



## media information

# An introduction to **oneworld**: The alliance that revolves around you

## THE WORLD'S LEADING QUALITY GLOBAL ALLIANCE

- **oneworld**® brings together 11 of the world's biggest and best airlines - and 20 affiliates - with more signed up to join soon.
- Providing its customers and carriers with services and value no airline can deliver on its own.
- Offering the market-leading range of alliance fare and sales products.
- Committed to innovation to improve customer service.
- Winner of more international awards for airline alliances than either of its competitors.
- Serving an unrivalled international route network.
- The alliance with the strongest collective profitability record.

**ELEVEN OF THE WORLD'S BIGGEST AND BEST AIRLINES:** **oneworld** brings together some of the biggest and best airlines in the world, all with high-flying reputations for quality service:

- **American Airlines**, one of the biggest airlines in the world.
- **British Airways**, one of the leading international airlines.
- **Cathay Pacific Airways**, one of the most highly regarded Asian airlines.
- **Finnair**, the major Nordic European airline.
- **Iberia**, the top carrier between Europe and Latin America.
- **Japan Airlines**, one of Asia-Pacific's largest airlines.
- **LAN Airlines**, the leading Latin American airline.
- **Malév Hungarian Airlines**, one of the highest quality carriers in Central and Eastern Europe.
- **Mexicana**, the leading airline in Mexico and Central America.
- **Qantas**, one of the world's top long distance airlines and among Australia's strongest brands.
- **Royal Jordanian**, the first Middle East airline to find a home with one of the global alliances.

Another 20 or so airlines are affiliate members - including:

- **American Eagle**, one of the leading regional carriers in the USA.
- **Comair** and **Sun-Air**, the British Airways franchisees in South Africa and Denmark.
- **Dragonair**, named the Best Airline China for the past seven years running by SkyTrax.
- **LAN Argentina, LAN Ecuador and LAN Peru**, expanding coverage in South America.

**S7 Airlines**, Russia's leading domestic carrier, will join during 2010, expanding **oneworld**'s network considerably in the Commonwealth of Independent States.

**Kingfisher Airlines**, Indian's leading operator and only five-star airline, and Air Berlin, which is Europe's fifth biggest airline, will follow on board.



**SHARING ONE VISION:** To generate more value for customers, shareholders and employees than any airline can achieve by itself, by:

- Making global travel smoother, easier, better value and more rewarding.
- Offering travel solutions beyond the reach of any airline's individual network.
- Providing a common commitment to high standards of quality, service and safety.
- Creating a world where customers always feel at home, wherever their journey may take them.
- Delivering its airlines with savings and benefits greater than any can achieve by itself.

**SOME VITAL STATISTICS:** **oneworld** airlines (including members elect S7, Kingfisher and Air Berlin):

- Serve almost 900 destinations in nearly 150 countries.
- Carried more than 340 million passengers last year.
- Operate combined fleets totalling 2,500 aircraft.
- Offer some 9,500 flights a day - an average of one **oneworld** airline departure or arrival somewhere around the world every five seconds around the clock.
- Generate more than US\$90 billion in annual revenues.

**WHY ALLIANCES?** The three main airline alliances, including **oneworld**, now account for around two-thirds of the total world airline capacity (ASKs), with all but two of the world's 20 biggest airlines signed up. Unaligned legacy carriers account for around a quarter of world capacity, with low cost carriers accounting for the rest.

There are a number of reasons for the emergence of alliances:

- More people want to fly to more places more easily and for greater value – but government restrictions and business economics make it impossible for any one airline to serve all these markets by itself.
- In the drive to reduce costs, particularly in the recent financially difficult times for the industry, airlines can achieve substantial efficiencies through working more closely together.
- Alliances help boost airlines' revenues and provide opportunities to maintain more routes and frequencies and for growth, by feeding passengers between members' networks.
- Individual passengers and corporate customers are increasingly recognising the value and benefits which alliance can offer them.
- It will become increasingly difficult for airlines to maintain their global market share unless they are allied to one of the global groupings.

Competition in this industry is increasing between alliances, besides individual airlines.

**A WORLD OF DIFFERENCE FOR CUSTOMERS:** **oneworld** enables its member airlines to offer services beyond what any individual carrier can provide by itself or bilaterally with another partner.

- **Global coverage:** **oneworld** has an incomparable route network, serving almost 900 destinations in nearly 150 countries. The alliance's airlines and members elect operate 9,500 flights every day - that averages out at one departure or arrival every five seconds around the clock.
- **Better value:** **oneworld** is the market leader for alliance fares and sales products, pioneering some of the most innovative, flexible and attractively priced alliance fares available – and the first to sell any of them on-line.
- **More rewards and recognition:** Top tier frequent flyers enjoy all of the privileges that their status entitles them to, across all **oneworld** airlines.
- **More miles and points:** Members of any **oneworld** airline's frequent flyer programme can earn miles and tier status points on eligible flights marketed and operated by any of the alliance's carriers - and redeem rewards across that wider network.
- **More lounges:** Frequent flyers, depending on status, have access to more than 550 airport lounges worldwide.
- **Smoother transfers:** Wherever possible, passengers are checked right through to their final destination, with **oneworld** staff and airport signs providing assistance in unfamiliar airports.

- **Superior quality:** **oneworld** member airlines have strong reputations for customer service excellence and innovation. The quality of the **oneworld** customer journey, from lounges to the in-flight product, will help passengers arrive at their destinations fresh, well rested, and ready to do business.
- **Greater support:** Our airlines employ almost a third of a million people across the globe to ensure **oneworld** customers travel safely, securely and comfortably every step of their journey.

**AN UNRIVALLED INTERNATIONAL NETWORK:** From Adelaide to Zurich, from Argentina to Zimbabwe, **oneworld's** network reaches out to the four corners of the earth, making it easier for travellers to reach more places. Our member airlines together serve almost 150 countries with flights to nearly 900 destinations, many more than any individual airline can offer itself.

**AN EXTENSIVE RANGE OF GREAT VALUE FARES:** **oneworld** is the market leader for alliance fares and sales products, pioneering some of the most innovative, flexible and attractively priced alliance fares available – and the first to sell any of them on-line. There's something for anyone interested in making an extensive journey - from captains of industry on a trip right around the world to the student backpacker exploring one continent or more.

- **oneworld Explorer:** One of the most popular, simple, flexible and attractively priced round-the-world fares available in the market. Prices are based on class of travel (Economy, Premium Economy where available, Business or First) and, uniquely, the number of continents visited - rather than mileage of the overall trip. This keeps journey planning as simple and flexible as possible, providing excellent value. Flights can be on any of the **oneworld** carriers. **oneworld Explorer** is the obvious choice for anyone planning a global journey including sectors "Downunder" with **oneworld's** Qantas the only member of a global alliance operating a full domestic network within Australia. It was the first multi-airline round-the-world fare bookable on-line.
- **Global Explorer:** Another round-the-world fare, but this time based on the distance flown - and including some airlines which are not members of **oneworld** – including Aer Lingus, Air Pacific, Alaska Airlines, Gulf Air, Meridiana and some flights operated by Air Tahiti Nui, Jetstar, South African Airlines and Vietnam Airlines, extending the destinations covered still further.
- **Visit Passes:** Offering multi-sector flights on any **oneworld** carrier in a specific continent and also within Mexico and Central America, and Japan. They offer a great value way to travel around a region. **oneworld** is the only alliance to offer this sort of pass covering all six continents. Prices are based on the number of sectors selected and their length.
- **Circle Explorer:** Similar to **oneworld Explorer**, but does not require travel to North or South America, so you can fly halfway around the globe and then back again, without actually circumnavigating the planet (for example London-Hong Kong-Sydney-Johannesburg-London).
- **Circle Pacific:** Another Explorer variant, this time for trips around the Pacific Ocean, covering Australia/NZ, Asia and North and South America (for example, Los Angeles-Tokyo-Sydney-Los Angeles).
- **Circle Asia and South West Pacific:** Covering North East and South East Asia and the South West Pacific.
- **Circle Atlantic:** Covering Europe and the Middle East, North and South America.
- **businessflyer™:** Offering medium and small sized corporate customers discounted fares in return for a more regular relationship with the alliance and its airlines. Available in Germany, France, Netherlands, Switzerland, Belgium and now also Italy, with more than 7,000 companies signed up so far.

**oneworld** fares earn frequent flyer points and miles.

**oneworld Explorer** and the Circle fares are available for group travel.

Lead-in prices from most countries, a travel planning tool, a booking facility for **oneworld Explorer** fares and other useful information about all these fares is available at [www.oneworld.com/ow/air-travel-options](http://www.oneworld.com/ow/air-travel-options)

**MORE RECOGNITION FOR FREQUENT FLYERS:** **oneworld** offers more opportunities to earn and redeem frequent flyer rewards - and more airport lounges to use on your travels.

- **Earning miles:** Members of any of the **oneworld** airlines' frequent flyer programmes can earn miles or points on eligible fares and flights marketed and operated by any **oneworld** airline. Eligible flights also count towards their tier status.
- **Redeeming miles:** Frequent flyers can also redeem their miles or points on any flights operated by **oneworld** airlines. They can be used for flights on any individual airline in the alliance, or for journeys involving sectors on any number of **oneworld** carriers, including round-the-world journeys. **oneworld** is aiming to be the first alliance to enable members of any of its frequent flyer programmes to book on-line reward flights throughout the alliance network.
- **Privileges:** Top tier members of **oneworld** airlines' frequent flyer programmes (Emerald and Sapphire card holders, see below) are eligible to use any of the more than 550 airport lounges offered by our member airlines before their **oneworld** flights. At many lounges, passengers are offered refreshments, telephones and computer facilities. At some locations, there are showers, a wider range of business services and meeting facilities.

Because **oneworld**'s airlines all have different names for the top three membership tiers in their frequent flyer programmes, the alliance has created a tier of names, based on gemstones, that are common right across **oneworld**:

- **Emerald** denotes the top tier in any programme.
- **Sapphire** denotes the second tier.
- **Ruby** denotes the third tier.

Membership cards issued by all **oneworld** airlines carry a **oneworld** symbol in the appropriate colour, to ensure these most frequent flyers always receive the recognition and privileges to which they are entitled, no matter which **oneworld** airline they are flying.

**HIGH FLYING SERVICE STANDARDS:** All members of **oneworld** are proud of their reputations for high quality service - setting standards for the rest of the industry to follow. To ensure a consistently high level of customer service across all member airlines, **oneworld** has established a set of quality standards which are monitored regularly. They cover areas such as check-in, lounges, boarding experience, cabin crew, meals, seat comfort, punctuality, in-flight entertainment, aircraft cleanliness and baggage handling.

Members of **oneworld** comprise:

- **American Airlines**, one of the world's largest carriers. Together with its regional affiliates American Eagle and AmericanConnection, it serves more than 260 cities and 40 countries, carrying 105 million passengers in 2009 on almost 900 aircraft. It operates major hubs at Dallas/Fort Worth, Chicago O'Hare, Los Angeles, Miami, and New York JFK and LaGuardia.
- **British Airways**, one of the world's leading international airlines, and currently Business Traveller magazine's Best Airline worldwide. With its affiliates, it serves more than 165 airports in almost 80 territories, with its main hub London Heathrow, the world's busiest international airport. It carried more than 30 million people in its latest full year.
- **Cathay Pacific**, one of the most highly regarded Asian airlines and a regular winner of Airline of the Year awards. Based in Hong Kong, it and its Dragonair affiliate carried 25 million people last year on a fleet of some 125 aircraft, serving around 75 destinations in 30 countries.
- **Finnair**, the national carrier of Finland, serves more than 60 cities and 30 countries with more than 250 daily flights. The airline is currently undergoing substantial expansion in Asia, with its Helsinki hub an ideal gateway for travel between Europe and Asia.
- **Iberia**, the leading carrier between Europe and Latin America. Worldwide, the Spanish flagcarrier serves some 120 cities in more than 40 countries, with its main hub at Madrid, carrying more than 25 million passengers in 2009.
- **Japan Airlines**, one of the biggest carriers in the Asia-Pacific region and the Japanese flagcarrier. From the group's main hubs of Tokyo (Narita and Haneda), Osaka (Kansai and Itami), Nagoya (Chubu and Komaki) and Okinawa (Naha), Japan Airlines and its **oneworld** affiliates operate flights to some 80 destinations in 20 countries and territories. JAL and its four **oneworld** affiliates carried almost 40 million passengers in the year to end March 2010.

- **LAN Airlines**, widely recognised as Latin America's leading airline, serves more than 70 cities in 20 countries, carrying more than 15 million passengers in 2009. LAN has as its main hubs Santiago de Chile, Buenos Aires, Lima, Quito and Guayaquil. LAN Airlines is a **oneworld** member, and LAN Argentina, LAN Ecuador, LAN Express and LAN Peru are all **oneworld** affiliates.
- **Malév Hungarian Airlines**, one of the highest quality carriers in Central and Eastern Europe, whose Budapest base provides the alliance with one of the best hubs in that region. It serves more than 50 destinations in 35 countries. Malév carried 3 million passengers last year.
- **Mexicana**, **oneworld's** latest recruit, joining in November 2009, is the leading airline in Mexico – and Central America. Together with its **oneworld** affiliates MexicanaClick and MexicanaLink, it serves nearly 70 destinations in 15 countries, carrying some 11 million passengers a year.
- **Qantas**, the world's most experienced airline and one of Australia's strongest brands. It offers an unparalleled network in its home continent. Worldwide, it serves nearly 80 destinations and 20 countries. With its main base Sydney, it carried 28 million passengers last year.
- **Royal Jordanian**, the first airline from the Middle East to find a home with any of the global airline alliances and the first in the region to be privatised. Its Amman base provides the alliance with one of the best hubs for traveling around the region - the world's fastest growing for air travel - where it serves more destinations than any other carrier. RJ flies to nearly 60 destinations in almost 40 countries, carrying almost 3 million passengers a year.

**oneworld** also has some 20 **affiliate members**, airlines who provide regional services in association with the alliance's members. They include: American Airlines' regional affiliates American Eagle and AmericanConnection; British Airways franchisees Comair (of South Africa) and Sun-Air (Denmark); Iberia Regional Air Nostrum; Cathay Pacific sister Dragonair; JAL group subsidiaries JALways, JAL Express, J-AIR and Japan Transocean Air; LAN affiliates LAN Argentina, LAN Ecuador, LAN Express and LAN Peru; Mexicana's MexicanaClick and MexicanaLink; and QantasLink carriers Airlink, Eastern Australia Airlines and Sunstate Airlines.

**S7 Airlines**, Russia's leading domestic airline, is a member elect and will become part of **oneworld** in 2010. It serves 75 destinations in more than 20 countries.

**Kingfisher Airlines**, Indian's leading domestic operator and only five-star airline, is also on track to board. It serves some 75 destinations in eight countries.

**Air Berlin**, Europe's fifth biggest airline in terms of passenger boardings and revenues and Germany's second largest carrier, will become a **oneworld** member in early 2012. It serves some 160 destinations in 40 countries.

**AWARD WINNERS:** **oneworld** and its member airlines are among the most frequent award winners in the airline industry. **oneworld** itself has won more international awards for airline alliances than any of its competitors.

**oneworld** was named the World's Best Airline Alliance in the 2010 World Airline Awards run by Skytrax, the airline quality organisation, based on a survey of almost 18 million air travellers from 100 different countries.

**oneworld** was also named World's Leading Airline Alliance for the seventh year running in the 2009 World Travel Awards, which describes itself as the travel industry's number one awards scheme, based on votes cast by more than 100,000 travel agencies professionals from 200 countries. **oneworld** has retained this award since it was first presented.

It has also been twice named the World's Best Alliance by Business Traveller magazine.

**oneworld** also took the best alliance title in the 2009 Cellars in the Sky awards, for wines served in flight.

Its partner airlines regularly gain more accolades than members of both its competitor alliances in the industry's key award schemes. British Airways is currently Business Traveller magazine's Best Airline worldwide.

**oneworld ONLINE:** The alliance's website, [www.oneworld.com](http://www.oneworld.com), offers a wealth of useful tools, information and downloadable brochures on key aspects of its service and products in many languages – and an interactive map showing every destination and route served by the alliance's member airlines and their code-share partners

In December 2008, **oneworld** became the first alliance to sell any of its consumer fares on-line, through the booking tool for **oneworld Explorer** round-the-world fares.

Surf its pages, and you can check out:

- Flight schedules for all **oneworld** member airlines, including a full alliance timetable downloadable to PCs, PDAs, Blackberrys or for printing.
- Details on the alliance's innovative and attractively priced fare products, including lead-in prices and a tool for helping plan **oneworld Explorer** round-the-world journeys, along with the booking tool.
- Frequent flyer benefits.
- Real-time arrival and departure information for all flights by **oneworld** member airlines.
- Local city information for many major destinations, along with visa and health requirements for every country in the world.
- How to transfer between **oneworld** airlines at key connecting hub airports.
- Press releases, images and other media information – and a downloadable **oneworld** screensaver.

**OFFERING BETTER FACILITIES ON THE GROUND:** **oneworld** member airlines operate from some of the best airports in the world.

By working together on joint ground facilities, they are able to create far better facilities than any of them could justify on their own, and at better unit costs. **oneworld** members have combined ticket offices, check-in facilities and/or lounges at some 50 airports worldwide.

In October 2009, member airlines serving London Heathrow completed the alliance's biggest yet co-location project, consolidating from across all five of the airport's terminals into just two - the GBP4.2 billion (USD\$7.6 billion) new Terminal 5 and the adjacent existing Terminal 3, which is now undergoing a massive up-grading programme.

In Madrid, all on-line member airlines moved into the EUR6 billion, new Terminal 4 at the Spanish capital in February 2006.

These two initiatives provide **oneworld** with world-class, state-of-the-art facilities at the alliance's two main European hubs. At its other main hub in the continent, the new Helsinki airport, home of Finnair, is regularly voted the world's best airport for its size.

In Asia, the existing member airlines operating at **oneworld** hub Tokyo Narita consolidated operations in January 2007 alongside Japan Airlines in Terminal 2, which has undergone a multi-million-dollar improvement programme.

The alliance's existing main Asian hub Hong Kong, home to Cathay Pacific and Dragonair, is regularly voted the world's best airport.

In early 2008, **oneworld's** member airlines serving Beijing and Shanghai consolidated operations in the airports' new terminals, and in July 2010 at Delhi's new Terminal 3.

At **oneworld's** main North American hub, Dallas/Fort Worth, the new US\$1.2 billion international Terminal D opened in October 2006. Elsewhere, American Airlines is virtually rebuilding its New York JFK and Miami terminals. LAN's Santiago base is widely recognized as the best airport in South America.

In November 2007, the first airport lounges in the world developed as a **oneworld** project opened their doors - at Los Angeles International Airport's Tom Bradley International Terminal. British Airways, Cathay Pacific and Qantas collaborated to design and develop the facility, which includes separate lounges for First and Business Class passengers. The lounges are also available to

premium passengers flying with the alliance's other two carriers operating from the terminal - Japan Airlines and LAN - and **oneworld** Emerald or Sapphire tier frequent flyer cardholders from any **oneworld** member airline when flying on any of the alliance's carriers.

**DELIVERING BENEFITS TO SHAREHOLDERS:** **oneworld** gives its members an additional competitive edge - beyond what any airline can achieve individually or bilaterally - by:

- Building revenue
- Reducing costs
- Adding shareholder value
- Providing additional customer services and benefits
- Spreading a member's brand name – and distribution - further
- Sharing best practice.

**oneworld's** members have benefited by billions of dollars through revenue generation and feed flowing from their various multi-lateral and bilateral agreements, and from cost-saving initiatives like airport co-location and joint procurement.

Revenues from **oneworld** alliance activities are growing at a faster rate than revenues earned by its member airlines from their overall passenger activities.

In 2009, **oneworld** earned revenues totalling some US\$650 million for its member airlines through its fare and sales products. The 8 million passengers transferring in 2009 from flights by one alliance partner to another generated revenues totalling almost US\$2 billion.

**oneworld** activities now account for around one in every US\$30 of revenue earned by the alliance's airlines from passenger services, and for one customer in 30 to board their flights.

**oneworld** is the only alliance whose member airlines collectively achieved net profits in decade since it was launched – with **oneworld** carriers' combined net profits in the 10 years since 1999 totalling US\$8.3 billion, compared with cumulative losses by Star members of US\$3.4 billion and by SkyTeam of US\$32.6 billion.

**MANAGING THE ALLIANCE:** **oneworld** was the first of the global airline alliances to establish a central unit to drive the management of the alliance, its future growth and customer offerings. The **oneworld** Management Company (oMC) was established in Vancouver, Canada, in May 2000.

It is headed by John McCulloch, former senior executive with Cathay Pacific, reporting to the **oneworld** Governing Board, comprising the Chief Executives of each of the **oneworld** member airlines, who meet regularly to set strategic direction and review progress. The Board is currently chaired by Gerard Arpey, Chairman and Chief Executive of American Airlines.

Reporting to the Managing Partner are function heads for Commercial, Airports and Customer Experience, Membership, Operations, IT and Cost Reduction, and Corporate Communications.

Activity across the alliance is managed by the oMC, in liaison with working groups drawn from executives across all member airlines.

To help them work across their many different time zones, they make wide-spread use of technology - email, eRooms, a dedicated intranet etc.

Vancouver was selected as base for the team because it is possible to “do business” with all **oneworld** members during the same working day, because it is “independent” as far as **oneworld** carriers are concerned, because it is a handy crossover point between Asia, North America and Europe and because it is a highly cost effective city in which to operate.

## **oneworld's HISTORY:**

### **2010**

#### *July*

Air Berlin – Europe's fifth biggest airline and Germany's second largest – becomes a **oneworld** member elect, lining up to join in early 2012.

Regulators in Europe and the USA approve the proposed transatlantic joint business agreement between American Airlines, British Airways and Iberia and the application for anti-trust immunity between those three airlines and the alliance's other transatlantic operators, Finnair and Royal Jordanian.

#### *June*

India's leading airline Kingfisher Airlines becomes a **oneworld** member elect after signing an agreement to join the alliance.

**oneworld** marks the 10<sup>th</sup> anniversary of LAN joining by reaffirming its determination to remain Latin America's leading alliance.

#### *May*

**oneworld** is named the World's Leading Airline Alliance for the seventh year running in the World's Travel Awards – retaining the award every year since this category was introduced.

#### *February*

American Airlines and Japan Airlines apply for anti-trust immunity for a joint business agreement between North America and Asia.

Japan Airlines reaffirms its membership of **oneworld** and its commitment to expand co-operation with its alliance partners, after a review of its alliance strategy prompted by its overall business restructuring.

### **2009**

#### *December*

**oneworld** becomes the first global airline alliance to enable corporate customers to complete contracts electronically.

#### *November*

Mexicana joins **oneworld**, along with affiliates MexicanaClick and MexicanaLink – adding Mexico and Central America's leading airline to the world's leading quality airline alliance.

Visit Mexico and Central America pass launched as **oneworld's** latest consumer fare.

A Spanish version of its popular round-the-world booking tool is launched, making **oneworld** the only alliance offering an on-line booking facility in any language besides English.

**oneworld** is named the World's Leading Airline Alliance for the seventh year running in the World's Travel Awards – retaining the award every year since this category was introduced.

All **oneworld** member airlines serving Stockholm co-locate to the airport's newly expanded Terminal 5.

### October

**oneworld**'s biggest airport co-location project to date is completed, with Qantas and British Airways' Australian routes transferring from Terminal 4 to Terminal 3, to operate alongside all the other alliance carriers serving its biggest European hub, with the remainder of BA's services in the brand new Terminal 5. It brings the alliance's operations together from across all five of the airport's terminals into just two.

### September

All **oneworld** member airlines serving Barcelona co-locate to the airport's new Terminal 1.

All **oneworld** member airlines serving Helsinki co-locate in the airport's Terminal 2, following the opening of its extension.

### July

Iberia and Qantas are the latest **oneworld** partners to code-share.

### May

S7 Airlines, Russia's leading domestic carrier, elected on board as a **oneworld** member designate, to join the alliance in 2010. At the same time, the airline's network is covered by the Global Explorer round-the-fare that features all **oneworld** member airlines and some selected airlines not part of the alliance.

India's leading carrier Kingfisher Airlines starts participating in Global Explorer, the round-the-fare that features all **oneworld** member airlines and some selected airlines not part of the alliance.

### February

**oneworld** marks its 10<sup>th</sup> birthday with a host of initiatives:

- The unveiling of a standard **oneworld** livery that all member airlines will adopt on a proportion of their fleets as a symbol of their renewed commitment to the alliance.
- A 10 per cent cut in the price of all of **oneworld** consumer fares for ten weeks – repeated later in the year. It is the first time any of the global alliances has offered this kind of special promotion across its full range of consumer fares.
- The launch of its latest consumer fare - Circle Atlantic.
- On-line enhancements to make booking flights on all of its member airlines easier than ever before - whether they are frequent flyer award redemption flights or regular tickets. This puts **oneworld** on track to be the first alliance:
  - To enable its airlines' frequent flyer programme members to book on-line award flights on all **oneworld** airlines.
  - With every member airline selling through its own website flights operated by all its global alliance partners in conjunction with its own flights.
- A chance for customers to win a pair of Business Class tickets for travel all the way around the world on **oneworld**'s airline members, simply by saying what services and benefits they would most like the alliance to offer in the future.

## 2008

### December

**oneworld** becomes the first in the travel industry to sell multi-airline round-the-world fares on-line with the launch of its internet booking engine for **oneworld** Explorer. This is also the first time any alliance fare has been sold on-line.

**oneworld** named World's Leading Alliance for the sixth year running in the World Travel Awards.

Affiliate LAN Ecuador gains rights to launch a domestic network within Ecuador.

*November*

American Airlines' Chairman and Chief Executive Gerard Arpey succeeds his Qantas counterpart Geoff Dixon as Chairman of the **oneworld** Governing Board.

**oneworld** links with WestJet to launch a joint corporate sales programme in Canada.

*October*

Alaska Airlines and its regional affiliate Horizon Air start participating in Global Explorer, the round-the-world fare that features all **oneworld** partners and selected other airlines.

*August*

American Airlines, British Airways, Finnair, Iberia and Royal Jordanian apply for anti-trust immunity, enabling them to work more closely together. American, British Airways and Iberia also announce plans for a joint business agreement covering their flights between North America and Europe.

Finnair becomes the first **oneworld** member in Europe to decorate aircraft in a special **oneworld** livery to mark the 10<sup>th</sup> anniversary of its invitation to join.

*April*

Mexicana elected a member designate, to join **oneworld** in 2009 along with affiliate Click Mexicana.

LAN Argentina becomes the second airline in the alliance to decorate an aircraft in a special **oneworld** livery, to mark the first anniversary of its joining.

*March*

**oneworld's** biggest yet airport co-location project begins with British Airways beginning its move into the new Terminal 5 at its London Heathrow base.

**2007**

*December*

**oneworld** voted World's Leading Airline Alliance for fifth year running in World Travel Awards.

*November*

Dragonair joins as an affiliate member.

First airport lounges in the world developed as a **oneworld** project opened their doors - at Los Angeles.

*September*

**businessflyer** extended to Italy, as it becomes a key target market for the alliance.

*April*

Japan Airlines, Malév and Royal Jordanian start offering **oneworld** services and benefits in the alliance's biggest expansion since its launch in 1999.

LAN Argentina and LAN Ecuador join as affiliates.

Aer Lingus withdraws from **oneworld** with its new focus on the low fare, point-to-point market no longer in line with the alliance's strategy of serving the multi-sector, premium, frequent international traveller.

Visit Japan and Circle Asia and South West Pacific fares launched.

### *March*

To mark Japan Airlines' impending accession, **oneworld** links with the Visit Japan Campaign to support its drive to boost tourism to Japan – and JAL reveals a special **oneworld** livery that it will paint on a number of its aircraft.

### *February*

**oneworld** becomes the only alliance with a member airline in South America, as Varig leaves Star.

### *January*

**oneworld's** member airlines consolidate operations alongside recruit Japan Airlines at its biggest international hub Tokyo Narita in the alliance's biggest co-location project to date in the Asia Pacific region.

## **2006**

### *December*

Dragonair elected on board as an affiliate, to join in 2007.

### *October*

LAN Argentina and LAN Ecuador elected on board as affiliates, to join in early 2007.

Qantas Group Chief Executive Officer Geoff Dixon becomes Chairman of **oneworld's** Governing Board.

**oneworld** launches its first external advertising campaign for five years, in the key target markets of France and Germany.

**oneworld's** **businessflyer** corporate sales product extended to Belgium.

### *September*

**oneworld** member airlines serving Bangkok co-locate their operations at the city's new Suvarnabhumi airport as it opens for business.

**oneworld** named World's Leading Airline Alliance for the fourth year running in the World Travel Awards, which describes itself as the industry's biggest award scheme.

### *August*

**oneworld** launches its new website – featuring an interactive map showing all the destinations and routes its members serve.

### *July*

Three of **oneworld's** most popular consumer fares – the round-the-world **oneworld** Explorer and two Circle passes – are opened up for group travel.

### *June*

Japan Airlines elected on board. It is expected to start offering the alliance's services and benefits in early 2007.

Three of the alliance's most popular fares - **oneworld** Explorer and its two Circle tickets - are opened up to group travel.

*February*

All **oneworld** airlines serving Madrid move into the airport's new EUR6 billion Terminal 4 in the alliance's biggest co-location activity to date.

**2005**

*November*

Malév elected on board. It is expected to start offering the alliance's services and benefits in early 2007.

**oneworld** named the world's leading airline alliance for the third year running in the World Travel Awards.

**businessflyer** extended to the Netherlands.

*October*

Japan Airlines announces it is seeking membership.

Royal Jordanian elected on board. It is expected to start offering the alliance's services and benefits at around the turn of 2006/2007.

**businessflyer** extended to Switzerland.

*September*

**oneworld** is named the world's Best Airline Alliance for the second year running in the 2005 Business Traveller awards.

*May*

**oneworld** launches a new downloadable timetable showing schedules for all its members and their code-share partners.

*April*

**oneworld** becomes the only global alliance to enable customers to fly throughout its network, with multiple connections, on electronic tickets only, with the completion of interline e-ticketing links between all its member airlines.

*March*

**oneworld** launches a special website for its Japanese-speaking customers. [oneworld-jp.com](http://oneworld-jp.com) is a complete replica of the alliance's main website, but in Japanese.

Travel agents in France are the first to be offered their own dedicated **oneworld** website, supporting the alliance's sales activities in the country.

**2004**

*December*

British Airways and Iberia confirm they will increase their co-operation by operating their services between London and both Madrid and Barcelona as a joint business from 1 January 2005.

**oneworld** named the world's leading airline alliance for the second year running in the World's Travel Awards.

Connecting between **oneworld** member airlines at London Heathrow, the alliance's main European hub, is made smoother and easier with the grouping co-locating facilities at the airport's Flight Connections Centre.

#### *September*

British Airways sells its 18.25 shareholding in Qantas, but the two airlines stress their alliance remains unaffected, with the joint services agreement governing their co-operation between Australia and Europe recently approved by the Australian regulators approved for a further five years.

**oneworld** launches a global frequent flyer promotion, offering up to 15,000 bonus miles - its first such promotion for five years.

The alliance's Latin American partner completes the change of its name from LanChile to LAN Airlines.

#### *July*

British Airways and Cathay Pacific combine arrivals' desks at London Heathrow Terminal 3.

#### *June*

American Airlines is the first airline in the world to offer interline electronic ticketing with all its global alliance partners when Aer Lingus and Iberia are the final **oneworld** partners to start offering this service with the US carrier.

Iberia President Fernando Conte succeeds his Finnair counterpart Keijo Suila as Chairman of **oneworld's** Governing Board.

Swiss International Air Lines released from its commitment to join **oneworld** after an agreement between the airline and established **oneworld** partner British Airways to drop the bilateral commercial agreement they signed in October 2003, which was a fundamental condition of it becoming a member of the global alliance.

#### *March*

**businessflyer** extended to France.

#### *January*

American Airlines and British Airways extend their code-sharing to their first transatlantic routes, between the USA and the UK regions.

### **2003**

#### *December*

British Airways and Iberia granted the European equivalent of anti-trust immunity, enabling the partners to deepen their co-operation.

#### *October*

**oneworld** named the World's Leading Airline Alliance at the tenth World Travel Awards.

American Airlines, British Airways and Cathay Pacific open a shared transfer facility at London Heathrow Terminal 3.

#### *September*

American Airlines and British Airways launch code-sharing.

Cathay Pacific and Qantas launch code-sharing.

*June*

**businessflyer** sales product launched, initially in Germany, offering small and medium-sized companies fare discounts in return for a regular relationship with the alliance's carriers.

John McCulloch succeeds Peter Buecking as **oneworld** Managing Partner.

*March*

The four **oneworld** airlines operating at Zurich - American Airlines, British Airways, Finnair and Iberia - move their passenger facilities into new amenities at the airport developed specially for them.

The two-letter code used to search in the travel industry's computer reservations systems for flights operated by any airline member of the **oneworld** alliance changes, to \*O.

*January*

American Airlines and Cathay Pacific launch code-sharing.

**2002**

*December*

**oneworld** calls for the development of a third runway at London's Heathrow Airport in response to the British government's request for views on the future development of air transport in the UK.

*November*

Heads of the Engineering and Maintenance functions at each **oneworld** member airline agree to develop common specifications as widely as possible across their engineering and maintenance activities, to align their policies and procedures, to work together to develop and support solutions that can be applied throughout the industry and to share best practice, enabling them to reduce costs through bulk buying and by sharing parts between one another.

Finnair President Keijo Suila appointed Chairman of **oneworld's** Governing Board.

*October*

British Airways and Iberia expand their code-sharing arrangements to cover their services between their London Heathrow and Madrid and Barcelona hubs in the first phase of a wider commercial agreement between the two airlines. This will also see them carrying out joint network planning, co-ordinating capacity and pricing and sharing more airport facilities to improve transfer services at Madrid, Barcelona and London.

Qantas starts moving alongside American Airlines at Los Angeles, smoothing transfers for passengers flying between Australia and the USA.

LanChile and Qantas link their Santiago and Sydney home bases by direct flights for the first time, with the South American carrier flying the route three times a week, via Auckland, with its services also carrying the QF code.

*September*

**oneworld** named the world's Best Airline Alliance in what is believed to be the first major award recognising this sector of the travel industry - the 2002 Business Traveller Awards, based on a poll among some of the world's most frequent flyers.

Content in Spanish, Chinese, Germany, French and Portuguese added to the established English at [www.oneworld.com](http://www.oneworld.com)

*August*

American Airlines and Finnair granted anti-trust immunity.

*June*

A series of key initiatives launched to deepen working relationships between member airlines, including a major extension of alliance activity, beyond the traditional passenger business, into the areas of cargo, engineering and maintenance, flight operations training and revenue accounting.

Circle Explorer and Circle Trip Explorer launched.

American Airlines and Finnair become the first airlines from different continents to introduce e-ticket interlining, as **oneworld** becomes the first of the global alliances to commit to introducing the system across its members.

*April*

American Airlines and LanChile expand code-sharing to another five US routes.

American Airlines and Qantas expand code-sharing activities, with the number of US destinations served by AA flights with QF codes increased by around 50 per cent.

Finnair and Qantas link their Helsinki and Sydney hubs with a daily code-share service over Bangkok.

*March*

Cathay Pacific's Hong Kong hub and Finnair's Helsinki base are linked for the first time, with Finnair flights.

*February*

Chief Executives of all member airlines agree to accelerate plans for deepening working relationships between oneworld carriers.

*January*

Cathay Pacific Deputy Chairman and Chief Executive David Turnbull becomes Chairman of the **oneworld** Governing Board.

**2001**

*November*

**oneworld's** network expands with the integration of the former TWA operation into American Airlines.

*September*

World airline industry crisis leads to a change of focus - onto helping members achieve cost savings and build revenues beyond what they could accomplish individually.

*April*

Visit Asia pass launched.

*March*

Visit Africa, Australia/NZ, North and South Americas passes launched.

**2000**

### August

Visit Europe pass launched

### June

Aer Lingus and LanChile start offering **oneworld** services and benefits.

Canadian withdraws following its purchase by Air Canada.

### May

Central management team starts work, based in Vancouver.

## 1999

### December

**oneworld** adopts UNICEF as its charitable cause.

### September

Finnair and Iberia start offering **oneworld** services and benefits.

### 1 February

**oneworld** is born. Founding members start offering **oneworld** services and benefits.

## 1998

### September

American Airlines, British Airways, Cathay Pacific, Canadian Airlines and Qantas announce their intention to form **oneworld** and launch an intensive employee communication and training programme.

## NOTES:

- **oneworld** benefits are only available to passengers on scheduled flights that are both operated and marketed by a **oneworld** member airline or on a **oneworld** member airline affiliate. Marketed means there must be a **oneworld** airline flight number on the ticket.
- At peak periods, access to certain lounges may be restricted due to capacity constraints. Access is available on the day of departure when the next onward flight is with a **oneworld** airline. Access may not apply at a limited number of lounges operated by third parties. Access is not available to AAdvantage members travelling on solely North American itineraries.
- American Airlines AAdvantage and British Airways Executive Club members can earn and redeem miles, and earn tier status credit, on all eligible flights except:
  - American Airlines AAdvantage members will not earn or redeem miles or earn tier status credit on British Airways transatlantic flights between the USA and UK. AAdvantage miles and top tier status credit may be earned though miles may not be redeemed on all American Airlines code-share services operated by British Airways when the booking is made under the AA code.
  - British Airways Executive Club members will not earn or redeem miles or earn tier status credit on American Airlines transatlantic flights. BA miles and tier points may be earned though miles may not be redeemed on all British Airways code-share services operated by American Airlines when the booking is made under the BA code.
- Each **oneworld** alliance airline reserves the right to change its frequent flyer programme rules, regulations, travel awards and special offers, and to end its frequent flyer program, in accordance with its relevant frequent flyer program rules. Miles/points may be earned only on purchased, published fares.

- American Eagle, AAdvantage, AAdvantage Executive Platinum, AAdvantage Platinum and AAdvantage Gold are marks of American Airlines Inc. American Eagle is American's regional airline affiliate.
- All data in this document covers all **oneworld** members and members elect.
- All information contained in this document is correct at time of going to press but is subject to change without notice.

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