

SKYTEAM ASSOCIATE PROGRAM

The SkyTeam Associate Program serves carriers, including current partners of alliance members, who are interested in alliance benefits but do not meet all strategic criteria necessary to become full SkyTeam members (e.g., network connectivity).

The Associate Program allows SkyTeam to build a broader network and provide customers with access to additional regions of the world, while further expanding the alliance's offerings.

The Associate Airlines of SkyTeam are Air Europa and Kenya Airways.

How the passenger benefits:

- SkyTeam passengers benefit with expanded SkyTeam loyalty programs, allowing customers to earn and redeem miles on flights operated by additional carriers.
- SkyTeam international First or Business Class passengers and SkyTeam Elite Plus members enjoy increased access to airport lounges in destinations served by the Associate Airlines when flying on or connecting to/from an international flight operated by a SkyTeam carrier.
- Customers of Associate Airlines enjoy the SkyTeam standards of service, quality and safety associated with the number one customer service-oriented airline alliance.

How the current SkyTeam Members benefit:

- Associate Airlines extend the SkyTeam brand to key regions of the world, elevating the alliance's global presence and strengthening its brand recognition.
- The Associate Program allows SkyTeam to leverage individual Member airline partnerships across the alliance, which provides for additional codeshare and cooperation opportunities.

How the Associate Airlines benefit:

- Associate Airlines gain access to strategic SkyTeam resources.
 - Associate Airlines benefit from Member airline experience and expertise, including best practices.
 - SkyTeam offers Associate Airlines support and resources for increasing traffic and improving customer service standards.
 - Associate Airlines integrate into the SkyTeam infrastructure, including loyalty programs like SkyTeam FFP and the airport lounge network.
- Associate Airline status in the SkyTeam alliance affords carriers opportunities for increased profitability, including:
 - Possibility for developing new codeshare services with alliance members with minimal requirement for capital investment, both financial and human resources.

Program details:

- Associate Airlines operate within SkyTeam through the SkyTeam Alliance Associate Adherence Agreement under guidance of a Sponsor Member.
- Every Associate Airline is sponsored by only one Sponsor Member; Sponsor Members may sponsor one or more Associate Airline(s)
 - To minimize the complexity of governing SkyTeam, the Sponsor Member serves as a liaison between the Associate Airline and SkyTeam, facilitating the integration, as well as representing the Associate Airline in SkyTeam decisions.
 - To aid in the process, Associate Airlines adopt a current member's loyalty program – either the Sponsor Member's program, or another member's program with approval by the Sponsor Member.
- Carriers are considered for Associate Airline status after demonstrating the ability to extend the alliance's network and meet specific operation and service standards.
 - Associate Airlines must comply with all SkyTeam safety, security and quality standards.
 - Associate Airlines commit to exclusive global alliance association with SkyTeam, as well as enter into agreements for codesharing with interested SkyTeam carriers.
 - Associate Airline status in the alliance is granted by the SkyTeam Governing Board.

Profile of SkyTeam Associate Airlines:



- 9.2 million passengers served in 2006
- 44 destinations in 15 countries
- 170+ flights operated daily
- 37 aircraft in fleet
- Hub airport: Madrid Barajas (MAD), Spain
- 1986 began operations
- Sponsor airline: Air France



- 2.6 million passengers served in 2006
- 43 destinations in 36 countries
- 80 flights operated daily
- 23 aircraft in fleet
- Hub airport: Jomo Kenyatta International Airport (NBO), Kenya
- 1977 began operations
- Sponsor airline: KLM Royal Dutch Airlines