



**Proposed Joint Business between MAB Kargo Sdn Bhd, Qatar Airways Group Q.C.S.C. and IAG Cargo Limited**

Reference Number	CAAM/ENC/COMPETITION/IE/2026(02)
Application	Individual exemption under section 36Q of Act 788
Applicant(s)	MAB Kargo Sdn Bhd, Qatar Airways Group Q.C.S.C. and IAG Cargo Limited.
Receipt of Application	18 April 2025
Summary of Application	<p>MAB Kargo Sdn. Bhd. ("MABK"), Qatar Airways Group Q.C.S.C. ("QR") and IAG Cargo Limited ("IAGC") (collectively, "Applicants") are seeking for an individual exemption for a metal neutral joint business partnership ("Proposed Joint Business").</p> <p>The scope of the Proposed Joint Business covers the Applicants respective cargo operations, initially limited to the joint business territories as follows:</p> <ul style="list-style-type: none"> <li>• Canada</li> <li>• United States</li> <li>• Mexico</li> <li>• EU</li> <li>• UK</li> <li>• Switzerland</li> <li>• Norway</li> <li>• Iceland</li> <li>• Qatar</li> <li>• Saudi Arabia</li> <li>• Bahrain</li> <li>• Oman</li> <li>• United Arab Emirates</li> <li>• Kuwait</li> <li>• India</li> <li>• Pakistan</li> <li>• Bangladesh</li> <li>• Sri Lanka</li> <li>• Maldives</li> <li>• Malaysia</li> <li>• Singapore</li> <li>• Thailand</li> <li>• Vietnam</li> <li>• Indonesia</li> <li>• Cambodia</li> <li>• Philippines</li> </ul>

- Japan
- South Korea
- Macau
- Australia
- China
- Taiwan
- Hong Kong SAR
- Brazil
- Colombia
- Argentina
- Kenya
- South Africa
- Rwanda
- Uganda
- Brunei

The Applicants submit that the Proposed Joint Business will strengthen the Applicants' competitiveness on global cargo routes by delivering cost efficiencies through the elimination of double marginalization and the realization of scale benefits. It also offers various operational and product enhancements, such as an expanded cargo network and capacity, a unified sales approach, harmonized products, the ability to introduce new services, and coordinated service delivery.

The Applicants submit that the Proposed Joint Business will create a seamless end-to-end cargo experience by delivering enhanced service quality, expanded network options, and improved reliability for joint customers. The salient terms of the Proposed Joint Business include revenue sharing, joint pricing and inventory management, schedule coordination for freighter aircraft, capacity management, performance monitoring, revenue planning, product development and alignment, quality control, joint training programs, cost synergies, sales and marketing and exclusivity.

The Applicants submit that the Proposed Joint Business is expected to bring significant social benefits as follows:

- Improved network density and reach;
- Enhanced connectivity;
- Wider range of products and services;



	<ul style="list-style-type: none"> <li>• Maintenance of quality control and performance levels;</li> <li>• Cost synergies;</li> <li>• Streamlined sales and booking experience;</li> <li>• Integrated customer experience;</li> <li>• Increased rates options, removal of double marginalization and access to a much broader inventory;</li> <li>• Extra Benefits for Loyal Customers;</li> <li>• Promote Malaysia as a premium international hub for cargo;</li> <li>• Attract International investment, job creation and trade development; and</li> <li>• Talent development.</li> </ul> <p>In addition, the Applicants submit that any potential detriments to competition arising from the Proposed Joint Business are outweighed by the benefits it offers. This is supported by the presence of numerous well-financed, credible, and sometimes vertically integrated air cargo competitors, as well as the low barriers to entry and expansion in the market, and the relative ease with which customers can switch providers.</p> <p>Moreover, significant countervailing buyer power exists among air cargo service customers, particularly freight forwarders. The Application also highlights the limited overlaps between the Applicants, the relatively small overall cargo flows involved, and the competitive constraints posed by other modes of transport, especially sea freight. The Applicants state that the Proposed Joint Business will not be implemented until the relevant approvals have been obtained from CAAM.</p>
<p>Consultation</p>	<p>CAAM welcomes any party to submit written feedback on the Proposed Decision regarding the Proposed Joint Business between MABK, QR and IAGC.</p> <p>Any written feedback shall be titled “Proposed Joint Business Between MAB Kargo Sdn Bhd, Qatar Airways Group Q.C.S.C. and IAG Cargo Limited” and submitted to CAAM by email to <b>competition@caam.gov.my</b> by <b>19 Mar 2026</b>.</p>



	<p>If the feedback contains any confidential information, the party submitting the feedback shall clearly identify the confidential information and provide a non-confidential version of the feedback (with the confidential information removed and replaced by the word ["CONFIDENTIAL"]). "Confidential information" refers to trade, business or industrial information that belongs to any person, that has economic value and is not generally available to or known by others.</p>																	
<p>Application Timeline</p>	<table border="1"> <thead> <tr> <th data-bbox="533 629 783 689">Date</th> <th data-bbox="783 629 1401 689">Progress Update</th> </tr> </thead> <tbody> <tr> <td data-bbox="533 689 783 745">18 April 2025</td> <td data-bbox="783 689 1401 745">Application made to MAVCOM</td> </tr> <tr> <td data-bbox="533 745 783 826">25 April 2025</td> <td data-bbox="783 745 1401 826">Publication of the summary of application for public consultation</td> </tr> <tr> <td data-bbox="533 826 783 907">25 May 2025</td> <td data-bbox="783 826 1401 907">Public consultation for the application was closed</td> </tr> <tr> <td data-bbox="533 907 783 987">5 Mar 2026</td> <td data-bbox="783 907 1401 987">Publication of the Proposed Decision <a href="#">Proposed Decision</a> for public consultation</td> </tr> <tr> <td data-bbox="533 987 783 1068">19 Mar 2026</td> <td data-bbox="783 987 1401 1068">Public consultation on the Proposed Decision was closed</td> </tr> <tr> <td data-bbox="533 1068 783 1117">26 Mar 2026</td> <td data-bbox="783 1068 1401 1117">Issuance of Final Decision</td> </tr> <tr> <td data-bbox="533 1117 783 1332">20 May 2026</td> <td data-bbox="783 1117 1401 1332">The individual exemption order was forwarded to the Ministry of Transport for onward submission to the Attorney General's Chambers for publication in the <i>Gazette</i></td> </tr> </tbody> </table>	Date	Progress Update	18 April 2025	Application made to MAVCOM	25 April 2025	Publication of the summary of application for public consultation	25 May 2025	Public consultation for the application was closed	5 Mar 2026	Publication of the Proposed Decision <a href="#">Proposed Decision</a> for public consultation	19 Mar 2026	Public consultation on the Proposed Decision was closed	26 Mar 2026	Issuance of Final Decision	20 May 2026	The individual exemption order was forwarded to the Ministry of Transport for onward submission to the Attorney General's Chambers for publication in the <i>Gazette</i>	
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