Optimism and a record investment

A380 order supports over 40,000 high-skill European and US jobs

In the midst of continuing economic uncertainty in Europe - and a continuing pessimistic outlook from Europe’s legacy carriers - Emirates has announced one of the largest ever aviation fillips.

The purchase announcement at the ILA Berlin Air Show of an additional 32 A380 aircraft at list prices is worth US$11.5 billion (AED42.2 billion). The order will benefit travellers, result in manufacturing jobs and is a boost to the economies of Dubai, Germany, France, the UK and US. Billions more will be spent on engines, spares, interiors, pilots, engineers and cabin crew for the new fleet. Emirates’ total orders for this aircraft type stands at 90, representing the largest ever order by value in European civil aviation history.

The decision to purchase the additional aircraft is based on Emirates strategic plan for expansion in the coming decade; optimism based on over 20 years of continuous profit and a strong financial performance since the 2009 downturn.

The A380 programme supports more than 40,000 high-skill jobs in Europe. This includes over 20,000 jobs in leading aerospace companies in Germany and France (such as EADS/Airbus, Weber, Goodrich, Thales, and Messier-Bugatti, Drieh, Recaro and MTU). Airbus estimates it will inject more than one billion Euros in total into the French and German economies in 2010 via supplier contracts on the A380 programme alone.

In addition, all of Emirates existing and ordered A380s are powered by US built Engine Alliance GP7200s. Engine Alliance facilities across the US - including sites in Ohio, Connecticut and North Carolina - directly employ over 30,000 staff.

Despite the pessimism of some legacy carriers, Emirates believes air travel will grow strongly in the next decade; and with many major airports worldwide operating at maximum capacity due to constraints on expansion, the A380 is key to Emirates’ plans to meet increasing passenger demand.

The 90 eco-efficient A380s will also make the best use of existing airport infrastructure. This makes plans by the new UK Government to convert Air Passenger Duty into a ‘per plane’ tax, possibly based on aircraft weight, even more concerning. Adopting a duty formula purely based on MTOW would penalise an aircraft like A380, give undue breaks to lighter but more polluting aircraft types and do nothing to reward environment improvement, best practice and innovation.

In addition to the eight existing destinations served by Emirates with the A380, it will be deployed on services to Beijing from August, Manchester and Dubai from September and will return to service to New York JFK in October. More and more airports in Europe, Asia, Africa and the Middle East are approaching Emirates to say that they are or will soon be ready to accommodate the A380 - contradicting the voices who question the A380’s route economics or say that there are ‘not enough places to fly them’. By 2011 Emirates believes close to 100 airports worldwide will be A380 ready.

Subsidy - the transparent facts

The order of 32 additional A380 aircraft by Emirates was of course greeted with scepticism and annoyance by a small number of legacy carriers. Within minutes of the signing ceremony these same voices, including Air France, raised their perennial charge of subsidy.

Specifically they argue - amongst other claims - alleged government monetary support (when earlier they had argued Dubai had no finance left). Also they claim a country’s population should be the criteria for the size of an airline’s fleet.

These and the other 20 year old arguments remain unsubstantiated, are plain wrong and are of a mindset mired in another age. Population for example is a curious argument given the small size of countries like Singapore, Hong Kong, Switzerland and Australia relative to their global aviation footprint.

Emirates believes in transparency and open discussion on the issue of aviation policy, subsidy and state aid. We are firmly opposed to state aid for airlines - on the basis that such policies only encourage inefficiency, discourage open markets and are ultimately not in the consumer interest.

Emirates recently released a report which sought to credibly rebut various allegations related to our government ownership, financial reporting, sources of finance, costs, landing fees and charges, the environment, oil and airport infrastructure. Read the document in the Subsidy section of our website.
Berlin - a capital needing connections

Opposition to long-haul air services from Berlin and Stuttgart continues with Lufthansa arguing against access to these cities by Emirates. This is despite significant support from Germany's regions, airports, businesses and many parliamentarians.

Emirates recently released a report entitled 'Tearing down the other wall'. A positioning document documenting Emirates commitment to Germany and disputing the Lufthansa argument that competition from Emirates is against Germany's national interest.

The report cites the solid economic case and numerous German voices who have advocated long-haul flights from Dubai to Berlin's new BBI airport and the Stuttgart region. The report also rejects Lufthansa's claim the people of Berlin and Stuttgart should settle only for international flights from Frankfurt or Munich.

Emirates is perplexed that after a very successful ILA Air Show in Berlin – with much talk of its future prospects as an international hub – Emirates' attempts to offer long-haul routes from BBI remain frustrated. Read the entire document in the Germany section of our website.

Emirates year end results

For the financial year 2009/10, Emirates Airline announced its profits increased four-fold to US$964 million over the previous year's $264million. In the same period, load factor averaged 87% and it carried 27.5 million passengers (up 21%) and 1.6 million tonnes of cargo (up 12%). This marks 22 years consecutive net profitability. Read the Annual Report on our website.

"This increase in passenger numbers is attributable not only to our position at the centre of the new Silk Road between East and West, but also to our commitment in increasing our network and service standards, during a time where many competitors were doing the opposite." - HH Sheikh Ahmad Bin Saeed Al Maktoum, Chairman and Chief Executive of Emirates Airline.

Result highlights also included:

• Dividend of AED1.6 billion (US$424 million) paid by Emirates to the Investment Corporation of Dubai, representing the highest dividend ever paid. Since 1985 Emirates has paid a total of US$1.75 billion in dividends to the Government of Dubai.

• A new instrument used to finance the purchase of new Boeing 777-300ER aircraft. Emirates developed a financing structure using programs offered by the U.S. Export-Import (Ex-Im) Bank, which raised US$417.5 million. By tapping global capital markets and institutional investors, Emirates was able to achieve substantially wider coverage vs traditional financial markets. This approach has now become a model for future transactions that will support the competitiveness of US companies, like Boeing, in world markets.

EK202

On 05 May this year there was significant media coverage of the arrest of Faisal Shahzad at New York's JFK Airport. Given the individual in question was a booked passenger on EK202 and there were errors in some commentary on the incident, Emirates believes it is important to state that at all times the airline was in full compliance with US regulations.

Emirates fully co-operated and responded immediately to all local and Federal authorities on all matters related to EK202. Emirates has also worked closely with the TSA and US Customs and Border Protection since they mandated all airlines follow a further tightened ‘no fly’ list and migrate our systems to 'Secure Flight'.
### IATA Airline Rankings – 2009

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<th>Scheduled Passengers</th>
<th>International Revenue Passenger Kilometres (RPKs)</th>
<th>Scheduled Freight Tonnes</th>
<th>Thousands</th>
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<td>1</td>
<td>American Airlines 85,720</td>
<td>Emirates 118,284</td>
<td>Federal Express 6,399</td>
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<td>2</td>
<td>Delta Air Lines 67,955</td>
<td>Lufthansa 118,264</td>
<td>UPS Airlines 4,125</td>
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<td>3</td>
<td>China Southern Airlines 65,959</td>
<td>Air France 116,711</td>
<td>Korean Air 1,572</td>
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<td>4</td>
<td>United Airlines 56,024</td>
<td>British Airways 109,402</td>
<td>Emirates 1,473</td>
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<td>5</td>
<td>Lufthansa 53,225</td>
<td>Singapore Airlines 81,552</td>
<td>Cathay Pacific Airways 1,304</td>
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<td>6</td>
<td>US Airways 50,975</td>
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<td>United Airlines 1,273</td>
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<td>Air France 47,965</td>
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<td>Singapore Airlines 1,106</td>
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<td>8</td>
<td>Continental Airlines 44,052</td>
<td>KLM 75,472</td>
<td>China Airlines 1,047</td>
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<td>9</td>
<td>China Eastern Airlines 43,382</td>
<td>Delta Air Lines 70,725</td>
<td>Japan Airlines 1,012</td>
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<td>10</td>
<td>All Nippon Airways 41,921</td>
<td>United Airlines 68,075</td>
<td>Lufthansa 987</td>
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"Many of my European counterparts will bitch and moan about the way the Middle East carriers operate; they think that it is unfair competition. I don't buy into that...I just got a copy of [Emirates] its accounts the other day, and they look like a normal set of accounts to me...and have no doubt that they acted in a rational, commercial way in every way that I have seen." - **Willie Walsh** CEO of British Airways.

"The Middle East offers excellent opportunities for cooperation and market growth" - **Lufthansa** presentation at the German – Near and Middle East Aviation Conference in Berlin.

"Middle East airlines are not just taking the easy option of plundering existing routes such as Perth-London offered by Qantas..." Instead, for example, they are offering Perth residents six destinations in the UK via Dubai: London Heathrow, London Gatwick, Newcastle, Birmingham, Manchester and Glasgow. The airline’s divisional vice-president commercial, Richard Vaughan, highlights a surprising statistic: that 80 per cent of Emirates passengers coming to Australia are from countries or cities not served by Qantas. "We connect countries whose national airlines serve neither country," Mr Vaughan says. "The airlines of Austria, the Czech Republic, Russia, Spain and Italy, for instance, do not fly to Australia and Qantas does not serve those countries." - **Geoff Thomas**, The West Australian.

"The net result for UK business will be increased costs, reduced service and greater unreliability – exactly the opposite of what internationally competing UK businesses, such as pharmaceuticals or technology, need." - **Christopher Snelling** from the UK Freight Transport Association commenting on plans by the UK Conservative LibDem Coalition Government to adopt a ‘per plane’ aviation tax.

"I would favour a mix of competition and regulation rather than the consolidation of every airline under the sun...I don’t believe we have an excess-capacity situation. If anything, we have adequate capacity because 80 percent load factors are too high...Wall Street doesn't even know the first thing about its own business much less about our business.” - Ex American Airlines CEO **Bob Crandall**, speaking at the American Association of Airport Executives conference in Dallas.

"We cannot allow the reduction of the airline industry to three large carriers. In this environment, the carriers will concentrate their efforts on fortress hubs and on the routes they dominate. There will be strong incentives to refrain from competition. There will be less service, and fares will rise. This is the antithesis of the structure Congress anticipated when we deregulated the industry in 1978. The situation will be worsened by the trend towards placing international service largely in the hands of three major alliances whose members have antitrust immunity. These alliances, protected by immunity from antitrust laws, have every incentive to refrain from competing on service and fares." - **James Oberstar**, Chairman US House Committee on Transportation and Infrastructure, in a letter to US Assistant Attorney General Christine Varney on the proposed United – Continental merger.

"The lesson is clear: open doors - rather than closed, protectionist doors - hold the key to long-term economic success...Our government believes that a free and open approach to trade can help spur export activity and create opportunities for everybody" - Canada’s International Trade Minister **Peter Van Loan** to the Brampton Board of Trade.

"If you’re not part of the Star Alliance, Air Canada’s alliance, you’re pretty much shut out of the country. There have been a long list of carriers that have come to us seeking access to the Canadian market” - WestJet CEO **Greg Saretsky**.

"Today we are being told that the domestic airline industry can only support three large network airlines, how long before we’re told that number has been reduced to one large network airline? And how will such consolidation benefit American consumers?” - **William McGee** of the Consumers Union in evidence to the US Senate Judiciary Committee hearing ‘United - Continental Airlines Merger: How Will Consumers Fare?’

"For too long, airlines in the traditional regions of Asia, North America and Europe have refused to acknowledge the competitive threat from the Persian Gulf, brushing them off as irrelevant. The reality is that Dubai is the true crossroads of the world and Emirates has leveraged that position to their advantage without having to rely on others to do it for them.” - **Gerson Lehrman Group**
Open Sky

Open Skies should be judged by actions, not words

Open Skies is a catchy phrase with a positive and pro-consumer connotation. No wonder so many countries claim to be members of the club. Given the number of countries that purportedly embrace an Open Skies international aviation policy, there should be far fewer barriers to global air service trade and consumers should reap far more benefits then is the case. The litmus test to whether a country rightfully belongs in the Open Skies club though is: does it fully open its air service market to all comers irrespective of parochial interests and, is it willing to fully exit the business of managing air service capacity?

Open Skies has made significant progress since the United States spearheaded this global air service free trade initiative in the early 1990s. However, it clearly is a work in progress. Much important work is left to be done.

Not all Open Skies claims are equal and the differences among approaches are stark. The Open Skies debate reflects the challenge ahead for true freedom of the global skies. Broadly three distinct approaches to international air service policy have emerged: true Open Skies or the gold standard; selective Open Skies where, on a case-by-case basis, governments cannot resist the temptation to manage capacity; and outdated protectionism, which harms consumers and national economies alike.

True Open Skies is unflinchingly consumer-centric, market-based and should be uniformly applied. It is not a perfect model – it falls short on some elements such as foreign investment and control liberalisation that are indispensable for true globalisation of the airline industry – but it remains the best available model.

John Byerly, the United States’ Deputy Assistant Secretary of State for Transportation Affairs and lead aviation negotiator for the past decade, summed it up well recently when he said: “Our Open Skies policy is focused on consumers. For this reason, Open Skies agreements are offered to other countries on a ‘one size fits all’ basis: we do not evaluate whether the airlines of the foreign partner or U.S. airlines will secure greater benefits.” As an example, Mr. Byerly cited the US-Ethiopian Open Skies agreement that only Ethiopian Airlines currently relies upon. He explained: “Under our policy, that’s just fine: we welcome the benefits to consumers of Ethiopian Airlines’ service and the fact that U.S. air carriers have the opportunity to enter the market freely in the future if they decide that it makes commercial sense to do so.”

Simply put, true Open Skies is a ‘come one, come all’ policy and consumers are its North Star. The United States is nearing the milestone of 100 Open Skies agreements. To its credit, the US has forged onward with a number of key agreements that were vigorously opposed by powerful airline constituents seeking to protect incumbent positions. The United Arab Emirates and Singapore are two additional examples of countries whose international aviation policies are guided by core Open Skies principals. The welcome mat extended by the UAE Government’s aviation policy has attracted more than 130 international carrier competitors to Dubai. Similarly, the Singaporean Government has welcomed nearly 70 international carriers to Singapore Changi Airport.

The refuge for countries and political unions not yet prepared to fully embrace the core principals of Open Skies is a growing group who appear to straddle the line between selective Open Skies and government managed competition. Their international aviation policies differ from true Open Skies in several fundamental respects: they are applied selectively rather than uniformly; consumer interest is a factor but not the sole determinant; and too often government cannot resist the temptation to usurp the marketplace by managing capacity by regulatory fiat.

A high-profile case in point is the European Union. While the EU deserves great credit for its landmark multilateral Open Skies agreements with the US and Canada, its policy is not applied uniformly. Its selective, case-by-case approach creates opportunities for some Member States to block progress. EU-Gulf State aviation relations is an example. Some competition-phobic European carriers have made clear they would strongly oppose a more liberal all encompassing air service agreement with Gulf States. Thus, there has been no attempt to fully open the EU-Gulf State market.

Another example is Australia which relies on international aviation as an economic pipeline and mobility maker. To its credit, Australia has sealed Open Skies agreements with key air service trading partners like the US, and allocates frequencies for other countries based on its view of future market demand – as is the case for its agreement with the UAE, which is forward thinking and rewards those who have long standing links to the country.

Finally, there are countries which cling solely to flag carrier interest, at the expense of the interests of all other stakeholders. The contrast between this approach and the core principals of Open Skies could not be starker: consumer interests are often overlooked because the sole focus is the commercial interest of the flag carrier (and, by extension, its global alliance partners). Rather than attempting to ensure adequate capacity, in select cases the government mandates inadequate capacity because a constrained market benefits the flag carrier. This is not viable in the long-term.

Emirates sees Canada’s international aviation policy as a prime example of a disconnect between consumer interests and wider trade policy. While Canada promotes its ‘Blue Skies’ policy of openness, its nine Open Skies agreements fall into two categories: those with small countries whose carriers pose little competitive threat to Air Canada (Ireland, Iceland, Barbados, the Dominican Republic and Costa Rica) or those facilitating closer integration between Air Canada and Star Alliance partners (the US, EU, New Zealand and South Korea). For those countries falling outside these parameters Ottawa’s ‘Blue Skies’ message appears to be hazy.

The hope is enlightened policy and commercial wisdom will prevail and eventually lead to full freedom of global air service markets.
European vs Dubai airport investment and development

As European air traffic volumes slowly recover from recent challenges, concerns are being raised about capacity and competitiveness at European airports. ACI Europe recently published its vision for the future - “An Outlook for Europe’s Airports; Facing the Challenges of the 21st Century” - calling for both politicians and European citizens to recognise future expansion as vital for addressing competitive pressures from within and outside Europe’s borders.

When describing the capacity challenges facing EU airports, ACI specifically identified the Gulf region as a major threat to Europe’s airports, suggesting that passengers from nearby emerging markets will bypass EU airports (to fly through Dubai instead of Frankfurt or Heathrow).

In particular the ACI report indicated Dubai International has benefited from significantly more investment than competing EU airports. In comparison to the Gulf and Middle East region, EU governments are said to be unwilling to support or facilitate any airport infrastructure development.

Capacity constraints are the result of many factors (space, government policy, regulatory environment, hub carrier network, environmental issues); capital investment and spending are certainly significant.

However, in the relatively recent past many EU airports and Member State Governments have been very willing to invest in capacity expansion for the future. In response to increases in demand and traffic after the creation of the European Single Aviation Market in the 1990s European airports invested heavily, as shown in the map below.

Overall, EU airports have planned for a 41% capacity increase by 2030 and have committed US$147 billion to expand facilities between 2000 and 2015. As the ACI report indicates EU airports are likely to experience capacity strain and feel threatened by investment spend elsewhere.

It is important to put Dubai into global aviation context. Of the world's 20 largest airports by international passenger numbers, the EU - with its 500 million people - has ten airports on this list. The Middle East - with 260 million people - has just one airport on the list, Dubai International. Expand this to the top 50 largest airports and the share for Europe increases. Regionally speaking, the Middle East accounts for only 11% of traffic and capacity in terms of Passenger-Kilometers flown behind the Asia-Pacific which accounts for 29% and Europe which accounts for 35%.

With just one top-20 hub airport for the entire Middle East regional market (and Dubai being four hours from one third of the global population), current efforts to increase Dubai's airport capacity are justified. Concerns about over-representation in the region are unfounded, Dubai's expansion plans are ensuring it maintains its position as a competitive and efficient hub offering choice to both airlines and passengers. Dubai is responding to increasing demand from travellers for efficient, seamless connections to their final destinations.

Dubai International unashamedly wants to be on the front foot when it comes to accommodating growth, which is being driven by regional economics and the more than 150 carriers who operate in Dubai's open skies environment.

First flight lands at Dubai’s new airport

Emirates SkyCargo flight EK9885, a Boeing 777 freighter flying in from Hong Kong, was the inaugural aircraft to land at Dubai’s new Al Maktoum International airport (DWC). The 20 June flight marks the first stage of the long-term project, the airport is now open to cargo airlines - 15 cargo airlines have already signed on to launch flights - with passenger airlines to follow. The development of the new airport will continue over the course of the next 15 years, with EK not likely to move to DWC within the next decade.

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As the dust or, rather, volcanic ash settled in the skies over Europe in April, one question split public opinion: “If you stopped all aircraft tomorrow, would the world really be a better place?”

The eruption of the Eyjafjallajökull volcano in Iceland prompted a six-day ban on flying across much of Europe. That had a knock-on effect in places as far afield as Kenya, where farmers depend on aviation to bring in materials used in horticulture and to export their produce. It also led to speculation about carbon dioxide emissions savings. The event dominated world news and stimulated global debate. Yet in one area there appeared to be consensus. Today, many of the benefits of air transport are so integrated into the social and economic fabric of our society that they are taken for granted. The cloud from Eyjafjallajökull made that much clear at least.

Aviation facilitates economic growth and creates jobs – which in turn offers a wide range of activities and skills. But it also plays a far wider role than the immediate contribution across its supply chain. Without air travel, what would happen to the 55 million people who depend on the industry, the 55 per cent of world trade that it moves and the US$1.5 trillion GDP it supports?

An Oxford Economics report called Aviation: The Real World Wide Web offers an interesting insight and, perhaps unexpected, answers. It is a thought-provoking read for those who, like so many, take the benefits of air transport for granted. We live in a single global economy driven by aviation; on a planet more interconnected than at any time in history, woven together by a web of flights that create ever-expanding social and economic networks.

But, of course, as more people want and need to travel by air it will take steep change advancements to handle higher demand while keeping air travel comfortable, affordable and eco-efficient. So new concepts must take into account not only technological advances but also user demands and respect for the environment. As lower fuel-burn means lower emissions and less noise means fewer curfew restrictions, quite simply, what’s good for the environment is good for business.

But what of the speculation as to whether lower growth in air transport would automatically cut total man-made emissions? As the Oxford Economics report points out, things are not as simple as they may first appear. People and goods will still want and need to travel; it’s worth remembering that passenger journeys of more than 1,500km – for which no practical alternative exists – account for 80 per cent of aviation’s emissions. So too, people and economies currently dependent on aviation will need to seek alternative employment and replacement activities respectively. This will also have an impact on the environment.

Whether or not a switch away from aviation would reduce emissions depends on a large number of factors. These include the level of emissions released by the alternative modes of transport and related infrastructure that replace aviation, as well as their supply chains, together with the level of emissions released by the replacement activity and its supply chain, too. As thousands of people travelling for days by train to Copenhagen demonstrated, it has become accepted “fact” that trains are better than planes when it comes to the environment.

A couple of independent studies have already shown that this is not always true, even for short-haul flights. Yet around the world there is a general cry to invest billions in rail travel, even though no comprehensive life cycle evaluation exists. It seems odd that anyone would invest such sums without weighing up the facts to check if this is actually the best solution.

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As part of the air travel industry I strongly believe aviation can support this, not only by pioneering “greener” flight but also by mobilising its resources around the world to build a better understanding of the actions that we all need to take to achieve this. This includes supporting those tackling the other 98 per cent of man-made CO₂ emissions – such as the 20 per cent caused by deforestation, which has a huge impact on biodiversity.

Why should we provide such support? Because the natural environment has been a source of inspiration for our industry ever since Leonardo da Vinci started drawing plans for what today we would call planes and helicopters some 500 years ago, which were based on his observations of the natural world. Today, “biomimicry” – or biologically inspired engineering – continues to inspire solutions for greener flight. This is why we see preserving biodiversity as a means of preserving the source of our own future innovation.

It’s a compelling truth; nature may itself hold the key to eco-efficient innovation to balance the global need for growth in air travel and its catalytic benefits – to trade, investment, productivity and tourism – together with environmental benefits.

At Airbus, I tell my colleagues we do much more than build planes; each and every one of us helps to build both a more connected and sustainable world. Just as airlines do more than simply fly people from A to B, they are part of a much bigger journey, one of discovery, cultural exchange, social development, economic growth and sustainability.

Rainer Ohler is Senior Vice President of Public Affairs and Communications at Airbus

| Source: Oxford Economics |
| US$2.2 billion losses in the first week | Net impact on the aviation sector when factoring in deferred business and leisure travel |
| US$1.6 billion lost revenue | Impact on visitor spending realised by destinations globally |
| US$490 million | Productivity losses stemming from stranded workers |
| US$4.7 billion loss | Total impact on global GDP |
| US$65 million loss | Estimated net impact on producers of perishable goods in Africa |
Learning from nature and using the latest technology – the Emirates A380 is eco-efficiency at its best. Using less fuel to carry more people, further and quieter than ever before. Just some of the reasons why we operate more A380s than anyone else.

The Emirates A380.
Uses less to move more. Fly Emirates. Keep discovering.

- Low noise
- 25% less emissions
- 75g CO₂ per 100 passenger km
- 25% lightweight materials
Early movers should be recognised

In Kyoto in 1997, the UNFCCC delegated responsibility for preparing and administering any emissions reductions scheme for international aviation to ICAO - just as the International Maritime Organisation is responsible for reducing emissions from shipping. Many observers have argued that ICAO has been moving too slowly. A target for improving fuel efficiency for the global fleet was finally agreed by member states at its High Level Meeting on the Environment in October last year. Despite vigorous attempts by some developing countries to derail the process, there was eventual agreement to "work through ICAO to achieve a global annual average fuel efficiency improvement of 2% over the medium term to 2020... calculated on the basis of volume of fuel used per revenue tonne kilometre performed."

Although aviation was ignored by COP15 in Copenhagen, the UNFCCC may turn to ICAO for its proposed solutions at COP16 in Cancun in December this year - if so, the new agreed target may well be adopted. Questions remain though over how to enforce this target on the global fleet, with some arguing these kinds of annual efficiency improvements will be easily met by normal fleet renewals - especially for those countries with operators of ageing fleets.

With an average fleet age of just over 5 years, Emirates already produces an average fuel efficiency rate more than 25% lower than the ICAO global fleet average. As the largest operator of cutting edge modern aircraft such as the Airbus A380 and the Boeing 777 families, we are already running close to maximum efficiency. As such, Emirates, and many other operators with more modern fleets, believe it is critical that ICAO (and IATA) recognise 'early movers' in any kind of international aviation emissions reductions scheme. Countries with airlines who have already invested billions of dollars in the most technically-advanced, fuel efficient, low noise and low emissions aircraft should not be penalised, while those with ageing fleets easily meet improvement targets through "business as usual" fleet renewals.

Although some voices in the industry are arguing there should be no competitive advantage between operators on the same routes. Why should special breaks be given to airlines with ageing aircraft (with lower efficiencies and lower seat factors) - while others, like Emirates have US$58.7 billion invested in modern, low emissions aircraft and are flying at maximum efficiency yet receive no policy recognition or incentives?

Fast facts

- Aircraft in fleet 148
- Number of destinations 102
- Passengers (2009) 25.9 million
- Cargo (2009) 1.47 million tonnes
- Weekly departures from Dubai International Airport 1,116
- Employees (Airline) 29,905
- Nationalities 158

- Financials 09/10 Revenue US$11.8 billion, Net profit US$964 million
- First flight 25 October 1985
- Shortest flight Muscat - Dubai (1 hour)
- Longest flight Dubai - Los Angeles (16 hours 25 minutes)
- New 2010 routes Amsterdam, Dakar, Madrid, Prague, Tokyo
- A380 coming routes Beijing, Manchester, New York JFK