An introduction to **one**world:

An alliance of the world's leading airlines working as one

THE WORLD'S LEADING QUALITY GLOBAL ALLIANCE: **one**world® brings together 12 of the world's leading airlines - and around 30 affiliates - with more signed up to join soon.

- Working together as one to provide customers and carriers with services and value no airline can deliver on its own.
- Aiming to be first choice airline alliance for frequent international travelers.
- Offering a market-leading range of alliance fare and sales products.
- Committed to innovation to improve customer service.
- One of the most frequent winners of international awards for airline alliances.
- Serving an unrivalled international route network.

TWELVE OF THE WORLD'S LEADING AIRLINES: **one**world's brings together some of the world's leading airlines, all with high-flying reputations for quality service:

- **airberlin,** one of the biggest airlines based in Europe's largest economy, Germany.
- **American Airlines,** the leading carrier between North and South America, and, with its proposed merger with US Airways, the biggest airline in the USA – and the world.
- **British Airways,** the leading carrier serving the world's top business city, London, and expanded in the past year through the integration of bmi British Midland.
- **Cathay Pacific Airways,** the top airline serving Asia's "world city" Hong Kong.
- **Finnair,** emerging as one of the leading airlines connecting Europe with Asia.
- **Iberia** , the leading airline between Europe and Latin America.
- **Japan Airlines,** the iconic airline based in Asia's top business city Tokyo.
- **LAN Airlines,** Latin America's leading airline.
- **Malaysia Airlines,** one of South East Asia's most frequent award winners.
- **Qantas,** the only Australian airline that is part of any global airline alliance.
- **Royal Jordanian,** the first airline from the Middle East to join any global airline alliance.
- **S7 Airlines,** Russia's highest quality domestic airline.

Another 30 or so airlines are affiliate members – including Austria's NIKI, American Eagle, China's Dragonair, Denmark's SUN-AIR, LAN Argentina, LAN Ecuador, LAN Peru and South Africa's Comair and the transatlantic premium service carrier OpenSkies.

oneworld is currently undergoing one of its biggest expansion drives in its history. Lining up to join **one**world in the year ahead are:

- **Qatar Airways,** one of the world's most highly regarded and fastest growing carriers, and the first of the Gulf Big Three airlines to sign for any global airline alliance, which is on track to join in late 2013.
- **SriLankan Airlines,** which will be the first carrier from the Indian sub-continent to join any of the global airline alliances – on track to join in early 2014.
- **TAM Airlines,** the leading airline in Latin America's biggest economy, Brazil, along with its affiliate based in Paraguay, which will join during the second quarter of 2014.

LAN Colombia will join as an affiliate member in the fourth quarter of 2013.

In addition, **US Airways**, currently the world's 13th largest airline, is planning to move into **one**world, through its proposed merger with American Airlines, subject to approvals.

This expansion is positioning **one**world as the number one alliance on most scores in the USA, Latin America and Indian subcontinent, besides the Pacific, and strengthening its placing in Europe and Asia.

SHARING ONE VISION: To be the first choice airline alliance for frequent international travellers, generating 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.
- Delivering its airlines with savings and benefits greater than any can achieve by itself.

SOME VITAL STATISTICS: **one**world current member airlines and members elect:

- Serve almost a thousand destinations in nearly 160 countries.
- Carry 480 million passengers a year – almost a thousand boarding a **one**world flight every minute, 24 hours a day.
- Operate combined fleets totalling some 3,300 aircraft.
- Offer around 13,000 flights a day - an average of one **one**world airline departure or arrival somewhere around the world every three seconds around the clock.
- Generate US$140 billion in annual revenues.

WHY ALLIANCES? The three main airline alliances, including **one**world, now account for almost two-thirds of the total world airline capacity (ASKs) – and more than 80 per cent of air travel spend between the world's top 100 business cities.

All but one of the world's 20 biggest full-service network airlines are now signed up to one of the three global alliances.

There are a number of reasons for the emergence of global airline 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. Allying with like-minded partner airlines enables carriers to provide their customers with global travel solutions.
- In the drive to reduce costs, airlines can achieve substantial efficiencies through working more closely together.
- Alliances help boost airlines' revenues and provide opportunities to maintain more routes and frequencies, by transferring passengers between members' networks.
- Individual passengers and corporate customers are increasingly recognising the value and benefits which alliances can offer them.

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

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

- **Global coverage:** **one**world has an incomparable route network, focused on the world's leading business cities. With its members elect, the alliance serves almost a thousand destinations in almost 160 countries. This enables customers to reach many more places much more easily, way beyond the reach of an individual airline's network, flying with quality carriers all the way. The alliance's airlines and members elect operate some 13,000 flights every day - that averages out at one departure or arrival every three seconds around the clock.
- **Better value:** **one**world 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 to which their status entitles them, across all **one**world airlines.
- **More miles and points:** Members of any **one**world 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 some 550 airport lounges worldwide.
- **Smoother transfers:** Wherever possible, passengers are checked right through to their final destination, with **one**world staff and airport signs providing assistance in unfamiliar airports and global support centres to troubleshoot snags before they occur at key hubs.
- **Superior quality:** **one**world member airlines have strong reputations for customer service excellence and innovation. The quality of the **one**world 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 a third of a million people across the globe to ensure **one**world customers travel safely, securely and comfortably every step of their journey.

AN UNRIVALLED INTERNATIONAL NETWORK: From Adelaide to Zurich, from Argentina to Zimbabwe, **one**world's network reaches out to the four corners of the earth, making it easier for travellers to reach more places.

Our member airlines, including members elect, together serve nearly 160 countries with flights to almost a thousand destinations, many more than any individual airline can offer itself - with the **one**world network focused on the most important cities for international business travellers.

AN EXTENSIVE RANGE OF GREAT VALUE FARES: **one**world is a 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.

- **one**world **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 **one**world carriers. **one**world Explorer is the obvious choice for anyone planning a global journey including sectors "Downunder" with **one**world's Qantas the only member of a global alliance operating a full domestic network within Australia. **one**world Explorer 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 **one**world – including members elect Qatar Airways and SriLankan, plus Aer Lingus, Alaska Airlines, Fiji Airways, Meridianafly, WestJet and some flights operated by Air Tahiti Nui, Jetstar, South African Airlines and Vietnam Airlines, extending the destinations covered still further.
- **Circle Explorer:** Similar to **one**world 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.
- **Visit Passes:** Offering multi-sector flights on any **one**world carrier in a specific continent and also within Japan and Malaysia. They offer a great value way to travel around a region. **one**world is the only alliance to offer this sort of pass covering all six continents, excluding Antarctica. Prices are based on the number of sectors selected and their length.

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 **one**world Explorer fares and other useful information about all these fares is available at www.oneworld.com/ow/air-travel-options.

MORE RECOGNITION FOR FREQUENT FLYERS: **one**world 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 **one**world airlines' frequent flyer programmes can earn miles or points on eligible fares and flights marketed and operated by any **one**world 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 **one**world airlines. They can be used for flights on any individual airline in the alliance, or for journeys involving sectors on any number of **one**world carriers, including round-the-world journeys.
- **Privileges:** Top tier members of **one**world airlines' frequent flyer programmes (Emerald and Sapphire card holders, see below) and passengers flying in First Class or Business Class are eligible to use any of the 550 airport lounges offered by our member airlines before their **one**world 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. The most loyal customers (Emerald card holders) can also use fast track security lanes at select airports and extra baggage allowances.

oneworld tier benefits	RUBY	SAPPHIRE	EMERALD
Access to Business Class priority check-in	•	•	•
Access to preferred or pre-reserved seating	•	•	•
Priority on waitlists and when on standby	•	•	•
Access to Business Class lounges		•	•
Priority boarding		•	•
Fast track at security lanes			•
Extra baggage allowance			•
Access to First Class priority check-in			•
Access to First Class lounges			•

Because **one**world'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 **one**world:

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

Membership cards issued by all **one**world airlines carry a **one**world 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 **one**world airline they are flying.

HIGH FLYING SERVICE STANDARDS: Members of **one**world 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, **one**world 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 **one**world comprise:

- **airberlin,** the second biggest airline in Europe's biggest economy, Germany, and the sixth largest airline throughout Europe. With its affiliate Austria's NIKI, it serves more than 175 destinations in nearly 50 countries carrying almost 35 million in 2012 on a fleet of 170 aircraft. Its major hubs are Berlin, Dusseldorf, Palma de Majorca and Vienna.
- **American Airlines,** one of the world's largest carriers. Together with its regional affiliates American Eagle and AmericanConnection, it serves more than 270 cities and 50 countries, carrying more than 105 million passengers in 2012 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. With its affiliates, it serves around 190 airports in 90 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. It merged in 2011 with Iberia under the umbrella of the International Airlines Group.
- **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 almost 28 million people last year on a fleet of 160 aircraft, serving nearly 90 destinations in 30 countries.
- **Finnair**, the national carrier of Finland, serves nearly 70 cities and 35 countries with almost 200 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 some 25 million passengers last year. It merged in 2011 with British Airways under the umbrella of the International Airlines Group.
- **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 **one**world affiliates operate flights to some 75 destinations in 20 countries and territories. JAL and its **one**world affiliates carried more than 35 million passengers in their latest full year.
- **LAN Airlines**, widely recognised as Latin America's leading airline, serves 75 cities in 20 countries, carrying more than 20 million passengers last year. LAN has as its main hubs Santiago de Chile, Buenos Aires, Lima, Quito and Guayaquil. LAN Airlines is a **one**world member, and LAN Argentina, LAN Ecuador, LAN Express and LAN Peru are all **one**world affiliates. The latest addition to the LAN group, LAN Colombia, will become part of **one**world later in 2013. TAM, which with LAN creates the LATAM Airlines Group, will join **one**world in 2014.
- **Malaysia Airlines,** one of the industry's most frequent award winners, joined **one**world on 1 February 2013, expanding the alliance's coverage substantially in South East Asia. Worldwide, it serves 60 destinations in 30 countries from its Kuala Lumpur hub. It carried more than 13 million passengers last year on a fleet of some 90 aircraft, with the Airbus A380 as its flagship.

- **Qantas** describes itself as 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. RJ flies to nearly 60 destinations in almost 40 countries, carrying 3 million passengers a year.
- **S7 Airlines** is one of Russia's biggest domestic airlines – and the leader in terms of customer service quality and innovation. It is the first carrier in Russia to convert to an all Western-built Airbus and Boeing fleet and the first to adopt full electronic ticketing and on-line reservations and sales. It serves almost 100 destinations in 30 countries, carrying nearly 6 million passengers a year.

oneworld also has some 30 **affiliate members**, airlines who provide regional services in association with the alliance's members. They include: airberlin's Austrian sister NIKI; American Airlines' regional affiliates American Eagle and AmericanConnection; British Airways franchisees Comair (of South Africa) and Sun-Air (Denmark) and subsidiaries OpenSkies and BA CityFlyer; Iberia Regional Air Nostrum and Iberia Express; Cathay Pacific sister Dragonair; JAL group subsidiaries JAL Express, J-AIR and Japan Transocean Air; LAN affiliates LAN Argentina, LAN Ecuador, LAN Express and LAN Peru (and LAN Colombia from late 2013); QantasLink carriers Airlink, Eastern Australia Airlines and Sunstate Airlines, and S7's Globus.

Qatar Airways, one of the industry's most highly regarded and rapidly expanding carriers, will join **one**world in late 2013. It is the first of the big three Gulf carriers invited to join any global airline alliance. Worldwide, it serves 120 destinations in 70 countries.

SriLankan Airlines is on track to join **one**world in early 2014. It will be the first airline from the Indian subcontinent to join any of the global alliances. Worldwide, it serves more than 30 destinations in 20 countries.

TAM Airlines, the leading airline in Latin America's biggest economy, Brazil, along with its affiliate based in Paraguay, which will join during the second quarter of 2014.

In addition, **US Airways**, currently the world's 13th largest airline, is planning to move into **one**world, through its proposed merger with American Airlines, subject to approvals.

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. **one**world members have combined ticket offices, check-in facilities and/or lounges at some 50 airports worldwide.

In 2011, the alliance started rolling out **one**world Global Support services at key hubs around the world, to iron out snags for connecting passengers before they even become aware of them.

In October 2010, a project was completed to bring all the alliance's airlines serving Tokyo Narita alongside one another in Terminal 2. At the same time, its carriers co-located their international operations at Tokyo Haneda, establishing **one**world as the alliance with the most extensive international network and the biggest domestic operation at Asia's newest international hub.

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 (US$ 7.6 billion) new Terminal 5 and the adjacent existing Terminal 3, which is now undergoing a massive up-grading programme. With the integration of bmi British Midland into British Airways during summer 2012, operations have been expanded back into London Heathrow's Terminal 1 also.

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 **one**world 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.

The Hong Kong home to Cathay Pacific and Dragonair and the Kuala Lumpur base of Malaysia Airlines often vie for the title of the world's best airport.

In early 2008, **one**world'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 **one**world'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 **one**world 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 **one**world Emerald or Sapphire tier frequent flyer cardholders from any **one**world member airline when flying on any of the alliance's carriers.

DELIVERING BENEFITS TO SHAREHOLDERS: **one**world 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 **one**world alliance activities are growing at a faster rate than revenues earned by its member airlines from their overall passenger activities.

Based on information published by Airline Business magazine, **one**world member airlines collectively achieved the best operating profit margins of any airline grouping in the past year.

AWARD WINNERS: **one**world and its member airlines are among the most frequent award winners in the airline industry. **one**world itself is one of the most frequent winners of international awards for airline alliances. It is the current holder of five of the leading international awards for airline alliances:

- World's Best Airline Alliance in the 2013 World Airline Awards run by Skytrax, the independent airline quality ratings agency.
- Best Airline Alliance in leading business travel magazine *Global Traveler's* GT Tested Reader Survey 2012 Awards for the third year running.
- World's Leading Airline Alliance for the tenth year running in the 2012 World Travel Awards, based on votes cast by more than 100,000 travel agencies professionals from 200 countries.
- Best Airline Alliance in the 2012 Business Traveller Australia awards for the second year running.
- FlightStats Airline Alliance On-Time Performance 2012 winner, in what was believed to have been the first time a punctuality award has been presented to any global airline alliance.

oneworld **ONLINE:** The alliance's website, 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, **one**world became the first alliance to sell any of its consumer fares on-line, through the booking tool for **one**world Explorer round-the-world fares.

Surf its pages, and you can check out:

- Flight schedules for all **one**world member airlines, including a full alliance timetable downloadable to PCs, iPads/iPhones, PDAs, Blackberrys or for printing.
- Details on the alliance's innovative and attractively priced fare products, including a tool for helping plan **one**world Explorer round-the-world journeys, along with the booking tool.
- Frequent flyer benefits.
- Real-time arrival and departure information for all flights by **one**world 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 **one**world airlines at key connecting hub airports.
- Press releases, images and other media information – and a downloadable **one**world screensaver.

MANAGING THE ALLIANCE: **one**world 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 **one**world Management Company (oMC) was established in Vancouver, Canada, in May 2000, moving in June 2011 to New York, enabling the central alliance team to keep their finger right on the pulse of the world's single biggest market for air travel, with the city's airports used by 110 million passengers a year.

Bruce Ashby was appointed its CEO in December 2010. With some 25 years' experience in the airline industry, he has served previously as Chief Executive for India's Indigo and Saudi Arabia's SAMA after filling senior roles in the USA with US Airways, United and Delta.

He reports to the **one**world Governing Board, comprising the Chief Executives of each of the **one**world member airlines, who meet regularly to set strategic direction and review progress. The Board is currently chaired by Tom Horton, Chairman and Chief Executive of American Airlines.

Reporting to **one**world CEO Bruce Ashby are function heads for Commercial, Membership and Customer Experience, Administration and Finance, and Corporate Communications.

Activity across the alliance is managed by the oMC's team of some 30 full-time professionals, 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.

DEEPENING LINKS BETWEEN AIRLINE PARTNERS: **one**world's member airlines are expanding their working relationships beyond the co-operation covered through **one**world.

In October 2010, American Airlines, British Airways and Iberia launched a joint business across the North Atlantic, enabling them to offer customers even more benefits. Finnair is lining up to join this joint business during 2013.

American Airlines and Japan Airlines launched a similar venture between Asia and North America in April 2011.

British Airways and Japan Airlines followed suit, between Europe and Japan, in late 2012.

American Airlines and Qantas followed suit across the South Pacific in early 2012, when British Airways and Japan Airlines also sought approval for a joint business between Europe and Japan.

British Airways and Iberia merged in January 2011 under the umbrella of International Airlines Group. Both airlines continue to operate with their individual brand names.

oneworld**'s HISTORY:**

2013

June

oneworld is named the World's Best Airline Alliance in the 2013 World Airline Awards run by the Skytrax independent airline quality ratings agency.

The **one**world Academy is launched - a new online training resource for travel agents, designed to make them better aware of key elements of the alliance and its customer offerings.

May

oneworld unveils a new, one-stop, easy-to use service to meet the travel needs for conventions, conferences, exhibitions and special events – **one**world events.

March

LATAM Airlines Group selects **one**world as the global alliance for all its passenger airlines, which means that Brazil's TAM Airlines will leave the Star Alliance to join **one**world, along with its Paraguay subsidiary, in 2014's second quarter, and LAN Colombia will join **one**world as an affiliate member, in the fourth quarter of 2013. With Chile's LAN Airlines flying as a full member of **one**world since June 2000 and LAN Argentina, LAN Ecuador and LAN Peru added since as affiliate members, it means that all of Latin America's top airline group will be part of the same global airline alliance.

Members elect Qatar Airways and SriLankan start participating in the Global Explorer round-the-world fare that covers the networks of all **one**world member airlines and selected carriers outside the alliance.

February

oneworld receives the debut Airline Alliance On-Time Performance Award from the independent FlightStats organization, as airline alliance with the most punctual operation in 2012.

American Airlines and US Airways announce their intention to merger – within **one**world.

Malaysia Airlines becomes part of **one**world.

Two more benefits for **one**world Emerald frequent flyers are unveiled – an extra checked baggage allowance, and the use of fast track lanes through security when flying from select key airports worldwide on select **one**world member airlines.

Visit Malaysia air pass added to **one**world's portfolio of fares.

2012

December

OpenSkies becomes a **one**world affiliate member.

WestJet starts participating in the Global Explorer round-the-world fare offered by all **one**world members and select airlines that are not part of the alliance.

oneworld names Best Airline Alliance for the third year running by *Global Traveler* magazine, and retains the magazine's Wines on the Wing award as the alliance whose airlines serve the best wines in-flight.

October

SkyWest and ExpressJet become **one**world affiliate members on routes they operate for American Eagle.

October

Qatar Airways invited to join **one**world. Its implementation is expected to take 12-18 months.

Flybe Finland becomes a **one**world affiliate member on routes it operates for Finnair.

June

SriLankan Airlines invited to join **one**world. Its implementation is expected to take 12-18 months.

May

Flights operated by bmi British Midland become part of **one**world on a phased basis as part of the integration of the former Star member into British Airways following its purchase by BA's parent IAG.

March

airberlin joins **one**world.

Iberia Express, the new short to mediumhaul airline launched by the Iberia group, joins **one**world as an affiliate member.

oneworld launches an IT hub, making it easier and more efficient to add new recruits to the alliance.

February

IAG and Japan Airlines file for regulatory approval for a joint business between JAL and British Airways between Europe and Japan.

Kingfisher Airlines implementation as a **one**world member airline is put on hold to allow the airline time to strengthen its financial position. It remains a member elect of the alliance.

Malév Hungarian Airlines suspends all services indefinitely, and is liquidated shortly thereafter.

January

American Airlines and Qantas launch their joint business between the USA and Australasia.

oneworld is named the World's Leading Airline Alliance for the ninth year running in the World's Travel Awards.

2011

December

Australian Business Traveller names **one**world its Best Airline Alliance in its debut awards.

oneworld named Best Airline Alliance by *Global Traveler* for the second year running in its GT Tested Reader Survey 2011 Awards.

Chinese language version of oneworld.com added as part of a major facelift for the website.

American Airlines' Chairman, President and Chief Executive Tom Horton is named Chairman of **one**world's Governing Board.

June

oneworld's central management team moves its head office from Vancouver to New York, sharing offices in the Big Apple with American Airlines, British Airways, Finnair, Japan Airlines, Malév and Qantas.

Malaysia Airlines is voted on board **one**world as a member designate, expected to become part of the alliance in late 2012.

May

Qantas launches flights between its Sydney base and American Airlines' Dallas/Fort Worth home as a key element of closer cooperation between the two airlines across the Pacific.

April

American Airlines and Japan Airlines launch their joint business across the North Pacific.

2010

December

Industry veteran Bruce Ashby is named **one**world Chief Executive as plans are announced to relocate the alliance's central team from Vancouver to New York's Manhattan during 2011.

oneworld named Best Airline Alliance by *Global Traveler* in the leading business travel magazine's GT Tested Reader Survey 2010 Awards.

November

S7 Airlines, Russia's leading domestic carrier, joins **one**world. Its Globus operation joins at the same time as a **one**world affiliate member.

oneworld is named the World's Leading Airline Alliance for the eighth year running in the World's Travel Awards.

October

American Airlines, British Airways and Iberia launch their transatlantic joint business.

oneworld's biggest co-location project in Asia is completed with British Airways moving alongside all the alliance's other airlines serving Tokyo Narita in the airport's Terminal 2.

oneworld positions itself as the leading alliance at Tokyo Haneda, as the airport opens to scheduled international services, with **one**world airlines offering the most extensive international network from the airport and its biggest Japanese domestic operation.

July

airberlin – Europe's sixth biggest airline and Germany's second largest – becomes a **one**world 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 **one**world member elect after signing an agreement to join the alliance.

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

May

oneworld is named the World's Best Airline Alliance in Skytrax 2010 World Airline Awards.

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 **one**world 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 **one**world, 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 **one**world's latest consumer fare.

A Spanish version of its popular round-the-world booking tool is launched, making **one**world 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.

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

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

May

S7 Airlines, Russia's leading domestic carrier, elected on board as a **one**world 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 **one**world member airlines and some selected airlines not part of the alliance.

February

oneworld marks its 10th birthday with a host of initiatives:

- The unveiling of a standard **one**world llivery 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 **one**world 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 **one**world on track to be the first alliance:

- To enable its airlines' frequent flyer programme members to book on-line award flights on all **one**world 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 **one**world'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 **one**world 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 **one**world 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 **one**world partners and selected other airlines.

August

Finnair becomes the first **one**world member in Europe to decorate aircraft in a special **one**world livery to mark the 10th anniversary of its invitation to join.

April

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

LAN Argentina becomes the second airline in the alliance to decorate an aircraft in a special **one**world 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 **one**world 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 **one**world 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 **one**world 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, **one**world links with the Visit Japan Campaign to support its drive to boost tourism to Japan – and JAL reveals a special **one**world livery that it will paint on a number of its aircraft.

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 **one**world's Governing Board.

oneworld's **business**flyer 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 **one**world's most popular consumer fares – the round-the-world **one**world 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 - **one**world Explorer and its two Circle tickets - are opened up to group travel.

February

All **one**world 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 is a complete replica of the alliance's main website, but in Japanese.

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.

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.

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 **one**world partners to start offering this service with the US carrier.

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

Swiss International Air Lines released from its commitment to join **one**world after an agreement between the airline and established **one**world 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.

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 **one**world Managing Partner.

March

The four **one**world 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 **one**world alliance changes, to *O.

2002

November

Heads of the Engineering and Maintenance functions at each **one**world 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 **one**world'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 as part of a wider commercial agreement covering also 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

August

American Airlines and Finnair granted anti-trust immunity.

June

Circle Explorer and Circle Trip Explorer launched.

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

April

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.

January

Cathay Pacific Deputy Chairman and Chief Executive David Turnbull becomes Chairman of the **one**world 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 **one**world services and benefits.

Canadian withdraws following its purchase by Air Canada.

May

oneworld's central management team starts work, based in Vancouver.

1999

September

Finnair and Iberia start offering **one**world services and benefits.

1 February

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

1998

September

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

NOTES:

- **one**world benefits are only available to passengers on scheduled flights that are both operated and marketed by a **one**world member airline or on a **one**world member airline affiliate. Marketed means there must be a **one**world 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 **one**world 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.
- Each **one**world 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.
- Mexicana is an inactive member of **one**world, since suspending services in late August 2010. Kingfisher Airlines is a **one**world member elect but its implementation has been put on hold to give it time to strengthen its financial position.
- All information contained in this document is correct at time of going to press but is subject to change without notice.

June 2013