He has over 100 technical publications in addition to reports, presentations and invited talks and has directed over 35 graduate students and a large number of undergraduate students in a variety of topic areas. Dr. Motevalli has conducted sponsored research and training programs exceeding \$13 million since 1988.

Ph.D. Mechanical Engineering, 1989, University of Maryland, College Park, "A Study of the Characteristics of Small-Scale, Unconfined Fire-Induced Ceiling Jets",
M.S. Mechanical Engineering, 1985, University of Maryland, College Park, "Effect of Variation of Combustor Geometry on Combustion Performance",
B.S. Mechanical Engineering, 1983, University of Maryland, College Park.



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation



Mr. Jeffrey Shane
Partner, Hogan & Hartson, Former Under Secretary for Policy
U.S. Department of Transportation

Jeff Shane is a partner at the international law firm of Hogan & Hartson LLP, based at the firm's Washington, DC, headquarters. His practice is focused on regulatory, legislative, transactional, and policy-related matters arising in aviation and other modes of transportation.

He returned to Hogan & Hartson in May 2008 after completing the most recent of five tours of duty with the U.S. Department of Transportation, serving for the past six years as Associate Deputy Secretary and then Under Secretary for Policy, both Presidentially-appointed positions. Jeff also held a variety of other senior positions at DOT in earlier administrations. He was also Deputy Assistant Secretary of State for Transportation Affairs for four years, where he served as chief U.S. aviation negotiator.

From 1994 through 2001 Jeff was Chair of the Commission on Air Transport of the International Chamber of Commerce and Chair of the Military Airlift Committee of the National Defense Transportation Association. From 1985 through 1989, he was Adjunct Professor of Law at Georgetown University, teaching a course in International Transportation Law.

Jeff is the recipient of a number of professional recognitions, including Aviation Week's L. Welch Pogue Award for lifetime achievement in aviation. In September 2007 he was elected President of the triennial Assembly of the UN International Civil Aviation Organization, the first American to serve in that position since 1959. Jeff received his undergraduate degree from Princeton University and his law degree from Columbia University, where he was Articles Editor of the *Columbia Journal of Law and Social Problems*. He is a member of the District of Columbia Bar.

He and his family live in Washington, DC.



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation



Mr. Olivier Onidi
Head of the Unit "Internal Market, Air Transport Agreements and multilateral Relations"
European Commission

Olivier Onidi is Head of the Unit "Internal Market, Air Transport Agreements and multilateral Relations", in the Directorate General for Energy & Transport at the European Commission.

He has worked for some 15 years at the European Commission, as Assistant to Directors General in the areas of Energy & Transport, External Relations, the Secretariat General and of the Commissioner for Research and Development, Innovation, Education and Training.

At present, Mr. Onidi is head of the unit responsible for the definition and the oversight of the Single European aviation market, the conclusion of international agreements and the conduct of multilateral relations.

Prior to that he was in charge of the GALILEO satellite navigation system as well as intelligent transport infrastructures.

Before joining the Commission, he worked as Adviser to the Executive Committee of Belgacom and as Public Policy Manager at American Express International.

Mr. Onidi holds a Master of Science in Economics, a Master in European Studies and a B.A. in Business Administration.



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation



Mr. Robert Nuttall
Vice President Strategic Marketing
Rolls-Royce plc

Robert Nuttall joined Rolls-Royce in 1979 after completing an honors degree in Physics. After a series of initial positions in Rolls-Royce engineering working mainly on the design of the RB211 family of large turbofan engines he moved to join the marketing function.

Through a progression positions he was closely involved with the technical marketing of the RB211 engine for the Boeing 747 and Boeing 757 aircraft. In 1989 he was seconded to IAE (International Aero Engines), in Connecticut, USA as Vice President of Company Communications working on the V2500 engine powering the Airbus A320 and MD90. While in the United States, he completed an MBA.

Upon returning to the UK in 1995 became closely involved with the launch of the Trent engine for the Airbus A340, the Airbus A380 and the Boeing 787 and he is closely linked to the market success of the Trent family of turbofans.

In 2002 he was appointed as Vice President of Marketing with responsibility for the marketing of Rolls-Royce civil products and services to airlines all around the world.

In 2006 Robert was appointed VP Strategic Marketing with responsibility for developing Rolls-Royce's understanding of future opportunities and in is responsible the company position on environmental issues as they pertain to civil aerospace.

Robert is a frequent lecturer on behalf of the company to outside bodies and universities. Robert was elected a Fellow of the Chartered Institute of Marketing.

Robert is married, has two children and a cat. He lives in an old farmhouse in the Derbyshire Dales.



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation



Mr. Richard Jory
Regional General Manager MEA, South & Central Asia, Africa
Shell Aviation

RICHARD JORY was appointed as the Regional General Manager for Shell Aviation in the Middle East, South and Central Asia & Africa in December 2007. Richard comes to the role with previous experience in aviation, business development, marketing and alternative fuels.

Richard joined Shell in 1996 and has worked in Czech Republic, Romania, Russia and the UK. He was responsible for the optimization and development of the aviation fuels business across Europe. From January 2002, Richard was responsible for the Commercial aspects of Shell's Bio-fuels business.

He became Shell's Global GTL Marketing Manager in January 2004 where, leading a marketing team, his functional responsibilities covered the marketing of all Gas to Liquid (GTL) products including the upstream products and specialties such as GTL Kerosene for use in the aviation sector. Richard worked with Shell's various downstream businesses including Retail, home of the successful Shell V-Power Diesel, the GTL-based, Le Mans winning fuel.

Richard Jory was born in Lincolnshire, England. He graduated from Bath University with a BSc in Economics. He has a wife, Ginn, and a baby daughter Charlotte. His interests include sport and travel. Both Richard and his wife are keen advocates of sustainable development and recently reforested 15 hectares of land in Mexico with 15,000 trees.

Brief about Shell Aviation:

Every day, at over 880 airports across 70 countries, Shell Aviation provides fuel for more than 7,000 aircraft, refueling a plane every 12 seconds.

Shell Aviation is a world leader in marketing aviation fuel and operating airport fuelling facilities, but it also has a huge range of knowledge on everything from formulating better fuels to designing and managing cost-effective installations. The company has invested heavily in the future of aviation - in fuelling facilities at new airports and in upgrades to existing ones, in technical advances, and in people- at local, regional and global levels. It is one of the few fuel companies



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

with Research and Development facilities dedicated to the aviation sector. Following an investigation of customer requirements, Shell Aviation has made major improvements to the way it works, in order to offer greater efficiency, responsiveness and professionalism. Its operating methods focus on local strength backed by global support and it places great emphasis on training, meaning that the skills and professionalism of its people are maintained at a higher level than ever before.

For the second year running Shell has been voted the Best International Jet Fuel Marketer in the prestigious Armbrust Aviation Group's 12th Annual Awards. This is a great accolade, as it comes from customers and recognises the efforts of the whole Shell Aviation team.

Shell Aviation is committed to the Middle East area and is proud to supply customers with fuels and lubricants at major airports across the region. We look forward to extending our presence in new countries and serving more of our valued customers.



Arab Aviation Summit


2020: A Clear Vision for the Arab Aviation

3rd Working Session: Consolidation

National ownership rules as well as government ownership of airlines are still the norm in many countries especially in the Arab world. The industry has identified consolidation as a major remedy for over capacity and high costs. Consolidation will become the highest priority of the largest airlines of the world. The Arab world is still to privatize its airlines AND to relax ownership rules to allow consolidation

 *Is there a chance for speeding up the privatization process in the Arab world?*

 *Would the regulators allow for a majority foreign ownership?*

 *Is the Arab world in dire need for allowing cross boarder majority Arab ownership so that consolidation can happen in the Arab world?*

The Panel will be moderated by:

 *Mr. John Luth/ President & CEO - Seabury Aviation & Aerospace*

Speeches by:

 *Eng. Samer Majali / President & CEO – Royal Jordanian*

 *Mr. Robert J. Genise /Chief Executive Officer - DAE Capital*

 *Mr. Munawar Z. Noorani/ Managing Director, Global Aviation, Europe, Middle East and Africa – CitiGroup*



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation



Mr. John Luth
President & CEO
Seabury Aviation

John Luth is the founding partner and chief executive of the Seabury Group and has senior account responsibility for corporate transformations, equity placements, corporate finance and M&A advisory engagements. At Seabury, Mr. Luth has led deal teams that have executed successful equity placements for clients in aviation, logistics, media and travel technology companies.

Mr. Luth most recently led a highly successful \$1.1 billion liquidity financing program for US Airways Group, Inc. (October 2008) in the midst of a severe "Credit Crisis". He led the Northwest Airlines' financial restructuring (2005-2007), including securing \$750 million of new equity, \$1.2 billion of exit debt financing and restructuring of over \$10 billion of debt and lease obligations. He also led Seabury's M&A team advising NWA on the acquisition of Midwest Air Group along with TPG Capital L.P. (2007).

Mr. Luth also headed Seabury's team for US Airways Group's reorganization and merger with America West Holdings Corporation (2004-2005), a transaction led by Seabury that included raising \$866 million of common equity and \$705 million of other forms of debt and supplier liquidity facilities. In 2003-2004, Mr. Luth headed Seabury's team for Air Canada's restructuring and recapitalization. Seabury raised approximately \$1 billion of new equity capital and arranged \$450 million of exit debt financing for ACE Holdings (Air Canada's parent company).

Over the years, Mr. Luth led many highly successful restructurings including the "out-of-court" \$1.2 billion debt/lease restructuring for Continental Airlines, Inc. (1995) and a \$710 million debt/lease restructuring for America West Airlines, Inc. (2002).

Mr. Luth was previously Senior Vice President, Finance & Chief Financial Officer of Continental Airlines, Inc. (parent & operating airline). At Continental, Mr. Luth managed the restructuring of \$9 billion of liabilities, negotiated over \$8 billion of new firm and optioned aircraft orders, and raised \$450 million of equity and long-term debt capital (1993). Mr. Luth also launched and managed a



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

highly successful corporate-wide reengineering effort for Continental that substantially improved the quality of the carrier's services while improving operational costs by over \$500 million per annum, and headed the deal team for Continental's investment in America West Airlines, Inc. with TPG Capital. Mr. Luth also served as Continental's Chief Information Officer and headed its Technology Division from 1993 to 1995. Prior to joining Continental in 1989, Mr. Luth served as Vice President, Syndications with the investment banking division of Manufacturers Hanover Trust Company ("MHT"). Prior to joining MHT, Mr. Luth was employed in the corporate finance division of the Treasurer's Department of Exxon Corporation in New York.

Mr. Luth graduated *magna cum laude* with an A.B. in Economics from the College of the Holy Cross, and received an M.B.A. from the Wharton Graduate School of the University of Pennsylvania. Mr. Luth is a NASD Registered Principal, and is Series 7, 63 and 24 qualified. He is member of the board of trustees of the College of the Holy Cross, and serves on several boards of directors of companies in which Seabury Capital LLC, an investment company of Mr. Luth, holds an equity interest.

Founded in 1995 by Mr. Luth, Seabury Group provides investment banking, financial advisory, restructuring and consulting services primarily for transportation and financial service companies. With over 175 professionals in the United States, Europe and Australasia, Seabury's Aviation & Aerospace group is the largest investment banking, restructuring, and management consulting practice in the world dedicated to the aviation, aerospace sector and cargo industries.

Brief about Seabury Aviation & Aerospace:

Seabury Aviation & Aerospace LLC is the principal unit of the Seabury Group LLC, and is the largest global investment banking and advisory group serving the aviation, aerospace, and cargo industries. Seabury's practices span investment banking, corporate transformation, and management consulting. Seabury Group was awarded Airfinance Journal's "North American Deal of the Year" for the \$750 million equity raise the firm structured and placed for Northwest Airlines in 2007.

With more than 175 professionals dedicated to aviation, aerospace and cargo based in 10 offices on four continents, Seabury has now advised over 200 clients worldwide spanning Africa, Australia, Asia, Europe, the Middle East, and the United States. Many of Seabury's professionals have held senior management or principal positions in investment banking, commercial banks, airlines and cargo operators, top-tier consulting firms, MRO companies and aerospace firms.

Seabury has been lead advisor and investment banker for 10 of the 12 largest airline financial or operational turnarounds around the globe in the last 15 years, and raised more than \$10 billion successful equity and debt capital issues for those airlines, including the three largest equity raises ever completed for



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

restructuring airlines: Air Canada \$1.1 billion (2004), US Airways \$865 million (2005), and Northwest Airlines \$750 million (2007).

Seabury's Airline Planning Group ("*Seabury APG*") is highly acclaimed for its industry-leading alliance, network, fleet and scheduling software tools and consulting services. SAPG has executed over 200 assignments around the world, and its tools are universally recognized as being faster and more flexible than those of its competitors. SAPG also provides consulting services to airports and government entities.

Seabury also provides human capital advisory services via Seabury/OCI Advisors LLC, which has over 30 professionals covering labor analytics, executive compensation and executive search.

Seabury Group also provides many of these services to the maritime and financial services industries.

Today, more than 70% of Seabury's client work is non-restructuring-related of which more than 50% is outside the U.S. (Seabury's original base of operations).

Seabury works with hundreds of banks, leasing companies, private equity firms, hedge funds and government-sponsored development funds throughout the world.

Seabury's investment bankers have unparalleled advisory and capital raising experience:

- More than \$100 billion in capital structured or restructured
- Over \$3.5 billion in equity financing and \$5.0 billion of debt financing raised for North American airlines emerging from reorganizations (some 95% of all such capital in the last 15 years)
- Significant strategic activity involving nearly all U.S. and many non-U.S. airlines including the following:
 - *Air Canada*: Restructured C\$13 billion debt and lease obligations; raised \$1.1 billion of new equity and \$540 million of debt (2003-2004). Advised on \$5 billion fleet order for 32 Boeing wide-body aircraft and options on up to 64 Boeing aircraft (2005-2006)
 - *America West Airlines*: Effectuated an "out-of-court" restructuring of over \$710 million of aircraft debt and lease obligations, structured issuance of \$120 million of convertible long-term notes, thereby qualifying AWA for \$425 million ATSB loan (2001-2002)
 - *Avianca*: Restructured \$274 million of financial obligations (first non-US company to restructure under the US Chapter 11 process); assisted management in effectuating operational and financial turnaround, raised \$63 million of exit equity financing (2003-2005)
 - *Continental Airlines*: Effectuated an "out-of-court" reorganization, restructuring over \$5 billion of debt, lease and aircraft purchase obligations and raising \$525 million of new liquidity (1995)



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

- *Northwest Airlines:* Restructured \$13.5 billion of debt and lease obligations; raised \$750 million of new equity; structured \$1.225 billion debt financing consisting of a \$175 million revolver and a \$1.05 billion 6-year term loan; M&A advisor on Mesaba Airlines acquisition (2005-2007)
- *Qantas Airways:* Management consulting assignment assisting management in effectuating corporate-wide change in operations and profitability (2005–2008)
- *South African Airways:* Served as financial and operational restructuring advisor to SAA (2007-2008) in its successful turnaround, resulting in SAA's financial results improving from a 1 billion (zar) loss in FY 2007 to a 123 million (zar) net profit for FY 2008
- *US Airways:* Restructured over \$10 billion of debt and lease obligations (2002-2003)
 - Sole M&A advisor to US Airways with respect to merger with America West Holdings (2005)
 - Arranged \$865 million of equity along with securing another \$1.3 billion via additional financing/asset sales to provide a total of \$2.2 billion of financing for acquisition of America West Airlines (2004)
 - Sole financial advisor for raising \$1.1 billion of new capital, including a \$179 million common equity offering (2008)

Seabury has earned recognition for its accomplishments:

- *Airfinance Journal:* "2007 North American Deal of the Year" for equity rights offering that funded Northwest Airlines' emergence from Chapter 11
- *Airfinance Journal:* "2005 Airline of the Year" award for US Airways restructuring and merger with America West
- *Turnarounds & Workouts:* One of 13 outstanding investment banks in 2003 - 2008
- Turnaround Management Association: "2006 Transaction of the Year" award for the US Airways/America West merger
- *Buyouts Magazine:* "Small Deal of the Year" award for 2005 sale of Panther II Transportation to Fenway Partners

Seabury offers a wide array of financial advisory and consulting services, including:

Capital-Raising Services

- Private/public equity
- Manufacturer financing
- Off-balance sheet loan financing
- Pre-delivery deposit financing



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

M&A and Divestiture Services

- Subsidiary revitalization and sale
- Due diligence/synergy analysis
- Valuation
- Merger structuring and negotiation
- Business planning
- Interim management
- Reorganization strategies

Aircraft Advisory Services

- New aircraft purchase agreement negotiations
- Pre-delivery deposit financing
- Aircraft remarketing
- Liability management advisory

Aircraft Debt and Lease Advisory Services

- Capital structure issues
- Buy-versus-lease analysis
- Debt private placements
- EETC structuring and advisory
- Secured bank debt placement
- Bank credit acquisition facility
- Operating lease financing
- U.S. domestic and cross-border lease financing
- Lease early termination/restructuring
- Lessor/investor advisory and due diligence

Management Consulting

- Strategy, including turnaround, growth, divestiture, spin-off, business model realignment, partnering, full potential
- Broad or targeted cost reduction across the entire airline / MRO cost bar
- Organizational effectiveness
- Process improvement
- Contract renegotiation / outsourcing
- Supply chain optimization
- Network planning optimization
- Airline performance analysis
- Airline revenue optimization
- Investor due diligence

Restructuring/Corporate Turnaround

- Financial and operational turnarounds
- Crisis management
- Cash management & planning
- Vendor control and negotiations



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

IT Consulting and Software Tools

- IT infrastructure review
- Cost benchmarking
- Turn-key IT systems consulting assignments for new or fast growing airline operations
- APAS – Airline Performance Analysis System
- ARIS – Airline Revenue Information System
- APGDat – Data services portal for the aviation world
- APGFam – Fleet assignment optimization model
- APGNet – Network optimization model
- ASET – Alliance optimization and M&A advisory tool
- Seabury Global Trade, Traffic and Capacity Databases – Most extensive, reliable and up-to-date information on world's trade flows by mode of transport and capacity per route and airline

For more information, please see: <http://www.seaburygroup.com>



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation



Eng. Samer Majali
President & CEO
Royal Jordanian

Samer Majali was appointed to the position of President & CEO, Royal Jordanian in 2001. He has a rich experience of about 29 years in the aviation industry having joined Royal Jordanian in 1979. Majali has held a number of senior executive positions with the airline including that of Vice President, Information System & Services ; Vice President, Passenger Services (Airport & Inflight Services and Catering); Asst. Vice President, Fleet Planning / Corporate Planning and Research; and Asst. Vice President, Technical Affairs and Operations Control Centre / Flight Operations.

After successfully leading the airline through its privatization project, which was concluded in December 2007, Majali's current focus is on optimizing and leading the operational efficiency development of the airline in its post privatization era. Born in Amman, Jordan in 1957, Majali graduated from Dean Close School, UK. He has a honors bachelor's degree in Aeronautical Engineering and Design from Loughborough University of Technology and a master's degree in Air Transport Management from the Cranfield Institute of Technology, UK.

Majali is a member of various professional organisations. In 2007 he was elected as the Chairman of the IATA Board of Governors. He is also a fellow of the Royal Aeronautical Society, UK; A member of the Engineers Association of Jordan; A member of the Executive Committee, Arab Air Carriers Organisation (AACO) and Chairman of the Management Board, Royal Wings, to name a few.

Majali's leisure interests include travel, swimming, squash and reading. Majali is fluent in Arabic and English. He is married and is blessed with three children.

Brief about Royal Jordanian:

Royal Jordanian was established by a Royal Decree issued by His Majesty King Hussein in 1963 as the national air carrier, with the aim of contributing to developing and promoting services, creating better ties with the world, promoting interaction with other cultures and establishing relations with other nations. Under the invaluable guidance and directives of His Majesty King Abdullah II, Royal Jordanian continued its strides by renewing its fleet and expanding its route



2020: A Clear Vision for the Arab Aviation

network and operations. Now, as a privatized airline, Royal Jordanian continues its drive for development through the expansion of its route network and increasing its operational efficiency.

As part of Royal Jordanian privatization project, the company was registered as a public shareholding company on February 5, 2001, under the name of "Alia – The Royal Jordanian Airline Plc". Royal Jordanian privatization project was concluded in December 2007 through the sale of 71% of its shares and the listing of its shares on the Amman Stock Exchange; the first flag carrier to do so in the region

Royal Jordanian's modern fleet of 24 passenger aircraft covers 54 destinations on four continents. The Royal Jordanian fleet includes Airbus A310, A320 family, A340, and Embraer 195/175 aircraft. In December 2006, the airline announced that it had selected the wide-body Boeing 787 Dreamliner as the replacement aircraft for its long range Airbus A340s and A310s, starting in 2010. The airline will order four B787s through direct purchase, and will negotiate to acquire another eight B787 on lease. A decision was also taken to renew and expand the narrow-body fleet of the Airbus A320 family of aircraft.

Locally, Royal Wings, a Royal Jordanian subsidiary company, is dedicated to charter business operating from Amman Civil Airport in Marka. Royal Jordanian employs 4200 people in Jordan and at its outstations around the world. Royal Jordanian is the first Arab and regional air carrier selected to join one of the three global airline alliances and the first airline to join Oneworld in the last five years.

Royal Jordanian won three world-class awards. It has won the Merit Award for the Airline Turnaround of the Year 2006 at the 3rd Annual Asia Pacific and Middle East Aviation Outlook Summit, held by the Centre for Asia Pacific Aviation (CAPA) in Singapore. In February 2007, Air Transport World (ATW), the leading monthly magazine covering the global airline industry, presented Royal Jordanian the Phoenix Award at the 2007 ATW Airline Industry Achievement Awards in Washington. In 2007, RJ was also presented with the IT Award by Airline Business magazine for the airline that has used information technology in the most effective manner to further its business objectives. In February 2008, Air Finance Journal awarded Royal Jordanian the prestigious Airline of the Year Award.



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation



Mr. Robert J. Genise
Chief Executive Officer
DAE Capital

Robert Genise joined Dubai Aerospace Enterprise's aircraft leasing division, DAE Capital, as the Chief Executive Officer in May 2007, igniting the company's desire to emerge as a global leader in aircraft leasing and financing services.

American-born Genise, 61, brought with him a rich repository of experience in aircraft leasing and financing services to the DAE Capital.

He was previously President and CEO of Boullioun Aviation Services, where he worked for 17 years. A founding shareholder of the business, Genise was responsible for building Boullioun into one of the world's top leasing businesses, taking it from inception in 1988 to an asset base of more than \$3 billion with \$250 million in annual revenues at the time of its sale in 2005.

He was originally its Senior Vice President of Marketing, responsible for the development and implementation of the company's strategic plan, and for its business development. He also represented Boullioun in its development of Singapore Aircraft Leasing Enterprise as a joint venture with Singapore Airlines.

Prior to Boullioun, Genise worked as Senior Vice President of the Chemical Business Credit Corporation at the Chemical Bank, managing its asset-based finance and leasing business in credit, marketing and administrative capacities. These assets included commercial aircraft.

In 1985 he served as Managing Director for the bank's Special Finance Group, based in London, with responsibility for all of Chemical Bank's international aviation banking and leasing business, developing a portfolio from \$800 million to over \$2.5 billion within two years.

He holds an MBA from the University of Connecticut and a law degree from Pace University in New York. Having earlier graduated from New York University, Genise's career in banking initially saw him work at Litton Industries Credit Corp and the State National Bank of Connecticut.



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation

Brief about DAE Capital:

DAE Capital is the aircraft leasing and finance arm of DAE. Its goal is to become one of the largest aircraft leasing companies serving an international market, inside the next decade.

DAE Capital's fleet currently comprises 33 single aisle and wide-body aircraft. It has invested a further \$27 billion in a fleet portfolio that will gradually encompass 100 Airbus A320 family and A350 XWB aircraft, and 100 Boeing 737 Next Generation aircraft and wide-body planes.

With continued airline expansion accelerating developments in the global aerospace industry, DAE Capital is perfectly situated, with its HQ in Dubai, to meet the global demand for new aircraft.

Driving DAE Capital's underlying proposition to offer attractive leasing terms, is regional experience, preferred access to local banks, a customized capital structure, and a highly experienced team.

For more information visit: www.daecapital.com



Arab Aviation Summit

2020: A Clear Vision for the Arab Aviation



Mr. Munawar Z. Noorani
Managing Director, Global Aviation, EMEA
CitiGroup

Munawar Noorani has a 22-year diverse, international career working for major global financial institutions in United States, Europe and the Middle East. His experience covers corporate and investment banking, capital markets, insurance, private banking, Islamic banking and aircraft finance.

Munawar joined Citigroup's Global Aviation group in 2003. He was appointed Industry Specialist for Europe, Middle East and Africa in 2006. He has arranged secured and unsecured commercial financing in the bank and capital markets, export agency financing and Islamic financing for major airlines, manufacturers and operating lessors in the EMEA region. Several of his transactions have been recognised as Deals of the Year including for Emirates, Pakistan International, Qatar Airways.

Munawar has a Master of Science from Georgetown University, Washington DC.