

WestJet Cargo

Overcoming Challenges and Pioneering New Horizons

Kirsten de Bruijn
Executive Vice President Cargo
WestJet Cargo



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Executive Director, Cargo IQ



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**Rebounding and leaping
beyond expectations**

Passenger air traffic worldwide has reached 96.1 percent of May 2019 pre-pandemic levels, according to the International Air Transport Association (IATA) which represents some 300 airlines. And all indications point to a rosier recovery outlook for the global aviation industry as more people opt to travel, more borders open up and new routes are served.

After incurring a cumulative loss of more than \$180 billion during the period 2020 through 2022 based on IATA's estimate, the global aviation industry is on track to post a collective profit this year.

And this is exactly what's happening. In Dubai, the United Arab Emirates, the hub of Emirates Group, which include aviation powerhouse Emirates airline, dnata and Emirates SkyCargo, reported its collective revenue jumped to AED 119.8 billion (about US\$32.6 billion), up by 81 percent amid strong customer demand worldwide and as travel restrictions have been removed.

Its strong financial performance during the period 2022-23 yielded a record annual profit of AED 10.9 billion (about US\$3 billion), enabling the Group to repay AED 3.0 billion (US\$ 817 million) of debt raised during COVID-19 crisis, partly ahead of maturity.

To thank its employees for their excellent performance and commitment during and after the pandemic, Emirates Group, which employs more than 770,000 in the aviation sector, generously gave them 24 weeks or 6 months bonus. Now that's really something.

Singapore Airlines, which also remarkably rebounded, rewarded its staff with payouts of eight months' worth of their salaries—a profit sharing equivalent to 6.65 months of salary and an extra package worth 1.5 months of their income.

The Atlanta-based Delta Airlines also rewarded its 90,000 employees with a bonus worth 5.6 percent of their annual pay.

At the recently held Paris Air Show, which returned after four years due to the pandemic, \$150 billion worth of contracts were signed. India dominated the world's largest air show event with its low-cost carrier Indigo placing an order of 500 Airbus aircraft and Air India making a purchase order of 470 aircraft—250 from Airbus and 220 from Boeing.

The skies' future looks bright after all.

Gemma Q. Casas
Editor-in-Chief

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'WHETHER IT'S CHINESE, INDIAN, OR TRADITIONAL GERMAN OR ENGLISH DISHES, I APPRECIATE THE RANGE OF FLAVORS AND TASTES THEY BRING.'



Lothar Moehle
Executive Director, Cargo IQ

“

Entering the cargo industry was a result of my German background, where apprenticeships are common. I got my first job through a relative of my mother, without knowing much about logistics. However, I have been involved in this industry throughout my life, and I have

never regretted my choice," Lothar Moehle, Executive Director of Cargo IQ, shared reflecting on his motivation and inspiration to enter the air cargo industry.

"When I started, the challenge was to find opportunities for growth and advancement in my career. To overcome this, I intentionally took a job abroad, outside of Europe. My first job with a Swiss forward company in Riyadh, Saudi Arabia was a turning point. Despite the challenges of working in Saudi Arabia, I loved it. The less regulated and more dynamic environment appealed to me," Moehle added.

Moehle emphasized the importance of finding time to unwind and recharge to become more productive and succeed in your career.

"I find relaxation in various activities. It can be as simple as reading a book or spending time in the garden. I enjoy going out with my family and friends for a nice dinner, and occasionally, I like to go to the cinema. These activities help me rejuvenate," he said.

According to Moehle, role models should possess certain qualities. He said, "Role models should be honest and dedicated to their work. They must lead by example, not simply delegate tasks. If I make a promise, I do everything possible to keep it. I believe in fulfilling commitments and not making promises lightly."

my favorite destination. The culture, the people, and the opportunity to be surrounded by nature and wildlife made it a special place for me. While I have traveled to many places for work, I am looking forward to visiting Australia in the future."

Moehle also expressed his love for diverse cuisines. "I think my favorite aspect of cuisine is the variety it offers. Whether it's Chinese, Indian, or traditional German or English dishes, I appreciate the range of flavors and tastes they bring. Having traveled extensively, I have developed a fondness for different culinary traditions."

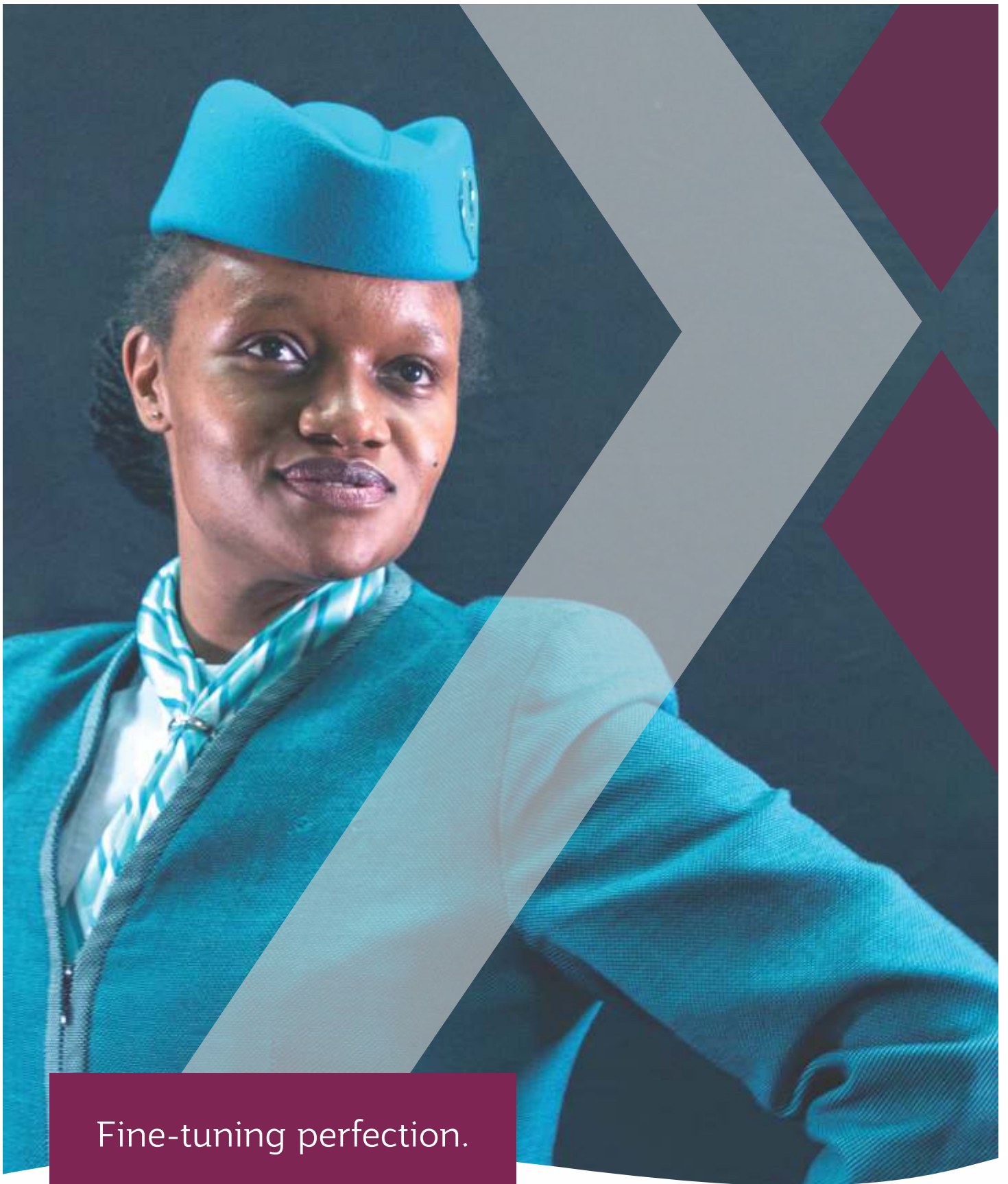
When asked about his choice of language to learn, Moehle replied, "I would probably choose either Spanish or French. Having started learning French in school, I believe that knowing French and Spanish, in addition to English, allows you to communicate effectively in many parts of the world. Moreover, with China's growing global influence, learning Chinese Mandarin would also be valuable."

Moehle revealed his favorite book, stating, "One book that I love is 'Long Walk To Freedom' by Nelson Mandela. It provides a deep understanding of the struggles faced by the Black community in South Africa. I would highly recommend it, especially for educational purposes."

According to Moehle, role models should possess certain qualities. He said, "Role models should be honest and dedicated to their work. They must lead by example, not simply delegate tasks. If I make a promise, I do everything possible to keep it. I believe in fulfilling commitments and not making promises lightly."

In offering advice to the younger generation, Moehle emphasized the significance of work-life balance. He advised, "Strive for a healthy balance between your personal life and work. Dedicate yourself to your job and do it well but remember that life is not solely about work. Prioritize your personal life and find time for yourself and your loved ones."

Summing up his view on life, Moehle shared, "Life is limited, and we all have an end date. Therefore, it is important to be reliable and self-reliant. Take responsibility for your actions and don't expect others to do what you can do yourself."



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Charting New Skies: Latha Narayan's Journey of Leadership and Inspiration in Aviation

Latha Narayan

Director Commercial APAC
Australasia and ISC, Etihad Cargo

In a world where women are shattering barriers across various industries, Latha Narayan's journey in the aviation, cargo, and logistics sectors exemplifies the possibilities for women to achieve their ambitions. Born and raised in India, Latha was driven by her desire to be a leader who inspired other women to pursue their dreams. She excelled in her studies, becoming a gold medalist in college while majoring in commerce and economics. Early on, she showcased her leadership capabilities by winning the college union secretary position against more senior candidates.

While Latha was accepted into a prestigious master's degree program in computer applications, she chose a different path driven by her passion for making a positive impact on people's lives. Joining British Airways on the passenger side of the business, she embarked on a three-decade journey in aviation. Latha started as a customer services assistant, issuing tickets, and checking passengers in. Throughout this time, she also experienced significant personal milestones, getting married and raising two beautiful daughters.

As her career progressed, Latha transitioned into commercial roles and eventually entered the air cargo industry. Taking on a regional role with British Airways in Singapore, she faced the ever-evolving nature of the cargo industry, with its fast-paced and demanding requirements. These challenges tested her adaptability and resilience. Navigating complex operational scenarios and leading diverse teams pushed her to her limits. However, Latha discovered her true potential and honed her leadership skills through these obstacles. She found fulfillment in finding innovative solutions and facilitating the growth and success of her team. The cargo business not

"There has never been a better time for a woman to become anything she wants to be, and I have seized every opportunity to be where I am today."



only allowed her to excel professionally but also shaped her into a compassionate, strategic, and inclusive leader capable of overcoming any hurdle.

While the past three decades have had many highlights, Latha's proudest achievement came during the unprecedented challenges posed by the pandemic. As the Interim Head of Etihad Cargo Commercial, she led the global commercial team through this tumultuous time, driving significant transformation. Despite the adversity, Latha's leadership and the dedication of her team led to Etihad Cargo achieving the highest revenue in the carrier's history. The team surpassed revenue thresholds and generated crucial cash liquidity, defying industry expectations.

Latha spearheaded the transformation of the carrier from being an 80 percent outsourced business to operating an efficient hybrid model. This shift resulted in substantial cost savings and revenue improvement. Her exceptional leadership was recognized when she received the 'Air Cargo Woman Leader of the Year – International Award for Excellence in Air Cargo' in 2022, acknowledging her remarkable contributions to the industry.

Latha feels fortunate to work in an industry that recognizes the value of gender diversity and the unique perspectives women bring. Air cargo is rapidly evolving alongside globalization and technological advancements, creating greater opportunities for women in skills-based roles such as data analytics, artificial intelligence, and digital transformation.

However, challenges remain, including gender bias and stereotypes that hinder women from ascending to leadership positions while balancing work and family responsibilities. Addressing these challenges requires a collective effort from all industry stakeholders. Equal opportunities for skill development and advancement, inclusive policies and practices, flexible working hours, childcare support, and supportive work culture are crucial to empower women to thrive and contribute.

Supported by her family, Latha has successfully navigated the challenges of balancing personal and professional responsibilities. By prioritizing activities such as evening walks by the beach, morning yoga, and reading books she enjoys, she stays present, maximizes focus, and improves productivity. Latha hopes that her journey inspires young women to realize their potential, break stereotypes, and overcome challenges to achieve their aspirations. Leading by example, she fosters self-motivation and collective success, making a positive impact on an industry that has taught her invaluable lessons about herself.

Latha Narayan's story exemplifies the possibilities for women in the aviation, cargo, and logistics sectors. Her determination, leadership, and ability to navigate challenges make her an inspiration and a testament to the achievements women can attain in their careers.

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Tensions rise as nervous air cargo market suffers lowest rates in May since March 2020

Less demand and more capacity led to an inevitable fall in dynamic loadfactor, CLIVE's measurement of global volume and weight perspectives of cargo flown and capacity available. It was -5% pts lower vs. May 2022 at 55%.

Oslo, Norway: Tension is mounting in the global air cargo market heading into the weaker summer months with general airfreight rates falling in May to their lowest level since March 2020 as restless airlines and freight forwarders went in search of volumes.

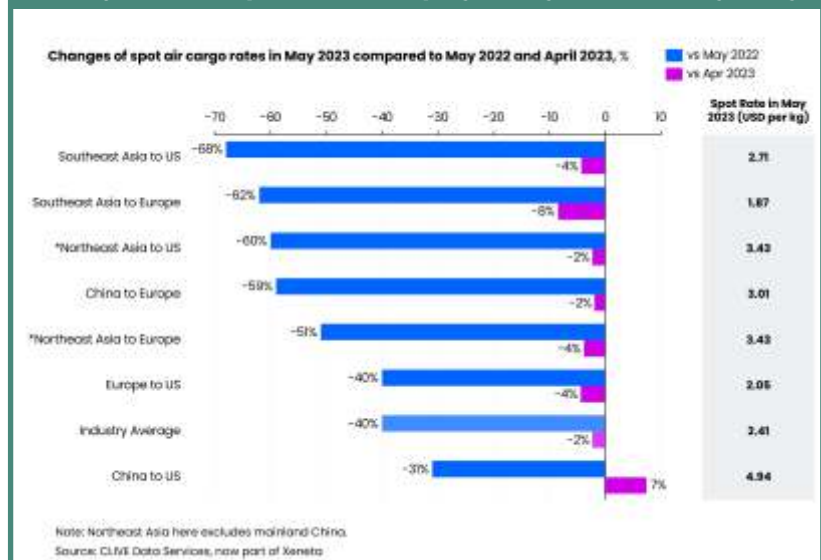
This latest weekly market analysis by CLIVE Data Services, part of Xeneta, the leading ocean and air freight rate benchmarking and market analytics platform transforming the shipping and logistics industry, shows the global airfreight spot rate fell 40% in May from a year earlier, reaching its lowest level in over three years of USD 2.41 per kg, just days after IATA predicted airline cargo revenues and yields could fall by more than 31% and 29% respectively in 2023.

Softening global air cargo demand saw a less severe year-over-year drop of -1% in chargeable weight in May, the smallest monthly decline in the past 12 months, but the influx of belly capacity for the peak summer leisure travel market applied more downward pressure on rates. Global air cargo capacity in May continued its double-digit increase, up 14% year-on-year.

Less demand and more capacity led to an inevitable fall in dynamic loadfactor, CLIVE's measurement of global volume and weight perspectives of cargo flown and capacity available. It was -5% pts lower vs. May 2022 at 55%.

Niall van de Wouw, Xeneta's Chief Airfreight Officer, said it's not only rising capacity which is causing restlessness. "There are a lot of ambitious forwarders in the market that want to grow – but they cannot grow with their current customer

Most major fronthaul spot rates fell sharper year-on-year than industry average



bases because the airfreight demand is not there, so, as we highlighted in April, they are looking to take a bigger share from someone else.

"At the same time, we see a lot of shippers going to market now because they want to refresh their rates and benefit from the different conditions to 3-6 months ago. Challengers for their business – not the incumbent freight forwarders – smell a chance to buy volumes and are going in and offering low rates. And, whether they get the business or not, the overall rates drop because shippers often stick with their current provider but expect them to adjust their rates accordingly to this lower market level," he said.

The year-on-year decline of freight rates on most of the major fronthaul lanes in May outpaced the industry average. In line with deteriorating PMI readings, the outbound Southeast Asia market experienced the largest year-on-year rate fall among top fronthaul corridors.

Its spot air cargo rates to the US and Europe fell 68% and 62% respectively over the month. Northeast Asia (excluding mainland China) to the US saw cargo rates slump 60% from a year ago. The only exception is the China to the US corridor. It recorded only a 31% decline from a year earlier, which is below the industry average of -40%. Furthermore, this is the only corridor among these major lanes to experience a price surge from a month ago.

This is influenced by a small window of opportunity for air cargo in May, which stemmed from the latest dockworker absences due to persistent US west coast labor contract negotiations and weight limits set for passing through the Panama Canal due to low water levels. However, with ocean freight demand

matching the fortunes of air cargo, any benefit of some goods switching from ocean to air is likely to be short-lived and have little meaningful impact at a global level.

"Shippers are the dominant players in the market right now, as freight forwarders and airlines are nervous of missing/losing the volumes that are actually offered in the market. It's a time of 'stick or twist' for airlines and forwarders. Do they become more short-term driven and flick the 'let's-just-buy-the-volumes' switch or do they sit it out? Do they take drastic action or hold their course? If companies become trigger happy in using such tactics, we could see more downward pressure on the air cargo market than the actual changes in demand/supply.

"In my conversations with airlines and forwarders during Transport Logistic in Munich in mid-May, I heard the market was slow, but there was no panic. But the overall market sentiment seems to be changing. Now, more airlines and forwarders are clearly getting nervous, are accepting the fact that hopes of an uptick in peak season demand later in the year are dwindling," van de Wouw stated.

Cargolux inaugurates SAF at Luxembourg airport and operates carbon neutral flight to Zhengzhou in China

Luxembourg: Cargolux became the first airline to use Sustainable Aviation Fuel (SAF) at Luxembourg's Findel airport, a significant milestone in the world's vital journey to decarbonization.

Cargolux, lux-Airport, World Fuel Services and Neste, four future-driven partners, joined forces to secure the first delivery of SAF to Luxembourg airport. The bio-based fuel was delivered to Luxembourg airport's fuel farm via NATO's Central European Pipeline System (CEPS).

Using this SAF, Cargolux will operate a carbon neutral flight from Luxembourg (LUX) to Zhengzhou (CGO), its biggest hub in mainland China.

The SAF is from sustainably sourced, 100% renewable waste and residue raw materials, in compliance with the EU Renewable Energy Directive (RED II) Directive.

"This initiative marks a first for all involved and I am proud of the smooth process we witnessed throughout from delivery to uplift. This is a milestone in Cargolux's sustainable engagement and a significant step in our carbon reduction



roadmap. We look forward to continuing this journey in collaboration with lux-Airport, World Fuel Services and Neste, with whom we share a common vision for a sustainable industry," said Richard Forson, Cargolux President & CEO.

Alexander Flassak, CEO lux-Airport, expressed its thanks to Cargolux for its commitment to sustainability and this milestone. "The first flight with sustainable aviation fuel (SAF) by Cargolux is a strong pledge to lower carbon emissions going forward and showcases their role as a major player in the industry by choosing a key lever to this goal. As the home base of Cargolux, we at lux-Airport, highly appreciate Cargolux's approach to environmental leadership for cleaner skies," he said.

Alexander Kueper, Vice President EMEA from the Renewable Aviation business unit at Neste, said their company is ready to supply Cargolux with SAF, describing the deal as a "great example of collaborations with partners across the aviation chain."

Duncan Storey, vice president, supply aviation Europe, World Fuel Services, commended the project, saying, "The first successful delivery of blended sustainable aviation fuel (SAF) via the CEPS pipeline to Luxemburg Airport marks a significant milestone for World Fuel Services, underscoring our commitment expanding access to renewable fuels."

The 747-8F will land at its destination, CGO, in time for a ceremony marking the 10th year since Cargolux first started operating services to Zhengzhou in 2014. The occasion and related ceremonies will be held within the framework of sustainability and focused on the importance of achieving a "Green Silk Road" between LUX and CGO. Cargolux's SAF-fueled, carbon-offset flight serves as a symbol and building block for this initiative.

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Qatar Airways Cargo: First airline globally to complete suite of IATA CEIV Certifications

Doha, Qatar: Qatar Airways Cargo and its ground handling partner, Qatar Aviation Services (QAS) Cargo, were awarded the IATA Centre of Excellence for Independent Validators in Perishable Logistics (CEIV Fresh) certification.

This remarkable milestone not only sets a new benchmark for excellence in the industry but also establishes Qatar Airways Cargo, along with its ground handler in Doha, as the first and only airline worldwide with its GHA to have attained the complete suite of IATA CEIV certifications – CEIV Fresh, CEIV Lithium Batteries, CEIV Live Animals, CEIV Pharma, IEnvA registered and United for Wildlife programme.

With this latest certification, the cargo carrier reinforces its position as a reliable partner for customers seeking safe and efficient transportation solutions for perishable cargo. The IATA CEIV Fresh standard encompasses the entire supply chain, including both operational and technical aspects, ensuring that perishable goods maintain their freshness, quality, and integrity throughout the transportation process.

“Qatar Airways Cargo and QAS Cargo's achievement of the IATA CEIV Fresh certification reflects our pursuit for excellence and our unwavering commitment to our customers, keeping them always at the heart of everything we do. Being the first and only airline worldwide along with our GHA to achieve the complete suite of IATA CEIV certifications is a testament to our dedication and hard work to delivering the highest standards of quality and reliability in air cargo transportation,” said Guillaume Halleux, Chief Officer Cargo at Qatar Airways.

Brendan Sullivan, IATA's Global Head of Cargo, commended the airline for its accomplishment, saying, “We congratulate Qatar Airways Cargo, along with its ground handling partner Qatar Aviation Services (QAS) on successfully obtaining the IATA Centre of Excellence for Independent Validators in Perishable Logistics (CEIV Fresh) certification, further showcasing their commitment to maintaining high global standards. This certification is a boost to their service offerings, demonstrating efficient and high-quality handling of perishable goods. Qatar Airways Cargo and QAS Cargo are the first companies globally to complete the full suite of IATA CEIV certifications, reinforcing their position at the forefront of air logistics.

By obtaining IATA's CEIV Fresh accreditation, the airline and its ground handler, QAS Cargo, have proven their ability to meet the stringent requirements for the transportation of all kinds of fresh produce and perishables such as fruits, vegetables, seafood, meat and flowers.

More destinations this summer

This summer, Qatar Airways Cargo reintroduced flights to Tokyo's Haneda Airport, France's Nice, Sarajevo and Manama in Bahrain while continuing to expand its Middle East operations.

The reintroduced passenger flights bring the total weekly tonnage available to

and from Japan to 600 tons each way. General cargo makes up for the vast majority of exports from Tokyo, followed by vulnerable cargo and dangerous goods. As for imports, they consist of general cargo, fish, seafood, fruits and vegetables.

Since the end of May, the carrier also began its four weekly passenger Airbus A320 flights from Doha to Sarajevo with six tons capacity per flight. Commodities mainly consist of general cargo and also include vulnerable cargo and pharmaceuticals.

The carrier relaunched passenger flights to Nice earlier on 9 May with exports comprising of general cargo, dangerous goods, pharmaceuticals while on the imports front, general cargo, dangerous goods, vulnerable cargo and other types of cargo are flown in to Nice. With freighters to Lyon and Paris and belly-hold flights to Nice and Paris, the cargo carrier's weekly cargo capacity to and from France increases to 1,100 tons each way.

Daily flights to Bahrain started on 25 May, providing cargo customers with 11 tons of cargo space on the A320 passenger flights each week, each way.

In addition, Qatar Airways Cargo has also expanded its network in the Middle East in May. The airline introduced two Boeing 777 freighters to Dammam, bringing the weekly tonnage to 350 tons each way. In Riyadh, its total frequencies are now five Boeing 777 freighters each week on top of the quadruple daily passenger flights, providing over 850 tons of cargo capacity each way to and from Saudi Arabia's capital.





AFKLMP Cargo opens newly-configured, renovated warehouse at Chicago O'Hare International Airport

has increased by a sizeable 40%. This growth is supplemented by a streamlining of operational processes and reassessing the safety compliance of our warehouse, ensuring that our ORD cargo hub has optimized efficiency in order to offer to our Air France and KLM customers a best-in-class service to serve the Midwest Region," said Air France Cargo Executive Vice President Christophe Boucher.

Schiphol: Air France KLM Martinair Cargo (AFKLMP Cargo) recently unveiled its newly-reconfigured and renovated warehouse at Chicago O'Hare International (ORD), the largest international cargo airport in North America.

ORD is considered the world's most interconnected cargo airport and AFKLMP Cargo's third cargo hub. Over the past few years, there has been a notable higher demand for freight in the pharma, aerospace, chemical and e-commerce cargo sectors. And it became increasingly evident to AFKLMP Cargo that, with the promise of continued growth, a long-term expansion of full-freighter supply was required.

AFKLMP Cargo says its main job is to connect cargo business which means providing customers with the capacity they require so that shipments can go where they need to be. Thus, its newly-renovated warehouse is designed to keep up with increasing demand.

"The Air France warehouse at O'Hare is a key asset with good growth outlook, which is why we have invested in both infrastructure and more resources at our Chicago hub. After a six-month renovation

period, we are proud to share that the capacity of our Chicago warehouse

With greater capacity and leaner processes, AFKLMP Cargo's customers can expect faster service, while being able to send more cargo with ease. The renovated warehouse boasts improved sustainability credentials, while having increased capacity for pharma, plus 60% more plugs for ACT containers. This makes it possible to handle greater volumes of specialised cargo, including from other airlines.

Jamie L. Rhee, Chicago Department of Aviation (CDA) Commissioner, commented: "O'Hare International Airport is a vital economic engine for the entire Chicago region, and air freight has been a predominant driver of our growth over the last several years. AFKLMP Cargo's warehouse renovation in the South Airfield helps bolster the capacity and efficiency of our cargo operations at one of the world's great cargo hubs, and I thank the entire team at AFKLMP Cargo for their commitment to the Chicago market."

Stratos delivers 2 widebody aircraft to DHL affiliate and Middle East carrier



Monaco: Aircraft investment specialist Stratos says it has delivered two widebody aircraft in recent weeks, continuing a deal flow involving over 10 widebodies to different buyers and lessees over the past 12 months.

Stratos completed the sale of A330-300 MSN1338 to an affiliate of DHL—the aircraft had originally operated at Thai International and was acquired speculatively last year without lease on behalf of one of Stratos' leading European investors.

The aircraft spent months in maintenance works and was flown to Dresden, Germany for conversion to a freighter commencing in the coming months.

"We are delighted to have delivered this aircraft following extensive rework including engine repairs, landing gears as well as airframe clearance in a highly challenging environment from a supply-chain and MRO availability perspective," said John McHugh, VP Technical Stratos.

The second aircraft, a 777-300ER MSN39232, was delivered to a major carrier in the Middle East in a transition from Cathay Pacific. The aircraft had operated since at the Hong Kong flag carrier and was returned as part of a normal lease expiry before transitioning on lease.

"This redelivery and transition of a large widebody aircraft to an existing client of Stratos in a market where airlines are highly sensitive to cabin spec and maintenance condition is a testament to our placement credentials," said Cian O Shea, Marketing Director Stratos.

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Caspian Air Cargo Summit 2023 is the largest and most comprehensive aviation event in the region, bringing the international air cargo market leaders to Baku. The ideal one-stop platform to find out about the latest developments. The event is now back after a four year hiatus. Focus will be on the Europe-Asia trade lane, innovation in logistics, e-commerce, cargo aircraft, sustainability in the supply chain, business opportunities in Azerbaijan and global market outlook.

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ECS Group opens a new Squair Service Center in India

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Paris, France: GSSA industry global leader ECS Group has opened its first Asia-based Squair Service Center in Mumbai, India, further increasing its capabilities related to the AWB Verification service offering known as "Verify".

The move was made as demand for AWB verification outsourcing increases. ECS said its new team in Mumbai will perform the AWB data capture activity for existing Squair customers and allow for future growth opportunities, especially in Asia. The team complements the existing Squair team based in Sofia, Bulgaria that has been providing both AWB verification and customs reporting services to international airlines across 12 countries since 2019.

"There is a growing interest amongst airlines to maximize efficiency in their processes. AWB verification is a necessary, resource-intensive, yet non-revenue-generating activity," said Adrien Thominet, Executive Chairman of ECS Group. "ECS Group recognized this opportunity for a new service offering early on and is the first and only GSSA to offer AWB verification as a full quality "ability" since 2019. India is the perfect location for our Verify service expansion as it offers an abundant and skilled workforce with

competitive unit costs and increases our time zone coverage."

Ian-Alexandre McMartin, General Manager of Squair, explains their team in India underwent two months of intensive training using ECS Group's internal training platform, Discovery, apart from undergoing cross-training with their Squair colleagues based in Bulgaria.

"Squair India officially started operating on 01 February 2023, carrying out AWB verification on behalf of a leading airline operating from Spain. We offer a flexible service that allows for weekend and evening shifts matching our client's SLAs on AWB verification," said McMartin.

The Mumbai team had since taken over the AWB verification activity from an airline in the Netherlands and is preparing to extend the geographical coverage in more European countries as the year progresses.

"Five new members joined our team in March, enabling this ramp up of operations, and we aim to treble the size of our Squair team in India to 20 by early next year," said Dimitri Arnaudin, Managing Director of Squair. "In the initial phase, our team in India is building on the "Verify" expertise of our team based in Bulgaria, where they are familiar with the specifics of the European markets. The long-term plan, however, is to establish dedicated Verify support for airlines located in and serving the Asian markets, operating in the same time zone as our Indian Squair Service Center."

Lufthansa Cargo expands services to 2 airports in Mexico City

Frankfurt, Germany: Lufthansa Cargo announced it will permanently operate all B777 freighter flights that previously served Mexico City International Airport (MEX, also known as Aeropuerto Internacional de la Ciudad de México, AICM) to Felipe Ángeles International Airport (NLU) also known as Aeropuerto Internacional Felipe Ángeles (AIFA) starting July 7, 2023.

The company said the decision was in line with the requirements of a decree issued by the Mexican government prohibiting airlines from flying freighters to Mexico City Airport (MEX) in the future for capacity reasons.

"As part of the necessary relocation of freighter flights to Mexico City's northeastern airport, we have successfully established both the import and export processes on site to our usual high standards in a very short time, as well as set up a fast and reliable nighttime truck transport service for freight shipments between NLU and MEX," explains Frank Nozinsky, Director, Sales & Handling, Mexico, Colombia, Ecuador, Central America and Caribbean at Lufthansa Cargo.

"Mexico City is a cargo destination in high demand. We are, therefore, very pleased to be present at both international airports together with Lufthansa Airlines and to offer our customers seamless connections for their cargo shipments here together with our warehouse partners," adds Ashwin Bhat, CEO of Lufthansa Cargo.

Effective July, cargo airlines will operate flights to the modern Felipe Ángeles Airport (NLU) about 45 km northeast of Mexico City. The airport has been in operation since last year and is located on the site of a former



military airfield, surrounded by an infrastructure that continues to grow steadily.

Lufthansa Cargo is offering a total of six freighter connections with Boeing 777F aircraft to and from Mexico City's NLU in the current 2023 summer flight schedule, departing from its hub in Frankfurt (FRA) on Tuesdays to Sundays at midday.

In addition to the freighter connections, Lufthansa Airlines passenger aircraft also regularly transport goods as belly cargo to Mexico City (MEX) Airport in the east of the Mexican metropolis. Seven weekly direct flights from Frankfurt using Boeing 747-8 as well as three weekly Airbus A350 connections from Munich continue to serve Mexico City Airport (MEX).



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Emirates Post Group undergoes restructuring to drive growth with vision to become the leading logistics market enabler in the UAE

Dubai, United Arab Emirates: The Emirates Post Group Company (EPG) is undergoing strategic restructuring aimed at positioning itself as the logistics market enabler in the UAE, following its transition to a Public Joint Stock Company, fully owned by Emirates Investment Authority.

"The official transition of Emirates Post Group into a public joint stock company represents a pivotal point in our mission to diversify our business, improve customer experience, and offer tailored services and products. It moves us closer to our primary objective of becoming the leading logistics market enabler in the region, while fostering an ecosystem that integrates logistics, fintech, and digital solutions," said Abdulla Mohammed Alashram, Group CEO of Emirates Post Group Company.

Throughout its history, EPG has worked to positively contribute to the Emirate's social and economic development in line with the UAE



Abdulla Mohammed Alashram
CEO, Emirates Post Group

Government's Vision, especially in the areas of eCommerce, financial inclusion, and digital transformation. In accordance with this vision, all subsidiaries under the Group: Emirates Post, FINTX, and Electronic Documents Centre (EDC), will undergo effective changes.

EPG is set to adopt novel approaches to revolutionize the conventional postal services and courier services of its subsidiary 'Emirates Post' by expediting the digitization of its offerings, strengthening its last-mile

delivery operations and e-commerce solutions, to cater to a dynamic market that is constantly evolving due to digital advancements.

Similarly, EPG's new FinTech subsidiary, 'FINTX', will continue to spearhead the digital transformation efforts to revolutionize the Group's existing financial services companies - Wall Street Exchange and Instant Cash. This will accelerate the Group's FinTech strategy towards creating and investing in new ventures to form a FinTech ecosystem of financial services and solutions in the UAE and beyond.

'EDC', the Group's digital transformation subsidiary, will continue to focus on enhancing its digital platforms and solutions to support organisations in the logistics industry and various other industries to achieve their digital transformation goals.

Additionally, EPG will create a new business unit that will focus on strategic investments and innovation. Its main task is to manage the existing investments of the Group's current portfolio and explore opportunities in

How dnata keeps perishables in Dubai fresh despite scorching heat

Dubai, UAE: Leading global air and travel services provider dnata handled 135,000 tons of perishable goods through its advanced cool chain facilities in Dubai in the 12 months up to 31 March 2023.

Fruits and vegetables such as mangoes, strawberries, tomatoes, avocados and cherries, primarily from locations in Europe, the Far East, South Asia and Africa, account for a large volume of products it handles. The company also managed the export of a significant quantity of local UAE perishable goods, including large shipments of frozen fish to Ethiopia, bread and yoghurt to Djibouti, and fresh milk to Somalia thanks to its high-tech cold chain facilities and expertise.

dnata says it continues to make significant investments in infrastructure and equipment to ensure efficient and safe handling of perishable goods. With ambient temperatures rising to over 40° Celsius during the summer in Dubai, dnata's cutting-edge facilities are equipped to maintain all IATA standards for temperature control ranges at all stages of the cargo handling process.

This includes transportation to and from the aircraft in high-tech 'cool dollies', specially

designed to serve perishable and pharmaceutical industries with a closed temperature-controlled system.

dnata's cool chain facilities at its Dubai World Central (DWC) hub provide a total of 22 separate storage areas, offering a range of temperatures from -20°C Deep Freeze through to Refrigeration and 25°C Controlled Room Temperature.

"We are committed to consistently investing in infrastructure and the latest, digital technologies to strengthen Dubai's position as a leading global cargo hub. Despite extreme weather conditions in the summer, our world-class facilities, advanced equipment and close cooperation with our partners and authorities ensure that each piece of perishable cargo remains at its optimum storage temperature throughout the transportation process. We will continue to enhance our operations and processes to maximise efficiency and deliver the highest value for our customers globally," said Guillaume Crozier, dnata's Senior Vice President, UAE Cargo & Global Cargo Strategy.

dnata also plays a key role in the safe handling of pharmaceuticals and vaccines in Dubai. Its facilities include dedicated Deep Freeze and refrigerated storage for health care and life sciences products. It maintains Key Performance Indicators established by CEIV, with the ability to deliver shipments within two hours of flight arrival.

dnata's Dubai cool chain facilities were integral in the safe handling of global Covid-19 vaccines transportation, and in the 12 months up to 31 March 2023, it handled close to 8,000 tonnes of temperature-sensitive pharmaceuticals.

dnata's Dubai cargo facilities at both DWC and Dubai International (DXB) airports are certified by IATA's Centre of Excellence for Independent Validators in Pharmaceutical Logistics (CEIV Pharma). This demonstrates the company's ability to move pharmaceutical products under the strictest standards.

Established in 1959, dnata offers quality and safe ground handling, cargo, travel, catering and retail services in 38 countries across six continents. In the financial year 2022-23, dnata's customer-oriented teams handled over 710,000 aircraft turns, moved over 2.7 million tonnes of cargo, uplifted 111.4 million meals, and recorded a total transaction value (TTV) of travel services of US\$ 1.9 billion.

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ADNOC L&S awarded \$975 million EPC Contract for Construction of Offshore Artificial Island

ABU DHABI, UAE: ADNOC Logistics and Services plc, a global energy maritime logistics leader, has been awarded a \$975-million artificial island construction contract by ADNOC Offshore.

As part of ADNOC's In-Country Value programme, at least 75% of the total contract value for dredging, land reclamation and marine construction of an artificial island "G" for the Lower Zakum offshore field, will flow back into the UAE economy, the state news agency WAM reported.

This award is a significant milestone in ADNOC Logistics & Services' (ADNOC L&S) strategy to pursue new growth opportunities.

The provision of Engineering, Procurement and Construction (EPC) services in the integrated logistics business is a new offering by ADNOC L&S in line with its announced strategy to achieve significant ongoing growth, including expansion into new verticals.

The EPC market is expected to experience substantial growth in the region in the coming years. The company says it aims to offer a broader range of services to its customers while facilitating the growth of ADNOC's upstream & downstream operations.

This is the first major award for ADNOC L&S after it listed on the Abu Dhabi Securities Exchange (ADX) on 1st June 2023 following the highest demand globally for an IPO this year.

"Capitalising on our project management expertise, end-to-end logistics solutions, and strategic partnerships, ADNOC L&S is primed to execute major offshore EPC contracts that support our customers' ambitious growth plans and deliver value to our shareholders," said Captain Abdulkareem Al Masabi, CEO of ADNOC L&S.

This contract award for the construction of artificial island 'G' exemplifies our strategy to tap into new growth areas, showcasing the expanding range of services we offer to our customers and the trust that ADNOC Offshore has placed in us as their partner of choice."

The Award is part of Lower Zakum's Long-Term Development Plan, aiming to safely and sustainably unlock greater value while helping to meet the increasing global energy demand. ADNOC Offshore has extensive experience in deploying the artificial island concept for project delivery, resulting in significant cost savings and environmental benefits compared to conventional approaches that require more offshore installations and infrastructure.

With a diverse fleet of 245 vessels and approximately 540 vessels operated and chartered annually, combined with its 1.5 million square meter logistics base in Abu Dhabi and integrated logistics capabilities, ADNOC L&S is the region's largest shipping and integrated logistics companies.



Shanghai/Berlin: Eastern Air Logistics and cargo.one recently announced a landmark partnership to bring extensive capacity from both China Eastern Airlines and China Cargo Airlines to the real-time digital booking platform.

The air logistics group will utilize cargo.one's award-winning seamless digital booking experience, and gain access to its global footprint of many thousands of freight forwarders.

Eastern Air Logistics harnesses the scale of China Cargo Airlines' dedicated Boeing 777 and 747 freighter fleet as well as belly capacity in nearly 800 China Eastern Airlines passenger aircraft. The carrier offers 184 countries and regions and benefits from state-of-the-art air cargo depot facilities at major Chinese hub airports such as Shanghai, Beijing, Kunming, Xi'an and Wuhan, as well as a nationwide transportation network.

The addition of Eastern Air Logistics capacities into the cargo.one platform means freight forwarders in close to 5000 forwarding offices worldwide will gain the most user-centric instant access to its valuable capacity into China & across Asia Pacific.

cargo.one brings important China capacity to market in a landmark partnership with Eastern Air Logistics

The connectivity cargo.one delivers as a 24/7 booking platform will help Eastern Air Logistics to grow its international bookings and remain front of mind with freight forwarders in all relevant markets. cargo.one guarantees an unbeatable digital buying journey to every booking customer.

Jonathan Xu, General Manager of Logistics Solutions Business Dept. at Eastern Air Logistics, comments, "Our close collaboration with the cargo.one team over the past months stands out and forcefully boosts our trajectory to become the most innovative integrated logistics service provider. A clear benefit of partnering with cargo.one is the strength of its insights, proactive partnership support and the valuable best practices for digital that we are gaining for our first steps into digital distribution."

Moritz Claussen, Founder & Co-CEO of cargo.one, adds, "It is vital that every freight forwarder globally has rapid and seamless access to the best capacity options for China. cargo.one and Eastern Air Logistics compliment each other perfectly in offering end to end agility and a great experience that forwarders can depend upon. It is a real pleasure to work alongside Eastern Air Logistics as they leverage our substantial market force, and benefit from the only next generation multilateral marketplace, and one loved by forwarders."

Over the past year, cargo.one has rapidly expanded its participation in the Asia Pacific market. Partnering with national carriers and top three airlines in countries including China, Japan and Singapore, cargo.one is the clear partner of choice for airlines in the region to go digital. cargo.one comprises an essential component of an airline's efficient multichannel sales setup, as well as supporting revenue and capacity management endeavors.

From Summer 2023, freight forwarders can soon book Eastern Air Logistics capacity using the cargo.one marketplace. Customers will enjoy access to important trade lanes between China and hubs including within Europe – Frankfurt, London, Budapest, Amsterdam, in North America – New York, Los Angeles, Toronto, and in Asia Pacific – Singapore, Kuala Lumpur and Ho Chi Minh.



WESTJET CARGO: Overcoming Challenges and Pioneering New Horizons

"While we have been concentrating more on the North American side, we do see opportunities to explore further international markets...WestJet Cargo aims to be easy to do business with, aligning with its culture of simplicity and hassle-free interactions. We are investing in connecting to third-party platforms and focusing on revenue management."

Kirsten de Bruijn

Executive Vice President Cargo, WestJet Cargo

By Mohammed Irshad



WestJet Cargo, a subsidiary of Canada's second largest carrier, WestJet Airlines, which operates more than 777 flights per day, continues to break barriers and initiate innovative solutions in the air cargo industry.

A shining beacon of ingenuity and excellence, WestJet Cargo is once more pioneering new horizons through the leadership of Kirsten de Bruijn, the airline's Executive Vice President for Cargo.

In this exclusive interview with **Air Cargo Update**, De Bruijn discusses WestJet Cargo's remarkable journey of adapting and innovating in the face of numerous industry challenges and how it's reshaping its future with a team of industry-leading experts she handpicked for the job.

As the industry undergoes significant transformations, WestJet Cargo remains at the forefront, rewriting the rules and redefining what it means to be a cargo powerhouse. With an unwavering commitment to customer satisfaction and a deep understanding of the intricate nuances of air cargo, De Bruijn and her dedicated team orchestrate a symphony of efficiency and reliability. As they navigate the vibrant air cargo landscape of North America, the cargo airline boldly carves a path of innovation and excellence, consistently setting new industry standards.

WestJet's ingenious strategies to carve its future, manage talent shortages and foster a team of industry-leading experts are working in its favor. The result is a cohesive, diverse, and motivated group of cargo experts united in their mission to push WestJet to new heights.

Challenges Turned Opportunities: A Positive Perspective

"We view the challenges in a positive light," De Bruijn shares. "Although we faced a downward market when we started, it has pushed us to be more vigilant and perform better than ever before." She highlights how they utilized the main deck capacity of their three Boeing 787s, which was a significant addition to their existing belly cargo operations. "The certification process, though longer than expected, provided us with an opportunity to excel."

"Our brand has always been well-liked and known for its positive and responsive culture," De Bruijn explains. She emphasizes WestJet's unique identity that resonates with customers. "Our competitors primarily operate larger aircraft such as Boeing 767 freighters and Boeing 747s with capacities of 35 tons or more," De Bruijn says. "However, there are certain routes and smaller airports where operating such large aircraft becomes challenging or inefficient. In those cases, our more agile fleet is better suited to provide custom solutions to customers."

"The entire year has been a journey of learning and discovery," De Bruijn reflects. She highlights the comprehensive understanding she gained across various aspects of the business. "One positive outcome of this experience is that the aircraft has proven to be much more reliable than expected," she said, emphasizing their plans to install advanced communication systems to improve operational efficiency and expand their reach.

Remarkably, despite being parked for nearly a year, WestJet Cargo's fleet of aircraft had shown excellent performance.

De Bruijn said the company plans to expand to other global markets, saying, "While we have been concentrating more on the North American side, we do see opportunities to explore further international markets." She pointed out perishable goods as a promising vertical with their strong presence in passenger lanes.

Carrying pets is another market they want to focus on. "Another interesting vertical for us is the pet industry," she adds, highlighting the unique aspects of the Canadian air cargo market and their focus on understanding and serving its diverse landscape.

In this captivating chapter of WestJet's cargo symphony, challenges are transformed into opportunities, setting it apart with its unique strengths, unveiling new dimensions through continuous learning, and exploring international markets for diversified revenue streams.



The journey towards Cargo Excellence

De Bruijn explains the need for freighters, stating, "The cargo business operates differently from utilizing belly space alone." She highlights the importance of optimizing cargo flow and maximizing both belly space and freighter capacity. "By introducing freighters, we have the capacity to handle everything and also optimize our wide-body aircraft operations to meet diverse cargo needs," she said. She underscores the rising demand for e-commerce and the vast potential in the Canadian market.

"I consider myself fortunate in this regard," De Bruijn explains, "Utilizing this knowledge, I actively pursued the specific individuals I knew would be a perfect fit for our team." She proudly shares that they currently have no vacancies and adds, "I hand-selected each member of my management team, which is a first for me."

De Bruijn underlines, "We are lucky to have a highly motivated and driven group of cargo experts from diverse backgrounds. In my opinion, our team ranks among the best in North America, if not the world."

Highlighting WestJet's progress in digitalization, De Bruijn shared, "WestJet has made significant strides in digitalization, including



the implementation of the smart cargo system."

WestJet is actively working on improving its digital platform, aiming for a 10-20% increase in online bookings this year. "WestJet aims to be easy to do business with, aligning with its culture of simplicity and hassle-free interactions. We are investing in connecting to third-party platforms and focusing on revenue management," De Bruijn explains and emphasizes their commitment to operational efficiency and customer service through track and trace initiatives and sales CRM dashboards.

De Bruijn acknowledges the need for further advancements in digitalization, stating, "The cargo industry as a whole still has a long way to go," and affirms their dedication to ongoing efforts until December 2024.

With a clear vision and unwavering dedication, De Bruijn's leadership propels WestJet's cargo operations toward a brighter future. Through the adoption of freighters, careful selection of skilled professionals, and a strong focus on digitalization, WestJet Cargo is actively influencing the industry and redefining the standards for success in the cargo sector. The stage is set for continued success as optimized operations, exceptional team members, and streamlined processes drive WestJet Cargo forward.

Change, Sustainability, and Integration

Regarding change management during the implementation of Smart Cargo, De Bruijn acknowledges the challenges faced and states, "People tend to resist change and often perceive the previous system as better." She explains, "To address this, the company had change management advocates who were confident in the decision and provided motivational support."

De Bruijn shares that personalized one-on-one training sessions were conducted with each customer to ensure a smooth transition.

She recalls, "Feedback from customers was collected and used to drive continuous improvement in the system." De Bruijn highlights their commitment to customer service, stating, "The company invested in ramping up its contact center to provide support during the transition."

She proudly mentions their company personally training at least 500 customers and expresses their dedication to ongoing improvements based on customer feedback. De Bruijn acknowledges that digitalization in the cargo industry still has a long way to go and emphasizes

Highlighting the importance of understanding their cargo footprint and market variables in shaping their cargo operations, De Bruijn says, "By the end of the year, I will present a proposal outlining the focus for the next five years, including considerations such as capacity, freighter types, and routes."



WestJet Cargo's commitment to investing in necessary advancements.

De Bruijn stressed the importance of sustainability initiatives: "Our sustainability initiatives at WestJet are an important focus for us." She explains their commitment to extending these initiatives to cargo operations and mentions Angela, the leader of their dedicated sustainability team, who oversees environmental, social, and governance factors.

De Bruijn states that they have set goals to become carbon neutral and have conducted a Sustainable Aviation Fuel (SAF) flight on the passenger side. She acknowledges the limitations in SAF availability in certain locations. She emphasizes their priority of reducing plastics and harmful materials, saying, "We are actively working with our ground handlers and exploring different initiatives to achieve that."

De Bruijn also shares insights on integrating WestJet's culture into newly acquired airlines, "It's been a learning curve for us," she said, explaining the challenges they faced due to the dynamic nature of cargo operations compared to stable passenger operations. The company's dedicated team, however, is managing full freighter operations and initiated efforts in aligning the

organization with cargo behavior.

De Bruijn expresses their focus on change management, motivation, and regular communication to integrate their culture. "We conduct roadshows, personally engage with duty managers, and keep our stakeholders close to ensure understanding and appreciation for the dynamic nature of cargo operations," she said reflecting on the interesting journey they have embarked upon so far.

Future Outlook

When asked about WestJet Cargo's future in terms of freighters and revenue percentage over the next five years, De Bruijn acknowledges the challenge of providing a specific answer at this point. She mentions that they currently have four freighters but states, "It's challenging to determine the exact number of freighters we will have in the future," she said, noting their focus on building up their network and optimizing connectivity through their "go west" strategy and the integration of Sunwing Airlines which WestJet Airlines acquired in May 2023.

Highlighting the importance of understanding their cargo footprint and market variables in shaping their cargo operations, De Bruijn says, "By the end of the year, I will present a proposal outlining the focus for the next five years, including considerations such as capacity, freighter types, and routes."

De Bruijn acknowledges that it's still early to provide a concrete plan but expresses her willingness to discuss this in greater detail in the coming months. Her leadership and commitment to excellence are evident throughout her responses, showcasing WestJet's determination to thrive in the ever-evolving cargo industry.



Wiremind and WestJet Cargo explore capacity forecasting



With WestJet Cargo's recent renewal of its SKYPALLET contract with Wiremind, the decision was made to take the digital collaboration further and explore capacity forecasting improvements. A Proof of Concept (PoC) was initiated in April 2023 and will run for the next few months with a final enhancement expected in the second half of this year.

An Artificial Intelligence-driven capacity forecasting mechanism is already part of Wiremind's optimization solution, CARGOSTACK Optimiser. Through a combination of advanced Machine Learning models and algorithms, Wiremind's solution provides a more accurate estimate of the remaining cargo capacity for sale, after factoring in non-cargo items such as passenger baggage, fuel and other capacity consuming items. It can provide this capacity estimate in payload, volume and positional terms depending on the profile of the flight or the aircraft type operated.

"We understand that a key pain point for cargo teams at passenger-heavy airlines is determining how much cargo capacity they will be able to sell. This is why we developed our capacity forecasting solution to provide more accurate recommendations which cargo

The new capacity forecast solution also complements SKYPALLET by providing a more accurate capacity definition within which SKYPALLET must optimize the flights' bookings. Further iterations are planned for both solutions to work seamlessly together, such as automatically reconfiguring the aircraft to an optimal layout, to unlock further efficiencies.

sales teams can trust," states Nathanaël de Tarade, Chief Executive Officer of Wiremind Cargo. "We have been accompanying WestJet Cargo in its digital transformation since December 2019, when they became a SKYPALLET customer, and we are very excited to take this partnership a step further with this PoC."

The new capacity forecast solution also complements SKYPALLET by providing a more accurate capacity definition within which SKYPALLET must optimize the flights' bookings. Further iterations are planned for both solutions to work seamlessly together, such as automatically reconfiguring the aircraft to an optimal layout, to unlock further efficiencies.

Kirsten de Bruijn, Executive Vice President Cargo at WestJet Cargo, has high hopes the airline's partnership with Wiremind will yield to growth.

"Having experienced the financial benefits and efficiencies that SKYPALLET brings to the cargo business, here at WestJet, where we have already implemented Wiremind's software into our daily operations for three years, I am more than confident that our joint Proof of Concept will be an incredible success. In the run-up to the flight, there are several variables and factors to consider, making intelligent digital support highly valuable. Given the current pace of change in machine learning and artificial intelligence, we are just at the beginning of the vast opportunities they can bring to the air cargo business. With Wiremind, we have a trusted and innovative SaaS provider that offers flexibility and reliability," she said.

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Indian Express Delivery Services market on a roll

Country's EDS sector grew from US\$ 1.7 billion in 2012 to US\$ 5.5 billion in 2020 at a compound annual growth rate of 15.8%.

By R. Chandrakanth

The Indian Council for Research on International Economic Relations (ICRIER) has projected the global express delivery services (EDS) market to increase from \$263 billion in 2020 to \$378 billion by 2027 and \$484 billion by 2030, driven by increase in the size of the educated middle-class, digitalisation and the need of firms and consumers for fast-tracked, on-time online orders and deliveries.

The Asia-Pacific region accounted for 40% of the revenue in 2020 with India being one of the fastest growing markets.

The ICRIER report on EDS was released recently by the Indian Minister of Commerce and Industry, Piyush Goyal, who underscored the importance of logistics in becoming the centrepiece of India's policy making in its journey towards becoming a developed nation and a leader in international trade.

"Express Delivery Services is yet to come to terms with the huge potential India holds. The scale, efficiency, and building blocks through technology must be utilized to bring down the cost in logistics. The government is taking steps in this direction through massive infrastructure development through PM GatiShakti (power of speed) for smarter and faster planning and implementation of projects, Unified Logistics Interface Platform and dedicated freight corridors."

The government, he said, is focused on taking digital connectivity across the length and breadth of the country, with expansive network of

4G and broadband internet. "The seamless digital connectivity enabled India to deliver services on time during the COVID period by facilitating work from home. The express delivery of services through an expansive digital network created over the last eight years must be duplicated in the logistics sector for timely delivery of goods."

Growth drivers include e-commerce expansion

Dr. Arpita Mukherjee, Professor at ICRIER and one of the authors of the report, says the current size of the EDS sector in India is small, contributing to less than 2% of the industry's global turnover. The sector grew at a compound annual growth rate (CAGR) of 15.8 percent from USD1.7 billion in 2012 to USD5.5 billion in 2020.

The key growth drivers include the growth of e-commerce, a growing middle class, government support for digitalisation and startups, implementation of the single goods and services tax (GST), the focus on logistics sector under the PM Gati Shakti—National Master Plan for Multimodal Connectivity and the National Logistics Policy 2022, and government support for onboarding Micro, Small and Medium Enterprises (MSMEs) to digital platforms. She said that by 2047, the contribution of international express will increase to 25 percent from 23 percent.

"EDS can support India in achieving its growth targets as it embarks upon its journey towards Amrit Kaal – or India @ 2047. It identifies the regulatory, infrastructure,

technology and manpower related barriers and makes recommendations on how to develop India as an express delivery hub, attract investments, and increase the contribution of the sector to the economy," said Dr. Mukherjee.

The contribution of international express is expected to increase from 23 percent to 25 percent by 2047. Roadways and air transport contributed to a share of 55 percent and 45 percent, respectively, in 2016-17. The share of roadways may change to 50 percent, air express to 40 percent and railways to 10 percent. Development of freight corridors and the use of longhaul rail transport by express companies will be a game changer in this sector.

Just-in-time door-to-door services

The growth of EDS is related to the growth of its user industries; at the same time, user industries benefit from a modern EDS, which can provide just-in-time door-to-door services, reduce delays and enhance their global competitiveness.

The growth of cross-border EDS is related to the removal of barriers to cross-border trade and a conducive domestic policy. An efficient EDS sector can contribute significantly to reducing logistics cost in India, but to achieve the full potential of this sector, the barriers have to be eliminated or reduced and putting in place global best practices.

At present, the government is going by certain estimates which indicate that logistics cost in India stands at about 13 to 14 percent of GDP.

Further reforms required

The report identified several barriers faced by the sector and the reform requirements that can help achieve its full potential and support India's journey towards Amrit Kaal or 2047.

One of the major barriers is the Courier Imports and Exports (Electronics Clearance) Regulation 2010 which has value limit restrictions on exports through courier/express; restrictions on import of certain commodities which require clearances from partner government agencies.

Under the Goods and Services Tax (GST) act, separate GST registration is needed for each state, undermining the concept of India as a single market or 'one nation, one tax'. Another stumbling block is the requirement of multiple documents and electronic way (e-way) bills having short validity time.

As regards infrastructure, EDS depends on all modes of transportation and when it comes to railways, India lags behind in having dedicated freight corridors. Slow movement of trains, lack of secure uploading and downloading facilities in stations, issues related to service quality and safety of consignment are issues that need to be resolved, states the report.

Private participation is only allowed in container transportation, and express industry is unable to use the services of fast passenger trains and the concept of Roll-on-Roll-off (Ro-Ro) facility is only available at selected destinations. The scenario in road transport is different with inadequate capacities, poor riding quality, safety concerns, etc.

Lack of dedicated freight corridors

On air transport, the report mentions that lack of dedicated space for express providers at airports is still a matter of concern and parking bays are not at close proximity.

Airport operators charge a high price for the movement of shipments from/to air freight stations (AFS), besides having high and differential royalty charges. Also, with the aviation turbine fuel (accounts for nearly 40 percent of cost for airlines) costs going up, the EDS segment has to work its way around this costing.

Multiple clearances required to commission express and cargo terminals –no time bound clearance or single window clearance are other issues that the EDS industry has to deal with.

Skilled manpower

The report also points out issues related to shortage of skilled manpower/workforce at different regulatory agencies and the



Dr. Arpita Mukherjee of ICRIER

gaps that exist in skilling programs for the EDS sector. The report added there is a need for technology integration between agencies such as ECCS and GST Network (GSTN)/Directorate General of Foreign Trade (DGFT)/Special Economic Zone (SEZ) online, customs and PGAs, Reserve Bank of India.

Another factor that is impacting the logistics sector is the limited use of technology by micro, small and medium users.

There is a need to capitalise on 'India Post' which has a vast network of post offices across the country. "Our country will benefit if India Post and express delivery services industry, which is a network-based industry, can enter into collaboration and partnerships," Dr. Mukherjee adds.

Express delivery services help to improve competitiveness of our firms and when competitiveness improves, it has a positive impact by enhancing exports, creating jobs, and getting investments. So, basically, it does everything that efficient logistics or infrastructure services do.

India needs dedicated freight corridors. While airports are being upgraded, there has to be dedicated space for courier services, fast-track clearance services and air site facility. Also, there should be loading-unloading facilities for any mode of transport – be it air or railways in stations. If you look at some of these infrastructure issues, they are handled in India at the state level.

With the penetration of e-commerce and measures taken by the government to source products from different districts, the EDS is percolating at a fast pace to Tier 2 and 3 cities. It is so convenient.



Hubs and dry ports are critical enablers of domestic and global trade in India

By R. Chandrakanth

Connectivity, to state the obvious, is critical for growth of trade/business within and across borders. And the critical enablers in this whole business of connectivity/network are hubs, ports and dry-ports and they are transportation-mode agnostic – be it surface, sea or air.

To accelerate economic growth, there is no denying the fact that the hub and spoke model has come good, particularly in the airline industry. The same is applicable to different modes of transportation.

Hub and spokes model

Airlines across the world have used the hub and spoke model to drive both passenger and cargo growth to and from big cities to Tier II and III cities, resulting in an increase in efficient use of relatively scarce transit resources.

In recent years, the Middle Eastern airlines have shown how successful this model can be, the hubs being in Dubai, Doha, Abu Dhabi, Jeddah, Bahrain, etc., and the spokes, spread across continents. Along with passenger growth, it has helped in cargo movement. Such models exist in Europe and the Americas in the airline, maritime and surface transport sectors, not so much in parts of Asia (Southeast Asia is way ahead in ports, hubs and dry ports) and Africa, where it is gradually happening.

Connecting hinterland to ports, airports

Take India for instance, it is a major emerging market and the government has realised that unless they connect the cities to the hinterland, economic development is going to be skewed.

Realising the importance of network / connectivity, India's Minister of Civil Aviation, Jyotiraditya Scindia, recently said, "India will have to look at the hub and spoke model to fly more passengers and cargo to and from the country." For any hub to become robust, particularly in a country which has a vast hinterland, supply chain efficiencies come into play and dry-ports, ports and hubs are intrinsic to the whole gamut of logistics as an enabler.

There has been an astonishing pace of development of airports, in Indian cities and smaller towns, some of them with latest infrastructure and facilities, will give top airports in the world a run for their money.

For the domestic passenger and cargo markets, there are efficient hubs, but when it comes to international connectivity, it is nowhere near

Singapore's Changi Airport or Dubai International Airport or Doha's Hamad International Airport, which are about 3 hours flying distance from India. The Minister has been talking for quite some time on creating an ecosystem to establish an aviation hub in the country, but it's easier said than done.

Ambitious move by India

The challenges are many, one of which is that India presently does not have a national carrier – Air India being taken over by the Tata Group. Even when Air India was under government control it was weighed down by many issues and never really grew to be an airline connecting the world.

It is hoped that under the Tata management, things will change in light of the recent Air India order of 500 aircraft, 430 narrowbody and 70 widebody. Air India should become an anchor airline, just like how Emirates is to Dubai and Singapore Airlines is to Singapore, having many global connections.

Emirates connects 140 international destinations and Singapore touches 130, while Air India is at 39. Indian carriers should invest in more widebody aircraft to carry more passengers and more cargo for India to become a hub of reckoning.

Economies of scale

Besides a national airline, the hub needs to have the best of infrastructure, digital must. Hubs have the potential to consolidate large volumes of passenger and cargo traffic at a single point, in turn, enabling operators to expand their networks.

As per reports, over 70 percent of international traffic of 4.9 billion passengers in 2019, were connected via hubs, need we say more. The hub and spoke model enable economies of scale, improved efficiency and connectivity, and consolidation of passengers and cargo.

However, some of the hubs have been experiencing congestion, causing disruption in the supply chain.

Decongesting ports with dry ports

Are dry ports one of the answers to airport congestion? Yes, if there are capacity constraints for cargo handling at airports. Though there are cargo-focussed hub airports, with low volume of passenger traffic, such as California's Sacramento Mather and Fort Worth Alliance airports, it makes economic sense to have a dry port, a terminology which emanates from sea trade.

A dry port is simply an inland port that is networked to a



According to the International Air Transport Association (IATA), global air cargo markets showed slower growth in November 2021 due to supply chain disruptions and capacity constraints. Capacity was 7.6% below November 2019 (-7.9% for international operations) and was constrained with bottlenecks at key hubs.

seaport by road or rail links. Dry ports help with the transfer of shipping containers to and from the seaport, not just decongesting the seaport, but improving efficiencies in operations.

Insufficient storage space at airport hubs can be a challenge and the resolution to that is to have a dry port which takes care of the entire operational process till it is loaded on to an aircraft.

Supply chain disruptions and capacity constraints in warehouses have resulted in slower growth, one of the causes for slower growth of global air cargo in 2021.

According to the International Air Transport Association (IATA), global air cargo markets showed slower growth in November 2021 due to supply chain disruptions and capacity constraints. Capacity was 7.6% below November 2019 (-7.9% for international operations) and was constrained with bottlenecks at key hubs.

Some countries like China are focusing on creating logistics hubs or dry ports that will have massive air and rail capabilities. Such hubs are expected to lay emphasis on freighters than belly cargo. "In recent times, we have all felt the pain of industry capacity constraints compounded by global events, from geopolitical uncertainty to rising fuel prices and ongoing challenges related to Covid," says Brandon Fried, Executive Director of Airforwarders Association.

Road-rail network

To deal with capacity constraints, dry ports make sense but there are challenges that need to be addressed – that of connectivity between the dry port and the airport or the seaport. In many countries, the road and rail infrastructure are not as developed as in the West. One of the

biggest dry ports is in Duisburg, Germany, having a capacity of over three million shipping containers and 130 million tons of goods move through facility every year.

The strategic location of Duisburg makes it one of the primary crossroads of the Silk Road. Dry Ports have become an essential part of an inland trade distribution system.

However, in India, which has over 300 dry ports (inland container depots, container freight stations and air freight stations), the condition of these ports are not all that good, resulting in affecting the supply chain.

Industry analyst V. K. Varadarajan says, "In many of the ICDs, the processes are outdated, slowing down the movement of goods which is not good for a country which wants to export to the world. While on the one hand it is processes, on the other road and rail infrastructure around these ICDs are in terrible condition, adding to fuel costs, maintenance and repair issues of trucks. If the logistics costs have to come down, the stakeholders have to sit and iron these issues out."

One must credit the present Minister of Road Transport, Nitin Gadkari, who is relentlessly working to improve the National Highways in the country as about 70 percent of goods traffic are carried by road every year. The dividends of such efforts will pay in the long run. There is no gain saying the fact that seamless supply chain movement require hubs and dry ports with good road and rail connectivity and modern infrastructure.

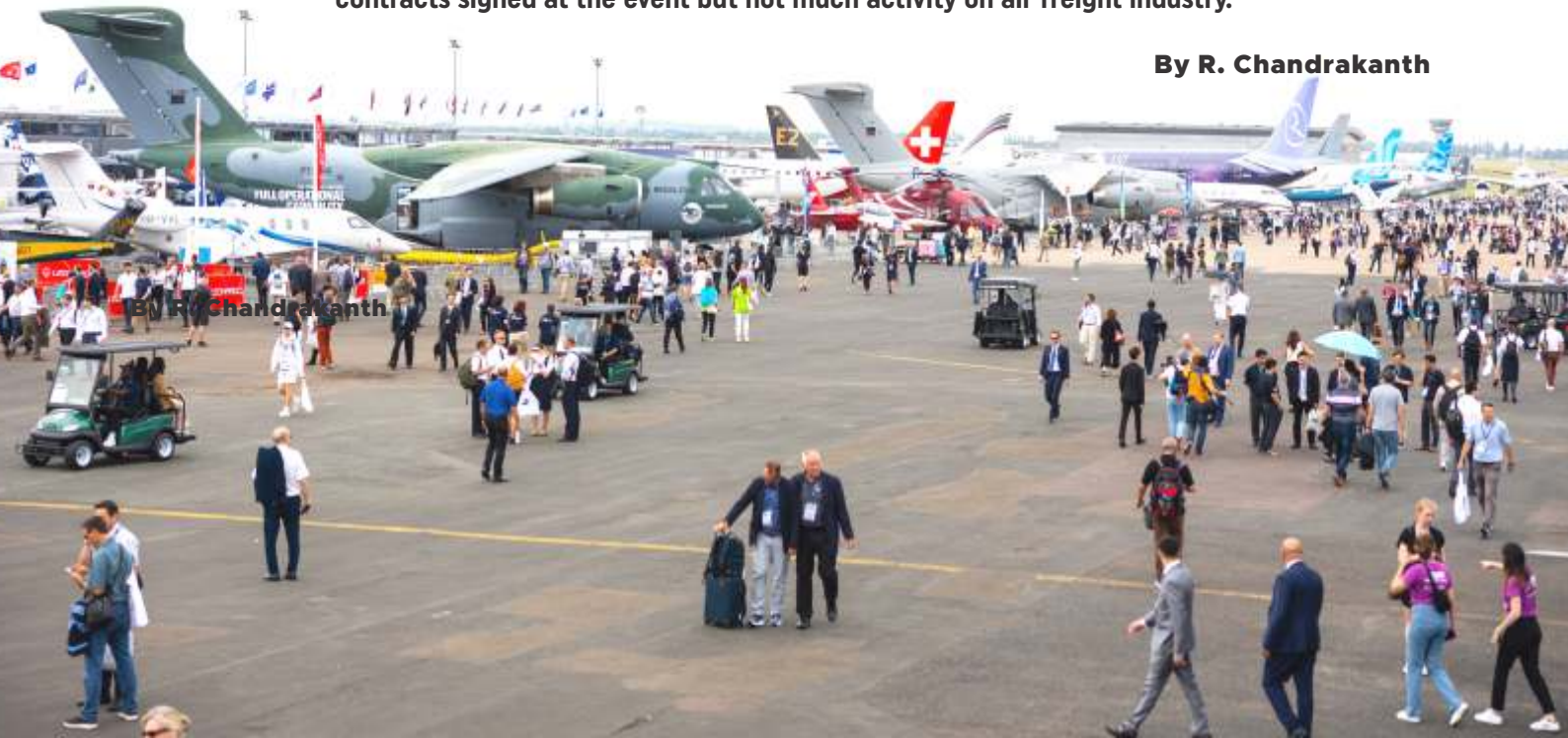


PARIS AIR SHOW

returns after four years with eyes set on SAF & eVTOL

India dominates the world's largest air show with 970 plane orders. Over \$150 billion worth of contracts signed at the event but not much activity on air freight industry.

By R. Chandrakanth



After a four-year hiatus due to the pandemic, the International Paris Air Show (PAS), the largest air show in the world held since 1909, returned this year with a bang.

The event which ran from June 19-22, 2023 was held at Paris-Le Bourget Airport in France, its home since 1953.

India stole the show on the first two days, placing record-breaking orders in the history of commercial aviation. On Day 1, India's low-cost carrier, IndiGo made a whopping order of 500 Airbus aircraft and on Day 2, Air India formally inked the purchase agreement for 470 aircraft, 250 from Airbus and 220 from Boeing.

Indeed, it was India's moment.

Airbus had in its kitty 821 aircraft and Boeing 356 aircraft from the 54th edition, reiterating the strength of the emerging South-Asian market. Besides these two orders, there were orders galore for all innovations in aerospace and defence and the organisers, SIAE (Le Salon International de L'Aeronautique et de L'espace) were pleased as punch that the show saw approximately \$150 billion worth of contracts signed.

On the home-turf, Airbus Chief Executive Guillaume Faury, who heads France's aerospace industry association GIFAS, called it "the return of the good old times of the excitement of the show".

Over 300,000 visitors

The iconic show, which some termed as a 'recovery show' was inaugurated by French President Emmanuel Macron, drawing over 3,00,000 visitors; 2,500 exhibitors from 46 countries; 3,000 Start-ups from 21 countries; and 150 aircraft on display, both aerial and static, but no freighter aircraft.

Apart from the huge airplane orders, PAS will be remembered for the overwhelming display of electric vertical take-off and landing (eVTOL) aircraft and for the continued focus on moving towards net zero by 2050.

In sync with the innovations and the need to go carbon neutral, the French President announced \$2.2 billion to help develop technologies to reduce aircraft emissions which is said to account for less than 3 percent of global CO2 emissions.

Urban Air Mobility takes centre-stage

Indeed, Urban Air Mobility (UAM) took centre-stage with so many prototypes on display and moving towards certification and commercial launch. By next year, when the Olympics and Para-Olympics take place in Paris, Volocopter, the pioneer of UAM, is going all out to ensure that Paris will be the first European city, and most likely the first city in the world, to offer eVTOL.

As many as a dozen eVTOL manufacturers showcased their innovations. California-based Overair's prototype Butterfly eVTOL aircraft is in the process of getting air operator certificate to launch services that include emergency medical flights and cargo deliveries.

The Paris Air Mobility zone which had the UAMs on display was chock-a-block with aviation enthusiasts and the companies Archer, AutoFlight, Lilium, Volocopter, Wisk Aero, Supernal, Ascendance Flight Technologies, EHang, Eve, and Joby were as excited to present their innovations.

The Paris Air Mobility Hall was a testimony to the fact that innovators are thinking of electric aviation in the larger perspective – staying safe, being extremely environmentally conscious, and mobility to address the needs of cities which are fast bursting at their seams now.

SAF update

The Le Bourget show was also a platform to focus on sustainable aviation fuel (SAF) with several stakeholders giving updates on their programmes. France took the lead when it announced, a few days ahead of PAS, that it was making EUR 200 million investment for the advancement of SAFs in France.

On Day 1 of PAS, Total Energies announced investment of over EUR 700 million in production of SAFs. Patrick Pouyanné, Chairman and Chief Executive Officer of Total Energies, stated "Total Energies is taking action to meet the strong demand from the aviation industry to reduce its carbon footprint. Sustainable aviation fuel is essential to reducing the CO2 emissions of air transport, and its development is fully aligned with the company's climate ambition to get to net zero by 2050, together with society."

Total Energies stated that "Beyond France, Total Energies aims to produce 1.5 million tons/y of SAF by 2030 at production units in Europe, the United States, Japan and South Korea, representing 10% of the world market by that date."

Boeing launches tool to track SAF capacity

Boeing also launched SAF Dashboard, a tool that tracks expected SAF capacity over the next decade. Based on data collected by BloombergNEF, the Dashboard aggregates total SAF capacity announcements by suppliers on a global scale and can filter anticipated supply by production pathway, location and other metrics. The tool is accessible on Boeing's



French President Emmanuel Macron, center, at this year's Paris Air Show.



new Sustainable Aerospace Together hub.

Boeing released the tool to support discussion and action among industry stakeholders regarding the existing SAF footprint as well as future production levels required to meet the commercial aviation industry's goal of net-zero emissions by 2050.

"SAF reduces CO2 emissions by up to 85% and possibly more over the fuel's life cycle, offering the greatest potential to decarbonize aviation over the next 30 years," said Boeing Chief Sustainability Officer Chris Raymond. **"SAF Dashboard portrays the data visually as our industry works together across sectors to increase SAF production for a more sustainable aerospace future."**

The release of SAF Dashboard comes after Boeing in May launched the public version of the Boeing "Cascade" Climate Impact Model, a data modelling tool that identifies the effects of a range of sustainability solutions to reduce aviation's carbon emissions.



Passenger movement up, cargo slow

Coming back to the airline industry, the show offered signs of optimism for aircraft manufacturers, though the industry still has a long way to go for complete recovery from the devastating effect the pandemic has had.

The International Air Transport Association (IATA) estimated some 4.35 billion people will travel by air in 2023, which is closing in on the 4.54 billion who flew in 2019. Similarly, cargo volumes are expected to be 57.8 million tonnes, which has slipped below the 61.5 metric tons carried in 2019 with a sharp slowing of international trade volumes.

Air India and IndiGo orders have significantly buoyed confidence levels in the industry. Airbus Chief Commercial Officer Christian Scherer, said: "This market (South Asian) is going to feed a lot of players in our industry, and we'd like to be the first one there for a long time, barring unforeseen events."

Lukewarm freighter activity

The freighter industry had very little activity at the air show. The flag carrier of Algeria, Air Algérie, placed a firm order with Boeing for eight 737-9 MAX passenger jets and tentatively agreed to place two used 737-800 passenger jets in the freighter conversion program. The airline operates 55 passenger aircraft and this will be the first dedicated freighter aircraft.

Earlier, Air Tanzania had taken delivery of its first 767-300 production freighter, marking Boeing's first sale of a new-build freighter to an African carrier, indicative of the emerging export-import market of perishable goods, pharmaceuticals and e-commerce products.

Embraer also signed a letter of agreement with Lanzhou Aviation Industry Development Group for 20 E190F and E195 E-Jets Passenger-to-



Freight Conversions (P2F). Embraer and Lanzhou intend to cooperate on establishing of E190F and E195F conversion capability in Lanzhou, China, which will support and accelerate the introduction of E-Jet first generation freighters to Chinese market.

The cooperation will serve as an initial starting point for both companies to leverage their strengths, jointly promote the development of Lanzhou's air transportation industry, and boost the economy around the airport.

Airbus announced the winners of the A350 freighter livery design competition and the winners were two young brothers from Canada, Quinnten and Ellisten, and John Feehan, a graphic designer from Ireland.

The newest freighter to the large cargo market is the A350F, bringing latest-generation innovation from the A350 with reduced fuel burn and CO2 emissions. The A350F is tailored to handle all future requirements for the large freighter segment – which Airbus forecasts will induct around 540 new aircraft for growth and replacement by 2040 to serve the general freight, express and e-commerce markets.

For example, the A350F's flexibility includes compatibility with the standard AMJ-type container in a side-by-side layout, which the express cargo companies use today. While for the general freight operators the aircraft also offers the right pallet cargo density of 9.5 pounds per cubic feet.

There certainly was a dearth of orders for the freighter segment, reflecting that the downturn in air cargo demand is forcing cargo airlines and leasing companies to go slow on acquisition of new freighters, unlike the upward trend the segment saw during the height of pandemic with pronounced movement of medical and other essentials unlike passenger travel which was curtailed.



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WHERE AVIATION'S FINEST MEET



Hyundai Motor

debuts commercialized model of its class 8 fuel cell electric tractor and shares its vision for a hydrogen mobility value chain in the US



The company introduces its advanced fuel cell technologies and strategy for fostering a hydrogen ecosystem and achieving carbon neutrality. Hyundai and the US and Korean governments discussed the expansion of US fuel-cell commercial vehicle demonstration projects and development of hydrogen technologies.

ANAHEIM, CALIFORNIA: Hyundai Motor Company premiered in May its new XCIENT Fuel Cell tractor, the commercialized class 8 6x4 fuel cell electric model, for the North American commercial vehicle (CV) market at the Advanced Clean Transportation (ACT) Expo.

The company also showcased the XCIENT Fuel Cell tractor and the hydrogen fuel cell system at North America's largest advanced transportation technology and clean fleet event at the Anaheim Convention Center in Anaheim, California through May 4.

At Hyundai Motor's press conference, Ken Ramirez, Executive Vice President and Head of Global Commercial Vehicle and Hydrogen Fuel Cell Business at Hyundai Motor, emphasized the importance of achieving carbon neutrality to realize the company's vision of 'Progress for Humanity.' He spoke of the company's strong commitment to hydrogen mobility and shared its ambition to foster the development of a clean hydrogen ecosystem.

"We firmly believe that hydrogen is one of the most powerful and pragmatic solutions for achieving our vision of 'Progress for Humanity' with emission-free mobility as a fundamental pillar for a sustainable society," said Ramirez.

"Our hydrogen fuel cell technology has pioneered the industry, with a real-world proven track record of its efficiency and durability. We are leveraging these merits to further transform transportation with hydrogen energy for a broad range of mobility applications, including commercial vehicles, marine vessels and even air mobility. We now look beyond mobility toward an integrated hydrogen ecosystem, from production of hydrogen to its storage, transport and delivery. Hyundai is uniquely positioned to cover all aspects and deliver a seamless solution across the value chain," he added.

Building a hydrogen value-chain

Mark Freymueller, Senior Vice President and Head of Commercial Vehicle Business Innovation at Hyundai Motor, revealed the company's plan for XCIENT Fuel Cell trucks, underlining the company's local partnerships to form a solid hydrogen value chain as building blocks toward accelerating the deployment of clean fleets in the U.S.

"For years, we have been initiating hydrogen value chains in various regions. Together with our partners, we are making hydrogen mobility a viable solution for our customers. We go beyond the truck itself to include areas such as hydrogen refueling and truck maintenance," said Freymueller. "Here in the U.S., we plan to do the same, since each case needs its tailor-made service approach, especially during the transition phase from traditional to hydrogen. We plan to provide the best hydrogen value chain scenario for each and every customer."

The company aims to foster partnerships and future businesses to provide fleet operation solutions for hydrogen truck customers and expand the hydrogen value chain in the U.S., using its initial business entry as a bridgehead.

To that end, Hyundai Motor shared its outlook for an eco-friendly CV business incubation project at the Hyundai Motor Group Metaplant America (HMGMA), the dedicated electric vehicle factory being built in Georgia.

The project is centered on the development of a hydrogen mobility value chain. HMGMA will be equipped with cutting-edge technologies that can produce up to 300,000 EVs annually and an innovative production platform, developed and demonstrated by the Hyundai Motor Group Innovation Center in Singapore (HMGICS). Through the project, the Metaplant will incorporate an eco-friendly logistics system integrating hydrogen fuel cell trucks and a complete hydrogen value chain.

XCIENT Fuel Cell's proven record for reliability and capability

Martin Zeilinger, Executive Vice President and Head of Hyundai Motor's Commercial Vehicle Development, introduced the commercialized model of the XCIENT Fuel Cell tractor, highlighting its technology and proven record for capability and reliability.

First launched in 2020, XCIENT Fuel Cell has been deployed in five countries, including Switzerland, Germany, Israel, Korea and New Zealand, & has successfully accumulated over 4 million miles so far.

It is the only heavy-duty fuel cell electric model with a proven record of real-world application and technological reliability. The model shown at the event is the 6x4 tractor equipped with two 90 kW hydrogen fuel cell systems (total 180 kW power) and a 350 kW e-motor. Its gross combination weight is a maximum 82,000 lbs and offers a driving range of over 450 miles per charge even when fully loaded.

XCIENT Fuel Cell implements the world-leading hydrogen fuel cell system offered by HTWO, Hyundai Motor Group's hydrogen energy dedicated business brand. HTWO's business includes application of Hyundai's proprietary fuel cell systems for various forms of mobility, such as advanced air mobility, automobiles, vessels and trains, as well as for stationary power generation.

Zeilinger also participated in the industry panel discussion,



'Staying Ahead of the Curve: Emerging Vehicle Availability,' which covered fleet procurement, fuel cell storage systems, leading technologies for next-generation fuel cell electric vehicles (FCEV) and timing of commercialization. He highlighted how Hyundai Motor is a pioneer in fuel cell technologies with field-proven products and services deployed worldwide.

"Hyundai has been focusing on hydrogen for over 20 years," Zeilinger said. "Our advanced fuel cell technology already is in use through various applications and especially in the commercial vehicle sector, showing its powerful performance and reliability."

Hydrogen's potential in the commercial vehicle sector and beyond

Hyundai Motor views hydrogen as the clean energy solution for CVs, including energy-intensive heavy-duty trucking, due to their various advantages in production, transportation, distribution and storage. Hydrogen is an energy carrier with high density that allows FCEVs to provide sustained energy output suitable for long-haul driving and carrying heavy loads. FCEVs enhance work and infrastructure efficiency compared to battery electric vehicles (BEV) by minimizing downtime with quicker refueling.

With the U.S. government's significant support and more players entering the hydrogen market, Hyundai Motor is confident that the total cost of ownership for FCEVs will drop considerably, and that climate change and supply chain issues will accelerate the transition to clean energy sources.

Hyundai Motor Group also plans to foster the development of a clean hydrogen ecosystem through a 'Waste-to-Energy,' in which the hydrogen production system uses the biogas extracted from organic waste such as food waste, livestock manure, and sewage sludge. The clean hydrogen is applied in various industries, including transportation, construction and power generation.

The Group is currently demonstrating the concept business model with a local Korean government and reviewing the expansion of the demonstration to cities outside Korea as well. The Group is also reviewing a hydrogen energy business model to integrate the whole value chain from clean hydrogen production through the 'Waste-to-Energy' to carbon capture, utilization, storage (CCUS), transportation, supply and applications.



How Hyundai Motor's hydrogen electric trucks are already making an impact

In 2020, Hyundai Motor established the world's first mass-production system for hydrogen electric trucks and it exported 47 XCIENT Fuel Cell heavy-duty trucks to 23 clients in Switzerland from 2020 to June 2022.

The trucks supplied to Switzerland have collectively driven more than 5.7 million kilometers as of January 2023, proving the product's reliability and eco-friendliness.

Hyundai Motor also signed an agreement to supply 27 XCIENT Fuel Cell trucks to seven German companies in connection with the German Federal Ministry for Digital Transport (BMDV)'s funding program for eco-friendly commercial vehicles in August 2022.

Hyundai Motor plans to enter the North American commercial vehicle market with the XCIENT Fuel Cell truck launch in the first half of this year and continue to expand into global markets with its hydrogen fuel cell commercial vehicles.

According to the 'Road Map to a U.S. Hydrogen Economy' report released by global consulting firm McKinsey in April 2021, hydrogen is expected to account for up to 14 percent of energy demand in the U.S. by 2050 and reduce carbon emissions by 16 percent in the country.

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In June 2021, the U.S. Department of Energy launched the 'Hydrogen Energy Earthshot' project, which aims to reduce the cost of clean hydrogen production to USD 1 per kilogram within the next 10 years and is supporting various measures, such as expanding the research and development budget related to hydrogen production and supporting demonstration projects.

The U.S. government is promoting a range of incentives across the hydrogen business, including new tax credits for hydrogen infrastructure, production and vehicles. Starting this year, the new bipartisan 'Infrastructure Investment and Jobs Act' will provide more than US\$ 9 billion in funding to develop hydrogen hubs across the country.

Story & Images from: www.trucknbus.hyundai.com



Vallair completes teardown of two Airbus A320 aircraft on behalf of SETNA iO

Luxembourg: Mature asset specialist Vallair says it has completed the full teardown of two A320s (MSN 2372 and MSN 2393) on behalf of SETNA iO, the global aftermarket aircraft part supplier.

The dismantlement process was done at Vallair's MRO facility in Montpellier, France. The company's intelligent repair management is combined with an integrated supply chain and global network of audited MRO facilities to provide a streamlined service.

This is closely aligned to the comprehensive teardown function, and Vallair's AFRA accredited facilities have pioneered the sustainable processes of scrapping/recycling within their teardown management package. Vallair's technical support teams oversee the return to service of all components requiring repair or overhaul

with the objective of minimising costs and streamlining the return to service of critical parts.

Armando Filho, Material Management Director - Vallair, explains that all parts from the recent teardown are now being shipped to SETNA iO's warehouse in the UK. "We work closely with SETNA iO and build business together in a mutually sustainable way. Vallair processes high volumes of aircraft parts every month, working with our in-house aerostructures repair shop based in Châteauroux. Our team will receive the nacelles for inspection and/or repair, and we have also bought back the thrust reversers from MSN2372 to be repaired and be part of Vallair's own stock."

David Chaimovitz, CEO of SETNA iO, adds, "Our business is centred on providing rotatable spares for commercial, regional, and business aircraft looking to exchange, loan or purchase. We have been buying and selling parts together with Vallair for several years and working with their specialist team to manage a range of repairs for key components like nacelles for the past two years. This significant amount of high-quality A320 stock will boost USM availability of these core parts throughout our global stock hubs."

flydubai soaring high for over 14 years now



Dubai, United Arab Emirates: flydubai, the Dubai-based low-cost carrier, marked its 14th anniversary on the first day of June with a pledge to better improve its services and serve more passengers which now enjoy a network of 120 destinations in 52 countries.

The airline made its maiden voyage on 01 June 2009, flying from Dubai to Beirut. Since then, it has changed the way people travel around the region.

Commenting on the airline's 14th anniversary, His Highness Sheikh Ahmed bin Saeed Al Maktoum, Chairman of flydubai, said: "flydubai has been at the forefront of opening previously underserved destinations from Dubai; facilitating flows of trade and tourism, and strengthening the cultural and social ties between people from different countries.

"flydubai has proven its ability to adapt and take decisive actions, even during challenging times, thanks to its operational efficiencies and robust business model. This was evident in the way the airline navigated the challenges during the pandemic: preserving the workforce, continuing to grow its network and returning to pre-pandemic levels in record time. All of which was achieved capitalising on its internal resources."

Over the past 14 years, flydubai has opened more than 75 new routes that did

not previously have direct air links to Dubai or were not served by a UAE national carrier from Dubai. It has grown its work force to nearly 5,000, representing 136 nationalities. It has grown its fleet to 78 Boeing 737 aircraft and has carried over 90 million passengers over the years.

"14 years ago, our first flight took off with the commitment to make travel more accessible, supporting Dubai's economic and tourism goals while keeping passengers at the core of everything we do. I am proud of the growth we have achieved along the way. We have evolved to adapt to the changing market and customer needs, we have played a vital role Dubai's aviation success story and we continue to invest in further improving our operational efficiencies and customer experience and challenge conventions of travel in the region," said Ghaith Al Ghaith, Chief Executive officer at flydubai.

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Ethiopian to enhance passenger experience with Airbus' Airspace Link HBCplus and Inmarsat's GX Aviation High-Speed Inflight Broadband Service

Addis Ababa, Ethiopia: Ethiopian Airlines, Africa's largest airline, announced at the recently held Aircraft Interiors Expo (AIX) in Hamburg, Germany that it will offer advanced, high-speed inflight broadband to passengers onboard its upcoming Airbus A350-1000 aircraft.

The airline said it will use GX Aviation provided by Inmarsat, recently acquired by Viasat, and selected through the Airbus Airspace Link HBCplus program which will enable its latest aircraft to stay connected while flying.

Wi-Fi connectivity in the sky is a priority for most passengers with Inmarsat's survey showing 82% of passengers are more likely to rebook with an airline that offers quality inflight Wi-Fi.

The first of Ethiopian Airlines' Airbus A350-1000 aircraft is set to be delivered in the Third Quarter (Q3) of 2024, with passengers able to benefit from GX Aviation's world-class connectivity technology. This supports the airline's Vision 2035 Strategy which focuses on expanding its fleets, enhancing its passenger experience and maintaining its

leading position in the airline industry.

"Connectivity is a crucial part of our services and products; and bringing Inmarsat's best-in-class GX Aviation service to our passengers, as part of Airbus' HBCplus program, is a major step forward. We want to give our passengers the possibility to stream, surf, and chat from thousands of feet in the air, no matter where their route or destination is. Inmarsat's seamless, truly global inflight connectivity will be vital to deliver this. We look forward to a very successful partnership with Inmarsat and Airbus, now and in the years to come," said Ethiopian Airlines Group CEO Mesfin Tasew.

Niels Steenstrup, President, Inmarsat Aviation, said: "We were selected as the first managed services provider

(MSP) for the Airbus HBCplus program last year, with a scope that includes connectivity, digital portal services and ISP capability. The fact that we have already been selected by two leading airlines is a great achievement and we are excited about delivering our award-winning GX Aviation inflight broadband to Ethiopian Airlines' passengers starting from next year. This will enable them to stream videos, browse the internet, shop online, enjoy social media and more, all from the comfort of their seats and using their personal devices."

Andre Schneider, Airbus VP Cabin and Cargo Program, said they are delighted with Ethiopian Airlines' decision, saying, "Initially encompassing Ka-band services, it will enable the airline to connect to a choice of Managed Service Providers (MSPs), in this case with Inmarsat – via a new certified terminal and antenna built as part of the aircraft."

Powered by Inmarsat's Global Xpress satellite network, GX Aviation delivers world-class connectivity on every aircraft, on any route, and for every passenger. Airline customers will also benefit from seven more Inmarsat satellite payloads entering service by 2025, increasing its Ka-band network fleet to 12.

Delta, LATAM expand network with new Bogota-Orlando service

Atlanta, Georgia: LATAM Airlines Colombia began its nonstop daily operation between Bogotá and Orlando, Florida, this month as part of the commercial agreement with Delta Air Lines.

The four-hour service between the Colombian capital and Orlando, known worldwide as a family-friendly entertainment destination, also opens a new gateway to Delta's expansive network of U.S. destinations.

To commemorate this milestone within the joint venture agreement, authorities, special guests, and customers of both airlines participated in an inaugural event at the El Dorado Airport in Bogotá, accompanying the departure of one of the flights to Orlando.

The United States is one of the most relevant international destinations for Colombian passengers, and as such, this new service aligns with the strategy of delivering more direct connectivity for our customers, with security and an award-winning service in the region," said Camilo Prieto, Commercial Manager of LATAM Airlines Colombia.

Delta already offers two daily flights between Bogota and Atlanta and recently announced another from Cartagena to Atlanta starting Dec. 22. LATAM also operates a service between Bogota and New York-JFK.



On occasion, and as part of reinforcing the strategic contribution of this route to national connectivity, Gilberto Salcedo, V.P. of Tourism of ProColombia, highlighted the launch of this new service "We are delighted with the inauguration of the Orlando-Bogota route by LATAM, a new connection that reflects Colombia's outstanding progress in promoting the country as an attractive destination for airlines. This initiative expands the options for international travelers, especially those from the United States, to discover our wonderful sustainable tourism destinations."



Airline associations urge governments to work on global alignment of airport slot regulations

Dublin, Ireland: Airline associations around the world are calling on governments to ensure the global alignment of airport slot regulations to safeguard the consistent, fair, and transparent allocation of slots under the Worldwide Airport Slot Guidelines (WASG).

In a joint statement, the African Airlines Association (AFRAA), Airlines for America (A4A), Airlines International Representation in Europe (AIRE), Arab Air Carriers Organization (AACO), Association of Asia-Pacific Airlines (AAPA), European Express Association, European Regions Airline Association (ERAA), International Air Transport Association (IATA) and Latin American and Caribbean Air Transport Association (ALTA) set out the benefits of the WASG, which has ensured decades of stability and consistency in the application of slot management.

Under the WASG, consumers have benefitted from a consistent growth in reliable schedules and expansion to new markets, while airlines and airports have seen an increase in the utilization of scarce airport capacity.

Fragmentation of slot regulation risks disruption to airline schedules and imperils the advances in global connectivity, efficiency, competition and choice which have characterized the aviation industry in recent decades. With the number of slot-regulated airports worldwide growing steadily, it is vital that governments recognize the importance of the harmonization of slot regulations in line with the WASG.

The WASG has undergone a significant revision in recent years, with improvements to the new entrant definition to increase competition and access opportunities at congested airports. Slot performance monitoring has also been better defined to ensure optimal use of allocated slots. It is therefore important that national or regional slot regulations are aligned dynamically with the WASG so that the aviation sector and travelers can immediately benefit from these and other enhancements to the system.

The Associations also urged governments thinking of incorporating the WASG or amending existing slot regulations to work with the Worldwide Airport Slot Board, a body comprising slot experts from airlines, airports, and slot coordinators, who oversee expert revisions to the WASG. Consulting with this group of experts can ensure that governments, their economies and citizens, will continue to reap the benefits of an increasingly more interconnected, sustainable and efficient air transport network.

"The air transport industry thrives on consistent global standards. The Worldwide Airport Slot Guidelines are the unsung hero the air transport system. Because of the WASG, travelers, businesses and economies the world over have benefited from constant growth in air connectivity, strong competition, and route diversity while ensuring that utilization of scarce airport capacity also increased. Governments should align their slot rules with this global standard to benefit from better air connectivity, efficiency, and consumer choice," said Willie Walsh, IATA's Director General.

The statement was issued at the 152nd Slot Conference in Dublin, Ireland. The Slot Conference attracts over 1,000 delegates, with representatives of more than 200 slot coordinated airports and 215 individual airlines.

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Munich Airport test runs "evoBOT" which automizes air freight

Frankfurt, Germany: Munich Airport has successfully test ran "evoBOT" in handling automated tasks at its cargo terminal, suggesting the use of more autonomous vehicles and robots in air freight, especially in times of skilled workers shortage.

Developed at the Fraunhofer Institute for Material Flow and Logistics IML, the evoBOT is built with arms enabling it to load and pickup cargo. It can take on a wide range of tasks such as handling hazardous goods, transporting parcels for longer recurring distances, relieving employees during lifting and overhead work, procuring materials or even providing support during the loading and unloading of aircraft.

Despite its load capacity, the evoBOT is exceptionally agile on its two wheels. It can reach a maximum speed of up to 60 km/h and transport a load of up to 100 kg. It can operate either alone or with others. Thanks to its good maneuverability, the evoBOT can be operated in various areas both indoors and outdoors. Its low carbon footprint also contributes to its diverse use.

"The development and expansion of the cargo and logistics sector are essential components of our corporate strategy. We welcome every initiative to optimize and digitalize handling processes. The evoBOT will facilitate the day-to-day work of our employees in the cargo area and make the workplace more attractive," explains Jost Lammers, Chief Executive Officer of Munich Airport.

Professor Michael ten Hompel, Managing Director of Fraunhofer IML, noted, "Our evoBOT is the beginning of a new population of autonomous vehicles and robots. With its arms and the fact that it moves on two wheels, it represents a step on the path to the humanoid future of robotics. The practical test carried out at Munich Airport impressively underpins the potential of this development. The evoBOT can work as a fellow colleague in a wide range of applications."



The Digital Testbed Air Cargo (DTAC), in the context of which the current test was carried out, and the initial development of evoBOT are funding programs of the German Federal Ministry for Digital and Transport (BMDV). In addition to Cargogate Munich Airport GmbH and Fraunhofer IML, the DTAC project consortium includes nine other partners from research and industry.

"Against the backdrop of rising air freight figures and the challenges of recruiting employees, we are very pleased to be able to take a look into the future with Fraunhofer IML. Into the very near future at that," said Claudia Weidenbusch, Managing Director of Cargogate Munich Airport GmbH.

London Stansted Airport selects Samotics to increase reliability of critical baggage systems

Leiden, Netherlands: Samotics, a leading provider of real-time actionable insights to eliminate industrial energy waste and unplanned downtime, has been selected by London Stansted Airport to help reduce airport delays for its 27+ million annual travelers by improving the reliability of critical baggage handling equipment.

One of the main barriers to reducing delays at airports is baggage handling equipment failures. During peak seasons, baggage handling functions run at 150% capacity, leaving no room for downtime. When equipment unexpectedly malfunctions, it causes significant delays to boarding and reclaiming luggage.

To overcome this challenge, London Stansted Airport selected Samotics' SAM4 Health solution to increase reliability and meet industry uptime standards. Until now, 80% of baggage handling downtime at London Stansted Airport was due to mechanical faults leading to the failure of conveyors.

SAM4 Health addresses this by delivering continuous insights into the health and performance of critical assets. This empowers maintenance teams to take proactive measures against developing faults and prevent unexpected breakdowns. The system's superior detection performance across both electrical and mechanical faults will enable London Stansted Airport to identify and prevent over 90% of potential faults up to five months in advance.

Paul Marshall, Reliability Engineer at London Stansted Airport, said: "At London Stansted Airport, we are constantly striving to enhance the passenger experience. By leveraging Samotics' SAM4 system, which has already been proven at a leading international airport, we can increase the reliability of our baggage handling system to significantly reduce delays & impact on travelers."



Jasper Hoogeweegen, CEO at Samotics

Jasper Hoogeweegen, CEO at Samotics said: "Our technology helps airports address a fundamental challenge by identifying and resolving developing faults before they happen. With accurate health and performance data, operational teams can schedule maintenance at their convenience rather than reacting to an unforeseen fault. With less downtime, passengers and airlines benefit from reduced delays and a smoother travelling experience. We look forward to supporting London Stansted Airport to harness the potential of proactive maintenance."

Samotics' SAM4 Health solution will be rolled out to dozens of baggage handling systems located across arrival and departure halls.



Etihad Cargo expands European road feeder services to 90 airports across 27 countries

and reliable transportation of cargo from its arrival in-country to its final destination."

Frantz Wallenborn, Wallenborn Group President & CEO, commented: "We're proud to be selected as a strategic partner and look forward to enhancing Etihad Cargo's capabilities in Europe and introducing its premium products to new markets. Our values are closely aligned, and we both aspire to make air logistics smarter and more sustainable. This partnership will give Etihad Cargo's customers access to a comprehensive network connecting over 90 airports and a range of specialised logistics solutions, such as GDP-validated transport for temperature-sensitive healthcare products. Highlights of our partnership include dedicated capacity, 24/7 customer support and handling services in 27 countries."

Abu Dhabi, United Arab Emirates: Etihad Cargo, the cargo and logistics arm of Etihad Airways, has appointed Wallenborn Transports as its road feeder service (RFS) partner for Europe to expand its scheduled and specialised services to 90 airports across 27 countries in the continent.

The move will seamlessly facilitate the transportation of cargo between Etihad Cargo's main European gateways, including Amsterdam, Paris and Frankfurt, and offline stations, benefitting its customers from the complete transparency provided by integrated telematics technology.

"Providing seamless connectivity between Etihad Cargo's European main freighter gateways and offline destinations is essential to meeting the carrier's delivery promises," said Etihad Cargo's Head of Cargo Operations and Delivery, Thomas Schürmann. "Strategic partnerships with leading RFS providers such as Wallenborn strengthen Etihad Cargo's value proposition and will enable the carrier to further expand operations in Europe, which is a key territory for the airline. Etihad Cargo remains committed to being the air cargo partner of choice and is achieving this through the provision of fast, efficient

Etihad Cargo has entered into strategic partnerships with RFS providers around the world to bolster its operational footprint and ensure the efficient end-to-end journey of cargo. The new partnership with Wallenborn will enhance the carrier's capabilities in Europe and will enable Etihad Cargo's customers to benefit from specialised logistics solutions.

Maastricht Aachen Airport launches new EUR35 million runway as it commits to a sustainable future



airstrip as part of a plan to extend its operational length to 2,750 meters by January 2025. The project is part of the company's overall infrastructure development plan to invest EUR100 million in the airport over the coming years.

Sustainability was the key theme of the ceremony, with an electric plane used to officially open the runway after RWTH Aachen University professor Dr Günther Schuh delivered a speech on the future of sustainable aviation.

"Today, we are celebrating the launch of our newly improved runway and looking back over the hard work that has gone into the planning and execution of this project – but we are also looking forward," said Jos Roeven, Chief Executive Officer, Maastricht Aachen Airport. "The decision to inaugurate the runway with an electric plane is symbolic of our commitment to ensure the sustainability of this airport for years to come."

Cargo operations have now returned at MST, with Turkish Cargo operating five flights a week out of the hub.

Royal Jordanian and Emirates SkyCargo have also continued their operations at the airport, both running two flights each week.

The regional airport is gearing up for the summer rush as it opens its doors to passengers – Ryanair will operate 12 flights each week to six destinations, while Corendon will run 18 flights each week to seven destinations.

It comes after Royal Schiphol Group finalized a deal with Limburg province in June to take a 40 percent stake in MST in a bid to future-proof the regional airport through joint investment

Beek, the Netherlands: Maastricht Aachen Airport (MST) unveiled in June its newly renovated runway allowing more flights to land and take-off in the second largest cargo hub in the Netherlands.

MST invested EUR35.3 million to upgrade the

Boom Supersonic: As demand for international summer air travel surges, passengers look to a Supersonic future

Centennial Airport, Dove Valley, Colorado: After the travel industry entered a holding pattern during the COVID-19 pandemic, passengers are taking to the skies again—and this summer, many will have passports in-hand.

According to Expedia data, flight searches are up 25% overall for June through August 2023 travel compared to the same time last year, and interest is up triple digits for international destinations across Europe and Asia.

London, Rome, and Paris are among the top five international flight searches, with trending country destinations that include New Zealand, Vietnam, and Japan, which continues to see incredible interest and is one of the fastest-growing international destinations year-to-date for U.S. travelers. Flight searches for summer are up significantly compared to the same time period last year for Osaka (+592%), Tokyo (+290%), and Kyoto (+265%).

With international flights top of mind, so is a faster travel future from airlines. In a recent study with global premium passengers, interest in supersonic air travel is sky high, driven by faster flight times, such as San Francisco to Tokyo in 6:00 hours instead of more than 10 hours. Philadelphia to London in 3:45 hours instead of 6:45 hours or Miami to Madrid in 4:25 hours instead of 7:35 hours. Flying supersonic will mean that overnight flights are no longer needed and weekend trips from the eastern seaboard to the UK or Europe are possible.

“With the resurgence of air travel, the vital importance of connecting with people and exploring the world in-person has only been further solidified,” said Tracy Bevington SVP, Commercial Product and Services at Boom Supersonic. “And it’s clear that fliers want and believe that sustainable supersonic flight on Overture will make the world dramatically more accessible and change both where people choose to go, and who they choose to fly.”

For these passengers, supersonic isn’t a far-off dream. More than 9 in 10 believe that commercial supersonic will be a booking option within the next 10 years, versus 74% a year earlier, and 87% would switch from their preferred airline to access supersonic flight.

Boom Supersonic currently has orders and pre-orders for its sustainable, supersonic airliner, Overture from United Airlines, American Airlines, and Japan Airlines.

BOOM

Passengers believe in supersonic is at an all time high

There is strong willingness to switch airlines in order cut flight times in half

- 97%** of global premium passengers are interested in flying on a supersonic airplane for long-haul international trips.
- 92%** of global premium passengers believe that supersonic air travel will be commercially available in the next 10 years.
- 87%** of global premium passengers are interested in switching from their preferred airline in order to gain access to supersonic travel.

For this study, global premium passengers included frequent fliers who travel internationally in business class, first class, or a mix of the two.

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FAI Aviation Group keeps solid business into 2023, opens new MRO in Berlin

Nuremberg, Germany: FAI Aviation Group, Germany's leading global provider of mission-critical aviation services, offering fixed-wing air ambulance, special missions, charter and aircraft management, as well as full MRO services returns to EBACE in recent weeks in buoyant mood.

Now on its 36th year, the company opened FAI Technik's new maintenance base at Berlin Brandenburg Airport (BER) in February and business has kept solid into 2023 across its business.

FAI's Berlin facility has been fully booked since it opened the MRO, completing base and line maintenance on around 30 Hawker and Beechcraft series aircraft so far. The facility is attracting clients mostly from Europe and Africa.

FAI is also widening its workforce with the addition of circa 10 team members including engineers, mechanics, bolstering its Berlin headcount to around 40 qualified professionals.

"We've enjoyed three highly successful months of FAI Technik's MRO business in Berlin. The hangar floor has been full since we opened and looks to remain so for at least the next few months. It's been a great start for us and we look forward to welcoming many more customers in the future," said FAI Technik's Managing Director Michael Axtmann.

The Berlin facility complements FAI Technik's existing centre of competence for base maintenance and modifications of Learjet and Bombardier aircraft at its headquarters at Albrecht Duerer Airport, Nuremberg. With labour production close to 100,000 man-hours, 2022 marked the busiest year for FAI Technik since it was established more than 30 years ago.

Following record sales across the business in 2022 with consolidated group revenues of more than €130m, Q1 results were up by close to 20% across the group compared with 2022. Charter revenues and air ambulance revenues both increased by 16%.

A leader in the long-haul air ambulance sector, FAI's award-winning air ambulance business is a cornerstone of its offering. Since the end of the pandemic, the Group has experienced a steady increase in air ambulance work, completing approximately 600 missions over the past 12 months, up 10% compared with the same period last year. Despite a challenging outlook owing to uncertain global economics, FAI remains optimistic for 2023 in this sector.

FAI has successfully partnered with world famous race team, McLaren



Now on its 36th year, the company opened FAI Technik's new maintenance base at Berlin Brandenburg Airport (BER) in February and business has kept solid into 2023 across its business.

Racing as their official aviation provider since early 2020. The collaboration with this strong brand has enabled FAI to raise its profile within the Formula 1 community. It has also underlined its reputation as a professional and reliable operator. FAI anticipates continuing its relationship with McLaren into 2024.

"F1 racing has a strong alliance and many synergies with business aviation so I'm pleased to see that Toto Wolff, Team Principal of the Mercedes-AMG PETRONAS F1 Team, and F1 executive Susie Wolff will be opening the EBACE show as keynote speakers. Our partnership with McLaren has been hugely positive for us and we look forward to continuing to support them," stated Siegfried Axtmann, FAI's Chairman and Founder.

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JAGGAER announces new CEO, Andy Hovancik

Dubai, United Arab Emirates: AGGAER, a world leader in Autonomous Commerce, announced the appointment of Andy Hovancik as Chief Executive Officer and member of the Board of Directors.

Hovancik is a seasoned executive with proven success leading international, rapid-growth SaaS solutions providers across the financial, manufacturing and services sectors. He will lead JAGGAER into its next phase of growth, advance its vision and leadership position, and equip the company to continue to deliver exceptional customer success.

Hovancik joins JAGGAER after more than 10 years as CEO of Sovos Compliance, a global leader in international tax compliance and business-to-government reporting software that serves thousands of organizations worldwide. During this

time, through a comprehensive organic expansion strategy, augmented by the organizational integration of 30 acquisitions, Sovos grew to become a category leader. The company experienced compounded revenue growth of over 25%, over 30% EBITDA year-over-year and a 9x increase in staffing to 2,700 worldwide employees.

"We see limitless potential for JAGGAER's future. JAGGAER is already a global leader in solving complex supply chain and source-to-pay issues with over 1,750 customers worldwide, including some of the largest global firms," commented John Burton, Chairman of the Board. "We firmly believe it's the right time to assert our vision and further deliver our transformative capabilities to our market."



Andy Hovancik

Over five million global suppliers and \$500 billion worth of goods flow through JAGGAER's Enterprise Commerce Network.



Sascha Nauck

Frankfurt, Germany: Frankfurt-based NEO Air Charter – the growing air cargo charter and aviation services provider – has appointed

Nauck heads new NEO division

Sascha Nauck as Airfreight Business Development Manager to lead its Neutral Airfreight Solutions division.

Sascha's entire 24-year career has been spent in air logistics, spanning sales and operational management roles with leading companies including LSP DB Schenker, and GSSAs Kales Group and Euro Cargo Aviation.

NEO's recently-created Neutral Airfreight Solutions division provides bespoke capacity for urgent shipments that do not warrant a whole plane charter, but are also too large for NEO's On Board Courier services. The new department which will now be managed by Sascha has already moved 600 tons of cargo in recent weeks. As with all NEO services, the new division offers its solutions only to bona fide freight agents and intermediaries.

"We have successfully provided ad hoc airfreight services to our clients in the past, where smaller movements did not justify full- or part-charters. We always recognized that this was a logical extension to our service offering, but that it required the right person and skills to fully exploit its potential. We now have that person with the appointment of Sascha Nauck, and we are delighted to welcome him to our growing business," said NEO Commercial Director Brian Davis.

NEO's Neutral Airfreight Solutions division utilizes block space agreements on selected routes, frequently at below-normal rates which are not generally accessible.

London, UK: ACC Aviation has appointed Zeineb Lassoued as Regional VP-MEA to strengthen the company's service offering in the Middle East and Africa (MEA), part of continued growth plans in the region.

Zeineb will play an integral role in developing ACC's service portfolio and brings with her a wealth of industry experience, having spent the past seven years at respected aviation firms, most recently as Commercial Director at a Monaco-based aviation company.

"I am thrilled to join such a well-renowned company as ACC, and I'm excited to add my expertise to the team. The aviation industry in the MEA has displayed continued development in recent years, and I'm delighted to be a part of ACC's expansion strategy in the region," said Zeineb who speaks

ACC Aviation appoints Regional VP-MEA

fluent French, English and Arabic, including multiple native dialects.

She joins the team at ACC's Dubai Airport Freezone (DAFZA) office and will report to Robert Sitta – Director Middle East and Africa.

Sitta said they are delighted to have Zeineb join their team, saying, "As over half of the world's French speakers live in Africa, and the Middle East consists of close to 270 million Arabic speakers, Zeineb's language proficiency and impressive aviation background position her brilliantly in her new role."



Zeineb Lassoued

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Upcoming Events

The 13th International Conference on Logistics & Transport 2023

This is the 13th international conference organized by the Centre for Logistics Research at Thammasat Business School, Thammasat University, the Graduate School of Chiang Mai University and the Supply Chain and Engineering Management Research Unit of Chiang Mai University. Hosted by Hanken School of Economics, this is a major event for researcher in transport, logistics, supply chain and value chain management especially in the Asia Pacific region.

The theme for this year's event is "Circular Supply Chain for Resilience". With the current movement towards an eco-friendly future, the role of repurposing what is once viewed as "waste" are recycled back in the manufacturing operation. Along with the adaptation of data analytics in supply chain, physical internet, blockchain in supply chain, digital supply chain, computer applications in supply chain and disruptive technologies, resilience in circular supply chain have received a considerable attention in the current domain of supply chain management.

27-29 September 2023, Helsinki, Finland

2023 FIATA World Congress

FIATA has been convening industry leaders and innovators in logistics at its flagship FIATA World Congress (FWC). This annual event, which takes place between September and October, brings together 1,000 to 1,500 participants from the logistics, transport, and cargo industries, as well as observers from other sectors and a significant number of institutional attendees.

The FWC is an international event offering business, social and networking opportunities, as well as interaction with governmental and non-governmental organisations. High-profile speakers and policy issue debates are essential components of the event's programme.

The 2023 FIATA World Congress will take place in Brussels, Belgium in October, where we will meet to exchange, learn, network with new faces, and enjoy the best of Belgium culture! Brussels is considered the de facto capital of the European Union, where key decisions are made on a daily basis and where more than 2000 international associations are present for that very reason.

3-6 October 2023 | Brussels, Belgium

Caspian Air Cargo Summit 2023

After a four-year hiatus, the Caspian Air Cargo Summit 2023, the largest and most comprehensive aviation event in the region, bringing the int'l air cargo market leaders to Baku, is back.

Focus will be on the Europe-Asia trade lane, innovation in logistics, e-commerce, cargo aircraft, sustainability in the supply chain, business opportunities in Azerbaijan and global market outlook.

If you are looking for new contacts in the region and elsewhere, this conference will provide unrivalled business opportunities. Meet and network with leading airlines, airports, project developers and aviation service providers.

23-25 October 2023

W Marriott Absheron Hotel, Baku, Azerbaijan

Air Cargo Americas 2023

Air Cargo Americas will bring together top executives from all sectors of the aviation, and logistics industries to exchange views and experiences to enhance the growth of the cargo industry in the Western Hemisphere. Airports, exporters, freight forwarders, shippers, importers, consignees, equipment and technology suppliers, among others, will interact, exchanging ideas and information.

Topics will include security, regional consolidation, manufacturer and shipper needs in high growth cargo, trade facilitation, improving productivity, speed and service quality, responding to market changes and demands from shippers, consolidators and forwarders, and controlling costs while streamlining customer services.

31 Oct – 2 Nov 2023

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Air Cargo/Transport Logistic Southeast Asia

transport logistic Southeast Asia is the latest edition of the world's largest trade show for transportation and logistics industry. It is poised to become the most influential meeting place for logistics, mobility, IT and supply chain management in Southeast Asia region.

Based on the established concept of the Munich exhibition, and benefiting from the extensive global network of Messe München, transport logistic Southeast Asia will bring together the world's leading service providers, to meet, network and trade with top buyers from the region. The event will also comprise of a high-level summit where expert speakers will share key trends and insights on some of the most forward-looking topics.

1 - 3 November, 2023

Marina Bay Sands Convention Centre, Singapore





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