



GACA President: «Air Transport Contribution to GDP will Reach SR 100 Billion»

Nigeria plans to establish a Flag-Carrier







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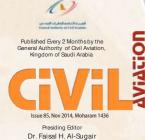


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In the coming year (2015), new King Abdul-Aziz International Airport (KAIA) will enter its commissioning phase, and shortly after, it will commence its Phase 1 of full operation to accommodate 30 million passengers annually.

On the other hand, in Riyadh, King Khaled International Airport (KKIA) Development Project will complete its Phase 1 in few years to start full operation to accommodate an almost equivalent number of passengers.

What is the signi¿cance of all this? What is its impact on the economy of the two major cities, Jeddah and Riyadh? De¿ nitely, the bene¿t on the economical level will be quite substantial for many reasons, including but not limited to, the contribution of both airports to GDP, increase of number of nationals employed in the two airport facilities, as well as in the private sector's associated projects. As new airports have great potentials, air carriers operating to and from them presently and in future are apt to employ more nationals to run their operations, and in turn, contribute to the improvement of their services, increase their number of Aights, and attract more customers.

A comprehensive report entitled "Find-

ings of the Economic Impact of Commercial Airports in 2013" prepared in the USA by the $_{\delta}$ rm CDM Smith were issued last September indicated that the total GDP contribution of American airports has exceeded one trillion dollars (one thousand billion dollars.) Moreover, the total number of jobs supported by this sector reached 9.5 million jobs with total payroll of more than 350 billion US dollars a year.

Mr. Kevin M. Burke, President and CEO of ACI-NA said, "Not only does our commercial aviation system rely on such a robust network airports throughout the US, but so do a myriad other industries. Our airports connect the people, products, and services that comprise the US economy with markets across the country and around the world."

No doubt that the big projects currently being built in our domestic and international airports will give our national economy, in the foreseeable future, a big advantage, which in turn will lead to increased growth in most of our national economy's other sectors and ultimately will improve most of other aspects in our life.

I would like to take this opportunity to extend my deepest appreciation and thanks to our wise leadership for saving no effort in supporting our air transport industry. My deep appreciation and thanks as well go to HH the President of GACA for his wise leadership of this great organization, and the support and kind pursuit for its projects and operations.

Nov 2014, Moharam 1436 5

NEWS

NFWS

GACA President: "Air Transport Contribution to GDP Will Reach SR 100 Billion"

In an interview with Al-Youm Newspaper published on 21/9/2014 HI Prince Fahd Bin Abdullah, President of the General Authority of Civil Aviation (GACA) discussed a number of important issues and shed some light on the «Comprehensive Strategic Plan for the Development of the Kingdom's Qivil Aviation Industry- which was approved earlier by the Council of Ministers. He stated that the plan included a recommendation to review the jet fuel prices in the Kingdom-s airport. The purpose of the fuel study is to come up with a well structured plan that will enhance the aviation industry and support fair competition practices in the Kingdom. A ministerial committee was formed to accomplish this mission. Indeed, the committee's recommendations were submitted to the Supreme Authorities for approval.

In answering a question about the civil aviation sector's contribution to the Kingdom's economy, he revealed that, according to studies prepared by IATA, the sector contributes to the Kingdom's GDP by over SR30 billion annually, or about 18% of the Kingdom's GDP. This contribution is enviseded to go up in the next ve years to more than 50 billion Pyals, or 32% of the Kingdom's GDP. Prince Fahd added saying: "we expect this contribution to grow up to around SR100 billion in the next decade if everything goes planned".

With regard to liberating the Kingdom's airspace he stated that the objectives of the Strategic Plan include:

- Development of all necessary legislations and regulations to liberate the civil aviation sector gradually and in a well planned manner.
- Stimulate air carriers to provide su 8cient number of ights to cope with the increasing demand for air travel by granting more new domestic air carrier licenses to serve domestic airports particularly those characterized by low tra8c rates.

Nov 2014. Mo



 Conclusion of more bilateral agreements with other countries around the world.

 The adoption of a restructuring plan for the domestic air travel network aiming to increase number of ights as well as seating capacity. Phase 1 of the said plan resulted into the rise of number of domestic passengers by more than 20% in the last two years.

In answering a question about the future tra & colume in Alahsa Airport, Prince Fahd explained that 2013 statistics show that total number of passengers served by Alahsa Airport reached 186,000 passengers compared to around 19,000 in 2009. As for international ights which were introduced in November 2013, number of passengers accommodated during November and December 2013 exceeded 3000 passengers. He added that Al-Ahsa airport air tra & volume, will exceed 300,000 passengers annually during the period 2015-2020. International passengers will constitute a considerable percentage of this gure due to GACA'spolicy calling for introduction of more international ights to ease the pressure on King Fahd International Airport.

SR 5 B Airport Projects Approved



H Prince Fahd Bin Abdullah, President of Hthe General Authority of Civil Aviation (GACA), has approved a number of airport development projects worth totaling of more than SR 5 billion, the Saudi Press Agency reported. The projects include the following:

- 1- Construction of King Abdullah Airport in Jazan
- 2- Development of Arar airport
- 3- Maintenance and operation of air navigation equipment and systems in the Kingdom.
- 4- Operation, maintenance and custodial services at King Khaled International Airport in Riyadh and King Fahd International Airport in Dammam.
- 5- Other projects in some of the Kingdom's airports.

Prince Fahd said that the awarding of these projects shows the government's extra support for the aviation industry as it plays a major role in developing the social and economic maps in the Kingdom.



TAV Airports Owns 40% of Istanbul Sabiha Gökçen



AV Airports has signed a share purchase agreement with Limak Group for the acquisition of 40% shares of Istanbul Sabiha Gökcen Airport.

After the transfer of shares, TAV and Malaysia Airports Holding, which has 60% shares will be partners and have equal rights in the management of the Turkish gateway.

TAV Airports CEO and president, Sani Şener, says "Throughout the years, we have built a network of airports that are operated by TAV with a collaborative approach in Skopie. Ohrid, Tbilisi, Batumi, Riga, En dha, Monastir, Ankara, Izmir, Bodrum, and Gazipasa.

"Especially, we have created a very strong synergy between Istanbul and Madinah. All these airport operations bene t from the scale and scope of the operations, services and knowhow of our main hub in Istanbul.

"It is the reason why having a presence at SabihaGökçen, which will become the sec-

ond airport of Istanbul when the new airport opens, had become a must.

He adds: "Having a presence in both Istanbul Atatürk and SabihaGökçen Airports in the next ve to six years will help raising productivity and enhancing services to the bene t of our airlines and passengers clients.

SabihaGökcen Airport was put into service in 2001, and operations were undertaken by Limak-GMR-Malaysia Airports consortium for 20 years, but this year GMR sold its shares to Malaysia Airports and left the consortium

In 2013. Istanbul SabihaGökcen Airport served 15.5 million passengers with 32% increase in the rst eight months of 2014 compared to the same period last year

The capacity is set to be increased with the construction of a new runway and additional parking places for aircraft, and works are underway to connec line to the gateway. to connect Kadıköy-Pendik metro

The Middle Eastern airports continued to

up 14%

up 19.7%, and Doha

International Airport

Other airports in

the region report-

ing growth rates in excess of 15% in-

clude Bangkok Don

Muang (21.5%)

Kaohsiung (20.5%)

Chiang Mai (19.4%)

ACI Asia-Paci c says

freight volumes con-

tinue to show signs

of strong recovery

and Goa (17.4%).

Air France–KLM Unveils 2020 Strategic Plan

ir France-KIM has re-Avealed the details of its Perform 2020 initiative, the successor to its Transform 2015 strategy.

While maintaining competi-tiveness and continued revival of the group's nancial position, the Franco-Dutch airline aims to focus on the three areas for future development

In a persistently challenging market. Air France-KLM sees increasing its exposure to growth markets, ongoing efciency improvements and services upgrades as crucial to reinforce its key strengths moving forward.

With Transform 2015 due to be completed by the end of the year, chairman and CEO. Alexandre de Juniac, commented: "Perform 2020 will be supported by two main levers: growth, which we are looking to capture in a number of areas and competiveness combined with nancial discipline.

"By 2020 we will have built an air transport group focused on a leading long haul network at the heart of global alliances, with a portfolio of unique brands, restructured short and medium-haul operations with a reinforced presence in the low-cost segment in Europe.

Air France-KLM aims to maintain strict capacity discipline with growth for 2015-2017 period predicted to be between 1% and 1.5%.

A central core of Perform 2020 is the accelerated development of Air France-KLM's presence in the European leisure market, under its low-cost subsidiary Transavia, based on the two existing companies - Transavia France and Transavia Netherlands.

The airline also plans to unveil new Transavia bases created in other European countries to foster a more pan-European model of operation, though hasn't disclosed exactly which countries as yet.



NFWS

ACI Asia-Pacific Reports 3.5% Traffic Growth in July

CI Asia-Paci c has reported that the re-Agion recorded a 3.5% increase in passenger tra8c in July compared to the same month in 2013.

The airport trade body it maintained says steady growth rate for the month of July 2014, and Asia-Paci c airports recorded a year-on-year increase of 3.5% while gateways in the Middle East posted a rise of 5%

NEWS

Year-to-date passenger tra 8c from January to July 2014, the Middle East continued to lead the region with a strong increase of 8.4%, while the Asia-Paci c posted growth of 4.2%.

The top ve busiest air-

on Nov 2014. Mo

10 Civil

ports in the region were Beijing Capital In-ternational Airport (+1.6%), Tokyo Haneda Airport (+5.6%), Dubai International Airport (+4.9%), Hong Kong International Airport (+6.1%), and Jakarta-SoekarnoHatta Airport (-5.2%)

Tokyo Haneda's growth was partially attributed to the strong increase in international passenger tra 8c, up by 21.7%, where as Jaarta was impacted by slowdown of domes tic passenger tra 8c with a drop of 6.4%



AIRPORTS COUNCIL INTERNATIONAL

with improvements in global trade and commerce Cargo traffic recorded robust growth for the month of July 2014 with Asia-Pacific airports recording a year-on-year growth of 6.8% while the Middle East recorded growth of 12%, and year-to-date growth

Middle East The strong growth in the Middle East was primarily driven by the recent expanded operations at Doha and Dubai World Cen-

was 5.1% for Asia-Pacific and 9.6% for the

China Plans New Dalian Airport on Reclaimed Land

Plans have been revealed to build an airport o 7the coast of Dalian, in northeast China, as part of a 26.5 billion vuan (\$4.3 billion) development project.

Dalian International Airport will be built on a 20.9 square km (8.07 square mile) arti cial island, which will be created o 7 the coast of China using reclamation land

It will join other gateways built o 7shore, such as Japan's Nagasaki Airport, New York La Guardia Airport, which is built of steel piles into the seabed o7shore, and Japan's Kansai International Airport in Osaka.

Dalian o 8cials explain that; Dalian's existing Zhoushuizi International Airport has been overloaded, after three transformations, transport capacity will reach saturation at about 2016.

"Dalian airport building plots can be very limited, because there is very little land in Dalian, where the airport can be built very scarce. Since 2002, the Dalian municipal government on the organi-



zation of both military and civilian experts to carry out a site work.

"Experts repeatedly argued by the parties and the ratio

of long-term election, the conclusion is no longer large civil airport land sites within 100 km from the main city limits of optional, Golden State Bay Maritime basically have the ideal conditions for the construction of the new airport, is currently the only equipment selected sites."

Dalian reclamation projects. including the construction of the new airport and airconstruction port project will be completed in two phases the airport says, while local reports, claim

the new gateway will have four runways, and it would become one of the world's biggest airports to be created through land II.

Zhoushuizi International Airport, which is China's 17th busiest is set to outgrow its design capacity within ve years, and in 2013, it handled more than 14 million passengers, up 5.6% from 2012.

China's airports in total handled more than 754 million passengers last year, up 11% compared to 2012, and China is developing its airport infrastructure and is aiming to bring the total number of gateways to more than 220 by the end of 2015.



Helsinki Airport to Expand Services under One Roof

Operator Finavia has out-lined its development program that will continue until 2020, and plans for in-creasing transfer tra8c capacity will be based on a one-roof concept with all new facilities located in a single building.

Airport director, Ville Haapasaari, explains: "This allows us to keep distances short and services easily accessible and provide a customer-friendly airport experience

"This concept makes it easier to boost the number of transit passengers. Transferring from one gate to another will be easy and quick as it can be done in one terminal."

Compared with the other models, the one roof concept is the best option in terms of operational e8ciency and customer-friendliness. It is also an ecological solution because a single terminal re-duces the need for services such as bus transport."

In addition to the extension of the terminal, there will be more aircraft stands on the apron and additional deicing capacity, in which the



emphasis will be placed or environmental aspects.

There will also be more park ing spots for both wide bodied and narrow-bodied aircraft, while additional passenger bridges are planned.

Finavia says the extension at Helsinki Airport will take place in three stages, and rst it will enlarge the facilities for long-haul passengers and increase the number of spots for wide-bodied aircraft for transit tra 8c.

Transit capacity will be further increased and the service level for European and domestic ights improved.

Finavia intends to expand Terminal 2 to cover the ground tra8c area so that the check-in, security control and baggage drop will all



take place in one departure. arrival hall.

The three stages of the development program will be divided into smaller projects, and will continue until 2020.

Helsinki Airport is undergoing its largest ever service overhaul with all restaurants, cafes and shops upgraded and the gateway will have 70 new or refurbished shops and cafes.

The apron will be enlarged so the terminal can be expanded and the capacity of the aircraft stands increased

The development program will cost about €900 million and is expected to increase passenger capacity to 20 million, while generating 5,000 more permanent jobs at the airport

Some Aviation Terms: Made Simple



Dr. Mohamed Efatih Elamin

Airport Surface Detection Equipment

is a sophisticated technology It integrates data from a variety of sources, including radars and aircraft transponders, to give controllers a more reliable view of airport operations. Control-lers in the tower see the aircraft on a continuously updated color display map and are able to spot potential collisions

Airborne Collision Avoidance System (ACAS) is defined as: an aircraft system based on surveillance transponder signals which operates independently of ground based equip-ment to provide advice to the pilot on potential conflicting aircraft that are equipped with SSR transponders.

Air/Ground Communication Service is a service provided from an aerodrome or a remote site to give information to pilots of aircraft ying in the vicinity by means of radio signals

CATI (Category I) Approach A precision instrument approach and landing with a decision height not lower than 60m (200 ft) and with either a visibility not less than 800m (2400 ft), or a runway visual range not less than 550m (1800 ft) (ICAO - IS&RP

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Cover

Story

Annex 6)

CAT II - Category II - Approach A precision instrument approach and landing with a decision height lower than 60m (200 ft) but not lower than 30m (100 ft) and a runway visual range not less than 350m (1200 ft). (ICAO - IS&RP Annex 6)

* Tert al Adu sor - GACA/ANS/SED/COMMUNICATIONS



Nigeria Plans to Establish a Flag-Carrier

With the aviation demand growing in West Africa over the last few years, Nigeria begins a project leading towards the formation of an o 8 cial national airline

Khadija Osman *

ocated on the coast of West Africa, Nigeria, a Country with an approxi-mate population of 174 million people, is in talks with private investors to establish a ag-carrier for the growing country that does not have one. Since independence from Britain in 1960, Nigeria lived a series of civil wars and military dictatorships. In 2011, the rst fair presidential election for the country took place. Since then the government has been worktowards modernizing ing the country. Nigeria's grow-ing economy has even overtaken South Africa and the country now has the largest economy on the continent, an economy worth more than 500 billion dollars. Nigeria's last national airline, Air Nigeria (formerly Virgin Air Nigeria, established in 2004) ceased all operations in 2012, after Virgin Group -a prominent investor- with-drew business 2 years earlier. And prior to the formation

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and demise of Air Nigeria, Nigeria Airways Ltd. had ceased operations in 2003.

According to the Minister of Aviation, Ostia Chidoka, the aviation sector of the country contributes as little as 0.4% to Nigeria's Gross Domestic Product (GDP). In a recent interview with Bloomberg TV Africa, Chido-ka revealed that plans were in the works with private investors to debut a national airline in order to boost the aviation sectors contribution to the Nigerian economy. The 2 billion dollar plan will aid towards remodeling terminals, as well as establishing a ag-carrier

Just last year Nigeria received a 500 million dollar loan from the Export-Import Bank of China in a separate endeavor to improve aviation in the country. That sum of cash was saved for rebuilding terminals in four cities. including the capital Abuja, Lagos, Port Harcourt, and Kano. The winning bid went to China Civil Aviation Con

struction Corp. According to Chidoka, they are working on completely altering the face of those four main airports and are encouraging private investing towards that. The Nigerian government is also in the process of building 13 cargo airports across the country to export perishable agricultural produce, such as tomatoes and mangos. Chidoka also stated that the plan has already been provided with 1 billion dollars of money from the state, and will receive another billion as the project is carried out over the next four years. This project is considered a huge success

Last September, the country o 8cially retained a Category-One certi cation by the FAA, although several other countries were downgraded from this status during the year. Nigeria is also looking to comply with the ICAO standards of safety, as the organization will soon conduct safety audits on its airports. So far there have been many improvements



to the nation's airports, all of which have been success ful, including new luggage and screening handling air-conditioning, systems, stand-by power reserves, and escalators, among many others

The nation hopes to achieve what both Ethiopia and Kenya have in recent years in terms of national aviation growth. Ethiopian Airlines Enterprise grew recently to being the second largest carrier in sub-Saha-Africa, after South African Airways, with a modern eet featuring Boeing 787 Dreamliners, It ies to more

destinations in Africa than any other airline on the continent, and became a member of Star Alliance in December, 2011. Kenya Air-ways, the third-largest airline in Africa has also been grow-ing, with the investment of the Air France-KLM Group. Kenya Airways has been a Sky Team member since 2010. It started its rst route using a 787 Dreamliner last June ying from Nairobi to Paris

Economy-wise, West Africa is becoming an aviation expansion target since it lacks a dominating local carrier. As Nigeria grows

nancially and technologically, the need for travel and transport has been growing. According to World Bank data, Nigeria passengers have increased from around 520, 000 in 2003, to 3.74 million passengers in 2013. With these gures, and with the remodeling of national airports and the establishment of a aq-carrier, the nation's potential for large pro ts in aviation seem to be a certainty; and needless to say. Nigeria is quickly rising on the global aviation stage.

* English Instructor, Aviation Researche

Top World's Airline by Air Traf¿c Volume in 2013

| Top Airlines Ranked by Passengers (in Thousands) | | | | | | | |
|--|----------------|--------|--------|----------|--|--|--|
| Rank | Airline | 2013 | 2012 | Change % | | | |
| 1 | Delta | 120636 | 116726 | 3.2▲ | | | |
| 2 | Southwest | 115323 | 112234 | 2.7 | | | |
| 3 | China Southern | 91504 | 86277 | 5.7▲ | | | |
| 4 | United | 90161 | 92619 | 2.7▼ | | | |
| 5 | American | 86823 | 86335 | 0.6 | | | |
| 6 | Ryanair | 81395 | 79649 | 2.1▲ | | | |
| 7 | Lufthansa | 63273 | 64393 | 1.8▼ | | | |
| 8 | China Eastern | 62653 | 79611 | 27.1 🔻 | | | |
| 9 | EasyJet | 58410 | 55599 | 4.8▲ | | | |
| 10 | US Airways | 56708 | 54238 | 4.4▲ | | | |

Top Airlines Ranked by Scheduled Pax.KM Flown (in Millions)

| Rank | Airline | 2013 | 2012 | Change % | | | |
|------|----------------|--------|--------|----------|--|--|--|
| 1 | United | 286802 | 288282 | 0.5 🔻 | | | |
| 2 | Delta | 277560 | 271567 | 2.2 | | | |
| 3 | Emirates | 209377 | 180880 | 13.6 🔺 | | | |
| 4 | American | 206551 | 203336 | 1.6▲ | | | |
| 5 | China Southern | 147841 | 135021 | 8.7 🛦 | | | |
| 6 | Southwest | 145124 | 137708 | 5.1 🛦 | | | |
| 7 | Lufthansa | 144236 | 142512 | 1.2 | | | |
| 8 | Air France | 136405 | 135821 | 0.4 🔺 | | | |
| 9 | British | 130129 | 124318 | 4.5▲ | | | |
| 10 | Qantas | 110203 | 108051 | 2.0 | | | |

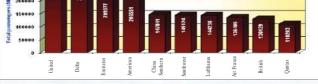
Top Airlines Ranked by Scheduled Freight Ton.KM (in Millions)

| Rank | Airline | 2013 | 2012 | Change % | | |
|------|----------------|-------|-------|----------|--------|-------------|
| 1 | FedEx | 16127 | 16108 | 0.1 🛦 | | |
| 2 | UPS | 10584 | 10416 | 1.6▲ | | |
| 3 | Emirates | 10459 | 9319 | 10.9 | Top 5/ | Airlines |
| 4 | Cathay Paci¿c | 8241 | 8433 | 2.3 🗸 | | Fleet S |
| 5 | Korean | 7666 | 8144 | 6.2▼ | Rank | Airlin |
| 6 | Lufthansa | 7218 | 7175 | 0.6 | 1 | Delta |
| 7 | Singapore | 6240 | 6694 | 7.3▼ | 2 | United |
| 8 | Cargolux | 5225 | 4800 | 8.1 🛦 | 3 | FedEx |
| 9 | Qatar Airways | 4972 | 4307 | 13.4 | 4 | America |
| 10 | China Airlines | 4813 | 4538 | 5.7▲ | 5 | China South |



743 694 647 an 627 558 hern







Source: IATA n Nov 2014, Moharam 1436 17

Statistics

Conferences

n Nov 2014 Moharam 1438

Forthcoming Aviation Conferences, Exhibitions & Seminars 15 November 2014 - 15 January 2015

16 Givil Av

16 November 10th China International Aviation & Aerospace Exhibition Zhuhai, China atwonline.com/airshow-china-2014-10th-china-internationalaviation-aerospace-exhibition

17 - 18 November 14th Annual Unmanned Aerial Systems conference London, UK smi-online.co.uk

Airport Information Technology Frankfurt, Germany airportinformationtechnology.

17 - 20 Novembe 17 – 20 November Air tra &c Manament Middle East Summit Abu Dhabi, UAE airtra &cmanagementme.com

21st Annual GAD Conference The Annual Industry Gathering Athens, Gree icbi-gad.com/ ens, Greece

17 – 21 November ICAO Air Services Negotiation

Event Bali, Indonesia icao.int/ Meetings/ ICAN2014/ Pages/ default.aspx

18 – 19 November Asia & Middle East Security Meeting Hong Kong, China iata.org/events/Pages/asia-mid-east-security-meeting.aspx

Airport Show Eurasia Airport snow Earaba Istanbul, Turkey airport-information.com/website/ index.php/en/calendar-of-events

18 Civil Aviation Nov 2014, Moharam 1436

<mark>18 – 20 November</mark> Aviation Fuel Forum Dubai, UAE iata.org/ events/ a 7/.Pages/ index.

aspx AACO 47th AGM Dubai, UAE aaco.org/ eventsdetails. aspx?pageid=4914

18 - 21 Novembe 18 – 21 November International Conference "Avia-tion and Cosmonautics" Moscow, Russia mai.ru/conf/aerospace-en/

19 Novembe 3rd Annual Aircraft Records Dublin, Ireland lium.com/ aircraftrecords. html

20 - 21 November CAPA World Aviation Summit Brussels, Belgium capaevents.com/ ehome/78609/ corptravelagenda/

AVM Summit USA Orlando, FL, USA y-corporate.com/ event/ avm-summit-us

23 – 26 November 23 – 26 November Asia-Paci c Directors General of Civil Aviation Conference Hong Kong, China canso.org/asia-paci c-directors-general-civil-aviation-conference

- 25 Nove The Future of Air Transport London, UK marketforce.eu.com/events/ markettorce.eu.com/ events/ transport-logistics/ the-future-of-air-transport

The MEADFA Conference Dubai, UAE tfwa.com/duty_free/The-MEAD-FA-Conference.18.0.html

24 – 27 November Australian Airports Association Conference Gold Coast, Australia airports asn au/events/aaa-nation al-conference-2/

24 – 28 November 8th Meeting of the Facilitation Panel Montréal, Canada icao.int/ Meetings/ FALP/ Pages/

FALP8-2014.aspx 25 – 26 November Aviation IT Conference and Exhi-Dublin, Ireland

evaint.com/our-events/aviation-it conference-exhibition-25th-26th-november-2014

25 – 27 November Modern Airports Africa Entebbe, Uganda modernairportsafrica. com/?MAC=19098.006_INF_ GPPC&gelid=CIvHzd7 Vt8ECFcQ-MgodMh8ABg

30 November- 2 December 3rd Airline Agency Forum Accra, Ghana ightglobal.com

1 – 2 December Ascend Aviation 2020 Finance Forum San Francisco, CA, USA ightglobalevents.com/San-Fran2014

ACI EUROPE 3rd Annual Lead-ACI EUROPE STU Annual Le: ership & Human Resources Summit Munich, Germany airport-leadership.com/

Future Travel Experience Asia Kuala Lumpur, Malaysia futuretravelexperience.com/ fteasia/

CANSO Latin America & Ca ribbean Conference Mexico City, Mexico canso.org/ canso-latin-america-caribbean-conference

2 December Change Management in Avia-London, UK flightglobal.com/events/

8th Annual Flight Operations

Conference Frankfurt, Germany aircraft-commerce.com/ con ferences/ default.asp 2 - 4 December Aeromart Toulouse Toulouse, FRANCE

bciaerospace.com/toulouse/ en/

3 – 4 December 2nd NGAP Symposium Montréal, Canada icao.int/Meetings/NGAP2014/ Pages/default.aspx

4th Annual ACC Global Business Summit washington, DC, USA acconline.org/

Iraq Airports Show Confer-ence & Exhibition Baghdad, Iraq iraqairportsshow.com/

3 – 5 December International Conference More Electric Aircraft Hamburg, Germany more-electric-aircraft.com/

4 December Airports Forum Wellington, New Zealand nzairports.co.nz/ w/ airports forum-4-december-2014/

- 5 December International Aviation Issues Seminar Washington, DC, USA aci-na.org/event/3222

5 December The Aircraft Cabin Maintenance Conference London, UK aircraftcabinmaintenance

7 December Legal Aspects of Aircraft Repossession Dubai, UAE aeropodium.com/

com/

<mark>8 – 10 December</mark> Middle East Business Aviation Dubai, UAE meba.aero/

AAAE Runway Safety Summit Salt Lake City, UT, USA events.aaae.org/ sites/141202/index.cfm

9 December ECAC Conference on Euro pean Search & Rescue Cross-Border Arrangements Paris, France ecac-ceac.org///index. php/conference/en_Conf_ Search%26Rescue/welcome

9 – 10 December 4th Aviation Forum Hamburg, Germany ipm-scm.com/en/afo/

Aircraft Acquisition Planning Seminar Scottsdale, AZ, USA conklindd.com/p-280-cda-air-craft-acquisition-planning-aap. aspx

9 – 12 December ICAO Global Aviation Train-ing &TRAINAIR PLUS Symposium Dakar, Senegal

icao.int/ safety/ TrainairPlus/ Pages/ GAT-TRAINAIR-PLUS-Symposium.aspx

11 – 12 December Safety in Air Traffic Control London, UK flightglobalevents.com/ safety ATC2014

11 – 13 December International Aviation Conclave Delhi, India aviation conclave.com

10 January Air Law and Finance Dubai, UAE aeropodium.com/airlaw.html

11 – 15 January 29th Annual Aviation Issues Conference Kohala Coast, HI, USA events.aaae.org/ sites/150101/index.cfm

13 – 14 January MRO Latin America Buenos Aires, Argentina mrolatinamerica.aviationweek. com/la15/public/enter.aspx

14 – 15 January Southeast Asia Airport Ex-pansion & Upgrading Summit Jakarta, Indonesia airportinformationtechnology.

14 – 16 January Risk Management Conference San Diego, CA, USA aci-na.org/event/5179



