Sir Tim Clark reflects on 2015

“2015 has been one of considerable growth for Emirates as we continued to steer our course despite the headwinds of regional conflict, unfavourable currency impacts, and shaky business and consumer confidence in many global markets. Emirates has come out strong as our mind-set, combined with our fleet and network strategy, has enabled us to absorb shocks and maximise opportunities.

“Through our 30 years of operation to date, Emirates has always stayed focused on its core strategies: an efficient fleet and operations that capitalise on Dubai’s strategic location and infrastructure; an excellent product and service proposition for our customers; and recruiting and retaining the best talent from around the world. We will continue to build on these strengths, even as we drive ourselves to achieve new goals and set new standards for ourselves and the industry.”
Emirates is an independent, non-aligned carrier. However, that does not mean we reject partnering with other airlines. In fact, Emirates relies on interline and codeshare partnerships around the globe to expand our global connectivity for passengers.

These partnerships extend the reach of Emirates’ global network and thereby provide passengers with virtually seamless access to hundreds of cities beyond the nearly 150 airports that Emirates serves directly with its own aircraft.

Emirates has taken a fundamentally different approach to partnerships than airlines in the three traditional global airline alliances. Emirates’ partnerships add competitive choice by linking non-overlapping flights. In contrast, alliances often reduce competitive choice by rationalising overlapping flights and limiting passenger alternatives. Emirates believes that partnerships should benefit, not harm, passengers.

In the US, Emirates’ partnerships bring about combined benefits for passengers, US partner carriers and US communities. In October 2015, Emirates announced a codeshare partnership with Alaska Airlines. Alaska Airlines was an obvious partner as it is a well-respected carrier that shares Emirates’ customer-centric focus on service, and our commitment to providing value for passengers.

In the period from August 2014 to July 2015, Emirates provided a total of 264,600 feed passengers onto US carriers – an increase of 38% from the previous year. Out of the total number of feed passengers 70,800 of these travelled with Alaska – a 23% increase from the previous year.

In the US, Emirates also has a codeshare agreement with JetBlue and interline relationships with Virgin America, Hawaiian, United and until recently, Delta. It is ironic that Delta and United are seeking to limit Emirates’ US Open Skies access even though they indirectly benefit from it. Over the past five years, Emirates carried over 7 million passengers to the US. 775,000 of those passengers then travelled on US legacy carriers to onward destinations, generating over $133 million in financial benefits.

As Emirates’ relationships with codeshare partners Alaska Airlines and JetBlue have expanded and deepened, so too has market demand for Emirates’ services to the US. CAPA - Centre for Aviation - recently noted Emirates' increases in US capacity are not random. Rather, they are targeted to and supported by its US partnerships. Of these capacity increases, 90% have been added to four airports where JetBlue and Alaska Airlines have a major presence - New York JFK (a JetBlue hub); Boston (a JetBlue hub); Seattle (an Alaska Airlines hub); and Orlando (a JetBlue focus city). Passengers benefit directly from these partner-related capacity increases. For example, Emirates’ capacity increase at New York JFK has resulted in greater competitive choice and global connectivity for passengers travelling to and from 65 JetBlue codeshare destinations.

US taxpayers are another beneficiary of Emirates’ US partnerships. Supported by codeshares in Emirates’ extensive network, JetBlue has successfully bid to provide Fly America services to US government employees in a number of city-pair markets. The addition of this much-needed competition has led to lower fares and significant savings for US taxpayers.

The US market illustrates the competition-enhancing benefits of Emirates’ partnership approach. In fact, the best airline partnerships are those that increase competitive choice.
Q&A with Alaska Airlines CEO Brad Tilden

How, in your view, will the Alaska/Emirates codeshare partnership benefit consumers?

The newly-launched Emirates codeshare on Alaska Airlines flights allows travellers to book trips on a single ticket to a broader range of destinations served by Emirates and Alaska via common connecting points, especially Seattle. Customers are offered well-timed connecting flights and issuance of through boarding passes and checked luggage to their final destination. In addition, as part of the expanded partnership, the 75,000 members of Alaska’s MVP Gold and Gold Mileage Plan will soon be offered complimentary access to the Emirates Business Class Lounge in Dubai, while Gold and Platinum members of Emirates Skywards Mileage Plan will have access to Alaska Airlines lounges in the United States.

Has US Open Skies been a success in Alaska’s view?

Yes. Open Skies has served as a catalyst for international service growth throughout the US, and Seattle is one of the beneficiaries. Alaska Airlines has benefited from Open Skies in the form of new access opportunities for both US and foreign carriers to serve numerous international markets. This has allowed Alaska to offer our customers in key markets on the West Coast a virtual global network with greater value to consumers than our relatively small size would otherwise allow. Open Skies stimulates our growth opportunities and helps level the playing field so we can effectively compete as a smaller carrier in a consolidated US airline industry.

What does 2016 hold for Alaska?

Alaska Airlines had a busy 2015, adding 10 new cities to its route map including service to New York’s JFK Airport, and two destinations in Costa Rica. We’re excited about 2016, and plan on taking delivery of 19 brand new Boeing 737-900ERs. We’ll use these state-of-the-art aircraft to replace some of our older 737 models, as well as add new destinations from our key network cities like Seattle, Washington, Portland, Oregon and Los Angeles.

Emirates has been operating services to the US for over 10 years now. In a global aviation market increasingly characterised by consolidation and the three expanding alliances, how important are non-aligned carriers like Emirates for ensuring competitive choice for consumers?

The existence of independent, non-aligned carriers such as Emirates is critical to maintain the broadest range of options for travellers. Alaska Airlines is similarly independent, so we value the flexibility to have partnerships with non-aligned airlines, as well as aligned airlines, based on serving the greatest number of customers in cooperation with partners. For Alaska, cooperation with partners such as Emirates is critical for our commercial success and it enables us to compete effectively against much larger US-based airlines, which fly to many more points than we do. Partnerships with a variety of carriers provides Alaska Airlines with a way to extend our network for our customers.

Supporting Canada’s export growth

Canada and the UAE have very strong trade ties. Exports from Canada to the UAE have grown 57% since 2007, with the UAE being the only Middle Eastern country featuring in Canada’s top 20 export countries every year since 2008. The value of goods exported to the UAE in 2014 was CA$1.78 billion, an increase of 12% on the previous year.

In 2015, Emirates SkyCargo carried over 3,000 tonnes of goods out of Toronto to destinations in Australia, Saudi Arabia, New Zealand, Iraq and India, amongst others. Fifty-four percent of the goods were destined for the UAE and other points in the Middle East, 23% to Australasia, while the rest were transported to points in Africa and Asia.

Top items transported include pharmaceuticals, oil field equipment, aircraft parts, fresh and frozen meat, and live and frozen lobsters. Emirates’ ideal geographical location and global network ensures that, with a single stop in Dubai, Canadian products are more accessible to consumers as far away as Sydney, Moscow, Lusaka, Karachi and Dammam.

Although further growth is currently not possible due to the existing constraints of the Canada-UAE air transport agreement, Emirates’ three weekly Airbus A380 services to Toronto still have a significant impact on cargo exports for Canada.
Lufthansa misleads… again

The Lufthansa Group presents itself as self-confident, proud, and as one of the biggest global aviation groups worldwide measured by passengers carried, turnover and operated fleet.

Lufthansa gladly emphasises it is a founding member of the largest traditional airline alliance, the Star Alliance, through which 28 airlines coordinate 18,500 daily services - and often prices - to 1,300 destinations using a fleet of more than 4,650 aircraft. In contrast Emirates is not a member of any traditional alliance and operates 514 daily services, serves 150 destinations and uses a fleet of just 247 aircraft (see Table 1).

At the same time, observers and analysts regularly cite the challenges that Lufthansa is grappling with, and all point to similar failings. A typical example is the “Frankfurter Allgemeine Zeitung”, one of the leading German newspapers, which recently under the headline 'The decline of Lufthansa’ focused its analysis on Lufthansa’s cost base – one of the highest in the aviation industry – as well as employee unrest, unfavourable regulatory conditions and an ageing and hugely diverse fleet of aircraft; all of which are self-inflicted and home-grown problems.

Analysis of Lufthansa’s structural problems, such as the one in Frankfurter Allgemeine Zeitung, has been reported for at least a decade. And for a decade, Lufthansa’s attempts at putting forward excuses for the structural problems have remained the same: Lufthansa wants people to believe it is the competitive challenge of Emirates that is the root cause of all its problems. In fact, they go to such great lengths to explain the alleged negative effects Emirates has, that the difference between myth and fact tends to get blurred. This supports the attempts to externalise failure - we can only assume this is deliberate.

Besides regular senior management interviews, Lufthansa’s Policy Brief “for decision makers in politics, media and business” is its primary vehicle to shift blame and present misleading “facts”. The latest edition, as well as an interview by Lufthansa CEO Carsten Spohr in the weekly “Die Zeit” (22 December 2015), marked a new low of such misleading “facts”.

At Emirates, we take these attempts by Lufthansa to blame us as a compliment. It means we provide value to customers, a competitive product and service, and deliver business travel and tourism to Germany. When considering the scale of Star Alliance the magnitude of the compliment grows significantly.

This approach of blame games is nothing more than a bid to divert attention from inefficiency and the desire to restrict consumer choice, connectivity and growth in Germany. We wish Lufthansa good luck in their endeavours, but would strongly encourage that they stick to the facts while doing so. Here we address the deliberate attempts to mislead about Emirates, and draw attention to a few angles that are conveniently disregarded.

**Claim:** “They don’t have to pay an aviation tax.” (Interview by Lufthansa CEO in “Die Zeit”, 22 December 2015)

**Fact:** Emirates complies with all laws in each of the countries that we operate to. It is a matter of course that Emirates pays the German aviation tax for every passenger departing from Germany on our flights. Therefore, no competitive advantage exists for Emirates in relation to competitors on routes from Germany to Dubai and beyond.

**Claim:** “…or do not participate in the emissions trading scheme like the EU airlines.” (Interview by Lufthansa CEO in “Die Zeit”, 22 December 2015)

**Fact:** Emirates complies fully with the legal requirements of the Emissions Trading Scheme. Therefore Emirates submits its annual verified emissions reports to the Environment Agency in the United Kingdom, and surrenders emissions allowances for its intra-European flights. Furthermore Emirates’ position on the emission trading issue has been unchanged for years: Emirates has always supported the development of a global solution through ICAO to deal with international aviation emissions. That said, Emirates does not wait for agreement on a global solution before investing in new modern aircraft that not only helps reduce fuel burn but also cuts emissions. The average age of Emirates’ fleet is 6.2 years - much younger than that of most international carriers. The average age of Lufthansa’s fleet is 11.1 years.

**Claim:** “…they are also able to flout EU rules on passenger rights…” (Lufthansa Policy Brief 4/2015, page 6)

**Fact:** Of course, Emirates complies with EU rules on passenger rights for all our flights departing Europe – like every other carrier. Complying with EU Regulation 261/2004 on passenger rights means that Emirates pays more than €1.2 million a year.

**Claim:** “For lack of its own markets, the Gulf airline is thus continuing to pursue a strategy of predatory competition worldwide.” (Lufthansa Policy Brief 4/2015, page 6)

**Fact:** Since commencing operations to Germany in 1987, our services have been built up progressively and in line with increased demand. Currently Emirates operates 70 flights a week between Dubai and Germany with load factors above the industry average of 80%. Contrary to some claims, Emirates does not engage in predatory competition tactics. Emirates’ fares reflect the high standard of product offered and are, therefore, often more expensive than our European competitors.

Lufthansa’s accusations of predatory competition should be considered in the context of them coming in the midst of their struggle to become more efficient and reduce costs. Virtually all competitors operating with a more efficient cost base will be seen as predatory. In other words, when Lufthansa struggles where market forces prevail and competition is fierce, blaming a more cost efficient competitor such as Emirates is merely a tactic to cover up internal inefficiency. (See Table 2 for more details).
It is also noteworthy that Willie Walsh, CEO of International Airlines Group, the parent company of British Airways, Iberia and Vueling does not complain, and has never complained, about competition from Emirates. This is considering we operate 119 flights a week to the UK, 70 of those being Airbus A380 – almost double the number of flights Emirates operates to Germany.

Claim: Lufthansa regularly complains that the German-UAE air transport relations are unbalanced, since UAE carriers operate many more services to Germany than German carriers operate to the UAE, and that the “disproportionate growth violates in the most egregious manner the balance of opportunities and benefits normally prevailing in bilateral air service agreements between states.” (Lufthansa Policy Brief 3/2014, page 6)

Fact: It is correct that UAE carriers operate more frequencies to and from Germany than German carriers operate to and from the UAE, but as pointed out Emirates’ seat factor is above 80% on services to and from Germany. This clearly demonstrates the high demand for our services. German carriers are free to add additional frequencies on such routes to the UAE if they so desire.

How does Lufthansa handle the issue of “balance” in other markets? In India for example, with its population of over 1 billion, Lufthansa operates 45 weekly frequencies to five Indian destinations. However only one Indian carrier – Air India, member of the Star Alliance – offers seven weekly frequencies to only one German destination. Is this the kind of “balance” Lufthansa has in mind when it speaks about a “balance of opportunities” in air transport?

Claim: “Sustainable private companies, workers, and customers are left to suffer.” (Lufthansa Policy Brief 4/2015, page 6)

Fact: On the contrary, Emirates has a significant positive impact on employment and economic growth in Germany. A 2015 study by Frontier Economics shows that Emirates’ operations at German airports supported 11,050 direct, indirect and induced jobs in 2013 alone. This represents a GDP impact of €1 billion in Germany. What is more, connectivity plays an important role in enabling tourism, international business relationships, FDI and trade. In Europe, connectivity is mainly provided by a few big hub airports, including Frankfurt, as a result of which intercontinental connections from other cities in Europe often require an additional stopover. This creates a connectivity gap. Emirates bridges that gap by serving more regional centres through its global network.

Claim: “…we at Lufthansa have to abandon routes.” (Interview by Lufthansa CEO in “Die Zeit”, 22 December 2015)

Fact: As you can see from Table 3, Lufthansa has increased the number of frequencies and seats on routes to Asia over the last 10 years - something which does not quite stack up against these oft-repeated claims.

In the case of Australasia, Lufthansa reduced its presence before Emirates even started flying to the region. At the end of the summer schedule 1995 Lufthansa terminated its three weekly frequencies to Australia, and since then has offered connections to Australia only as part of code-share services with Star Alliance Partner such as Singapore Airlines, Thai Airways or United Airlines – where passengers have to connect via Singapore, Bangkok or San Francisco.

Claim: These carriers “don’t assume real responsibility for their employees...” (Interview by Lufthansa CEO in “Die Zeit”, 22 December 2015)

Fact: As a responsible multinational company, Emirates complies with the labour laws in each of the countries that we operate to. To attract and retain top talent Emirates offers competitive salaries and benefits. Emirates currently employs over 56,000 staff, and more than 14,600 of these are of European nationalities. Emirates’ status as an excellent employer is shown by its high staff retention rates – with more than 15,600 staff having worked for 10 years or longer. Emirates also receives more than 400,000 job applications per year.

Claim: “According to US investigations the state owned carriers received altogether $41 billion direct and indirect support” by their owners. (Interview by Lufthansa CEO in “Die Zeit”, 22 December 2015)

Fact: Lufthansa continues to refer to this report which was commissioned by three US legacy carriers (including its alliance partner United) despite Emirates explicitly demonstrating that the claims against Emirates are false. A 388-page report containing evidence of how those claims are false is on emirates.com for all interested parties to see. Lufthansa continue to use these laughable subsidy allegations - while happily receiving a $500 million cash hand-out by the Austrian government for the takeover and the restructuring of Austrian Airlines.

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<th>Star Alliance/Emirates comparison</th>
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<td><strong>Star Alliance</strong></td>
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<td>Total revenue</td>
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<td>Revenue Passenger Km</td>
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<td>Annual Passengers</td>
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<td>Countries served</td>
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<td>Fleet</td>
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<td>Lounges</td>
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Table 1 Source: staralliance.com and Emirates

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<th>Cost efficiency comparisons</th>
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<td><strong>Unit Cost</strong></td>
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<td>Non Fuel Unit Cost</td>
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<td><strong>Staff Cost</strong></td>
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<td><strong>Other Cost</strong></td>
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<td><strong>Total Cost</strong></td>
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*Available Seat Kilometres (US cents)
**Including: airport charges, handling, air navigation charges etc.

Table 2 Source: Airline annual reports

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<th>Lufthansa operations to Asia (Winter 2005 vs 2015)</th>
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<tr>
<td><strong>Points</strong></td>
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<td>Winter 2015</td>
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<td>Winter 2005</td>
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<tr>
<td>change (%)</td>
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<td>change (points)</td>
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Table 3 Source: OAG Analyser
Emirates supports non-hub growth in China

Emirates was the first airline to establish non-stop connectivity between the Middle East and mainland China, launching freighter services to Shanghai in 2002, followed by passenger services in 2004. Beijing passenger services commenced in 2006 and Guangzhou in 2008.

Emirates operates 35 flights a week to China’s major eastern hubs – daily to Guangzhou and twice daily to Beijing and Shanghai.

The strength of Emirates’ China business is highlighted by average seat factors in excess of 80% for the past five years, with services to and from Guangzhou operating with seat factors above 90%.

Thanks to the granting of additional traffic rights, 2016 will see Emirates launch new services to two of China’s fastest growing cities, Yinchuan (INC) and Zhengzhou (CGO).

Zhengzhou, the capital of Henan Province and a major transportation interchange for central China, is an educational and technological centre. Zhengzhou’s strategic location in central China has enabled the city to become one of the largest economic hubs in China. Emirates will be the first airline to offer services between Zhengzhou and the Middle East, allowing the city to further strengthen its economic position and facilitate inbound tourism and business travellers to the province.

Yinchuan, the capital of Ningxia, has a large Muslim population and has positioned itself as a hub for economic and trade cooperation and cultural exchange between China and the Middle East. This connection will support Yinchuan to further develop trade and business ties with Middle Eastern countries, as well as supporting the Chinese Government’s ‘Belt and Road Initiative’ – through the addition of 2,128 weekly seats and 112 tonnes in cargo capacity to and from China and Dubai.

As China looks to connect with the world through the ‘Belt and Road Initiative’, Dubai is well-positioned to support China in achieving the mutual benefits that will ensue, including deeper levels of cooperation and exchange. Ties between Dubai and China continue to grow stronger. A growing number of Chinese banks and businesses are establishing branches within Dubai’s business and financial districts and the city is now home to over 3,000 Chinese companies and 200,000 Chinese residents. Growth in visitor numbers to Dubai from China grew by 25% in 2014.

Emirates has been a large part of this growth story. Currently serving 54 cities in 30 of the 65 countries identified as part of the ‘Belt and Road Initiative’, Emirates is uniquely positioned to support China in advancing its trade and investment links with these countries.

In line with the Civil Aviation Administration of China (CAAC) objectives for greater connectivity beyond the gateway airports of Shanghai, Beijing and Guangzhou, Emirates is interested in the further expansion of air services in Mainland China to second tier cities.

The Dutch EU Presidency: what does this mean for aviation liberalisation?

Until June 2016, the Netherlands will hold the rotating Presidency of the Council of the European Union (EU). The Dutch Presidency is expected to be business-minded and pragmatic, applying the principles of subsidiarity and proportionality, also bearing in mind the need to cut red tape to help create jobs and boost economic growth.

In aviation, one of the Presidency’s strategic priorities appears to be reaching agreement within the Council and getting consent from the European Parliament on a mandate for the European Commission (EC) for negotiations on a comprehensive air transport agreement between the EU and the Gulf Cooperation Council countries, including the UAE. It is estimated that such an agreement would generate economic benefits of €8.4 billion and create up to 8,300 new jobs within the EU. The overarching objective is to enhance market liberalisation between the EU and the Gulf region whilst providing a fair and equal opportunity to compete for air carriers.

The Netherlands is particularly well placed to lead these discussions in Brussels as it has always been on the forefront of liberalisation. It prides itself in having pioneered open skies agreements with countries such as the UK (1984), the US (1992) and the UAE (2000).

Being a forward-looking aviation country, the Netherlands and its national carrier KLM have taken full advantage of the opportunities liberalisation provide by tapping into underserved markets and stimulating them. KLM was the first European flag carrier to recognise - and capitalise on - the potential of Dubai as a stepping stone to build its network and increase its share in the global market.

Throughout the 1980s and 1990s, Dubai served as KLM’s hub for destinations in Asia and China, effectively linking Amsterdam to the Far East through Dubai on a daily basis. Guided by this liberal policy, widespread traffic rights were secured which enabled KLM to develop a network of connecting destinations via Amsterdam to supplement local demand. It is fair to say that there are similarities between the KLM strategy of linking markets through a hub and Emirates’ strategy. Against this backdrop, all ingredients for the basis of a mutually beneficial agreement between two like-minded entities seem in place. Or is it? Although Emirates has served the EU for almost 30 years, a small number of EU flag carriers have become increasingly active lobbying their governments to limit the growth of Emirates and other Gulf carriers in Europe, alleging unfair competition or the famous lack of a “level playing field”.

Be that as it may, it is in the interest of consumers, businesses and the European economy at large that the EC be given a clear and robust mandate which aims to genuinely open markets. The debate about unfair competition is a fallacy, put forward by a handful of EU Member States to protect their flag carriers who claim they own the market. These carriers do not seek equal opportunity, but equal outcome. However, as the path of European aviation has always been one of building liberalisation, the Dutch presidency should not allow itself to be distracted by a few EU flag carriers.

The EU has historically championed liberalisation of air access, and this experience has always inspired aviation policy globally and will continue to do so in the coming decades. With the Dutch tradition of cooperation, pragmatism and commerce, there is a unique window of opportunity to liberalise air transport markets to capitalise on global growth and to create a true platform that ensures consumer choice, promotes competitiveness, creates jobs and boosts economic growth.
In this edition we bring you some of the best quotes from the aviation industry, with particular focus on Europe.

**Jens Koenen**, of German newspaper Handelsblatt: “On the other side stands a Lufthansa that from the perspective of many passengers spends too much energy on combating alleged or actual competitive disadvantages, instead of fixing their own problems.”

**Jens Flottau** of Aviation Week & Space Technology: “The EC appears to be assembling behind the interests of a few large European legacy carriers that have no interest in opening the market further. But if the EC is given a mandate, it should focus on defending consumer interests rather than protecting Air France-KLM and Lufthansa Group from competition.”

**Stefan Pichler**, CEO of Air Berlin: “There will be always different market conditions globally. Equal conditions don’t exist even within Europe.”

**Carsten Spohr**, Lufthansa’s Chairman and CEO: “Europe needs a firm and comprehensive plan for its aviation sector. Other regions are already much, much further along in this effort.”

**Willie Walsh**, International Airlines Group CEO said: anti-Gulf carrier initiatives were “completely the wrong way. We should look at the regulatory burdens that we impose on ourselves rather than imposing these on them.” He stressed that, “I compete profitably with Gulf carriers, because I have transformed my business.” He also described the EU-US open skies agreement as a “failure,” because it “only gave the US everything it wanted” while the EC continues to allow the US to block Norwegian’s application for a foreign air carrier permit, even though the carrier “complies with every single rule. It is tragic that Norwegian is not allowed to operate.”

**Winfried Hermann**, Minister of Transport for the German State of Baden-Wuerttemberg: “I have observed over many years that the respective federal transport minister stubbornly represents the interests of Lufthansa which wants to protect its hubs in Frankfurt and Munich from competition...We and the other disadvantaged states will not accept these anti-competitive policies... First of all, we should note that even the German air transport sector has benefited from all kinds of government support over many decades up to now. The airports and the associated transport infrastructure are partly expanded with public funds and are subsidised even today.”

**David Cush**, CEO of Virgin America: “I understand the argument the big three carriers have in terms of subsidised competition, but I think their arguments are self-serving, and at the same time we’ve got competition issues here in the USA that are probably more important than that. My view is not only should the Middle Eastern carriers be allowed to do what they are doing, but we are also for ‘cabotage,’ we are for open access to airports, we are for competition because we think we do best when there are no barriers.”

**Andrew Charlton** of Aviation Advocacy: “The proposed package was hustled into being by complaints from the big legacy carriers about unfair competition from the Gulf airlines. The playing field, you may recall, is not level. This document may serve as a lasting example of being careful what you wish for. It is a win for common sense, not for increased protectionism and special pleading. The question will be whether the Member States accept that sensible position and allow the Commission to carry this through.”

**Tony Tyler**, IATA's Director General and CEO: “Air connectivity is a crucial driver of economic and social prosperity in the EU. Strong connectivity needs strong airlines. But Europe’s airlines are struggling, in part because they are hampered by unreasonable taxes, high costs for inefficient infrastructure, and regulations unfit for purpose. An effective Aviation Package must help to alleviate these burdens.”

**Olivier Jankovec**
Director General of European operations for the Airports Council International (ACI):

“We need more open skies agreements beyond Europe. This is essential for airports to attract more air services, develop their route network and improve the connectivity of the communities they serve. Closing markets and resisting change has never been a successful business strategy - and it rarely does any good for consumers.”
Emirates stands firm against illegal wildlife trade

Globally, the trade in illegally-obtained wildlife and related products has reached unprecedented levels. Around 30,000 African elephants alone are killed by poachers each year. Rhinos face extinction in the wild as a result of poaching and the illegal trade of their horns. And those are only two of the many species that are at risk.

The global transport industry, including airlines, can play a significant role in helping to break the supply chain of the illegal wildlife trade. At Emirates, we are committing the resources to do our part in partnership with United for Wildlife, a global collaboration that unites the efforts of the world’s leading wildlife charities in the fight against illegal wildlife trade.

Externally, we are raising awareness of the scale of the problem. In November 2015, we applied special designs depicting endangered wildlife to two of our Airbus A380s in support of United for Wildlife. One aircraft featured six endangered species, while the second featured a decal with rhinos and elephants. The enormous decals were entirely designed, produced, and applied in-house.

We will also run regular feature stories about wildlife protection in our inflight magazine and showcase podcast interviews and wildlife programming on our ice inflight entertainment system. Internally, our ground and cargo staff will be trained to detect and deal with illegal wildlife products in transit.

As part of our efforts to prevent the illegal trade of hunting trophies, we banned the shipment of hunting trophies of elephant, rhinoceros, lion and tiger in May 2015. The ban is in addition to our existing embargo on the carriage of products and parts of endangered animals and plants listed under Appendix I of the Convention on International Trade in Endangered Species (CITES).

Emirates has long been a supporter of projects that enhance the outcomes for wildlife, including management of the Dubai Desert Conservation Reserve, and the establishment of the Emirates One&Only Wolgan Valley resort in Australia.

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**Fast facts**

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<td>Emirates flights daily</td>
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*2014-15

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<td>Financials (Airline)*</td>
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<td>A380 fleet</td>
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<td>Boeing fleet</td>
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<td>New passenger routes (2016)</td>
<td>Cebu, Clark, Panama City, Yinchuan, Zhengzhou</td>
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Please visit our website for more information on Emirates’ International, Government and Environment Affairs department www.emirates.com or write to us iagea@emirates.com