

# **IATA WORLD FINANCIAL SYMPOSIUM 8<sup>th</sup> EDITION**

After two years, IATA World Financial Symposium is back with a full agenda!

Our industry has faced unprecedented pressure, the pandemic disrupted our operations like no crisis before. As travel starts picking up and showing signs of recovery, challenges remain and must be addressed for our future and financial sustainability.

Throughout the crisis, airlines have demonstrated resilience and ability to adapt to volatile times. As the path to recovery lies ahead, our commitment to sustainability is immutable. Our goal - Fly Net Zero - to achieve net zero carbon by 2050, will require an industry wide and collaborative effort. As part of this effort, CFOs will have a key role to play.

In this edition, we will dive into topics that are strategic to our financial sustainability as well as, our sustainability as an industry. From securing future financing in a landscape that is less favorable, to gaining agility through retail and financial digital transformation.

IATA WFS 2022 Edition will address these key topics under the very revealing theme of:

**RESHAPE AIRLINE RESILIENCE**



**Opening Plenary**

09:00-09:30	<b>OFFICIAL OPENING</b>	<ul style="list-style-type: none"> <li>■ <b>Muhammad Albakri</b>, SVP, Financial Settlement and Distribution Services , IATA</li> </ul>
09:30 - 09:50	<b>WELCOME REMARKS</b>	<ul style="list-style-type: none"> <li>● <b>H. E. Akbar Al Baker</b>, Group CEO, Qatar Airways</li> </ul>
09:50 - 10:20	<b>FUTURE OF OUR INDUSTRY</b>	<ul style="list-style-type: none"> <li>● <b>Willie Walsh</b>, DG, IATA</li> <li>● <b>H. E. Akbar Al Baker</b>, Group CEO, Qatar Airways</li> <li>● <b>Hadley Gamble</b>, Anchor &amp; Senior International Correspondent, CNBC</li> </ul>
10:20-10:50	<b>Networking Coffee Break</b>	
10:50 – 10:55	<b>IATA LEGAL BRIEF</b>	<ul style="list-style-type: none"> <li>● <b>Julie Vandebussche</b>, Senior Manager Legal Services, Specialist Antitrust, IATA</li> </ul>
10:55 – 11:15	<b>ECONOMIC OUTLOOK – AIRLINE INDUSTRY RESILIENCE</b>	<ul style="list-style-type: none"> <li>● <b>Marie Owens Thomsen</b>, Chief Economist, IATA</li> </ul>
11:15 - 11:35	<b>TRANSITIONING TO ZERO CO2 EMISSIONS BY 2050</b>	<ul style="list-style-type: none"> <li>● <b>Caroline Drischel</b>, Head of Corporate Responsibility, Lufthansa Group</li> <li>● <b>Teresa Parejo</b>, Head of Sustainability, Iberia</li> </ul>
11:35 - 11:55	<b>THE BIG SHIFT IN DIGITAL – DIGITAL AIRLINES WILL BE MORE RESILIENT TO FUTURE SHOCKS</b>	<ul style="list-style-type: none"> <li>● <b>Glenn Morgan</b>, Strategic Digital &amp; Business Transformation Leader, AirFusion</li> </ul>
11:55 – 12:45	<b>THE WAY AHEAD – PARTNERSHIP IN ACTION PANEL</b> <ul style="list-style-type: none"> <li>▪ <b>ROADMAP TO ACHIEVING SUSTAINABILITY &amp; NETZERO</b></li> <li>▪ <b>RETAIL TRANSFORMATION – WHERE ARE WE AND HOW CAN WE ACCELERATE THE TRANSFORMATION</b></li> <li>▪ <b>WHAT DOES IT TAKE TO ACHIEVE FINANCIAL RESILIENCE</b></li> </ul>	<ul style="list-style-type: none"> <li>● <b>Duncan Naysmith</b>, CFO, Qatar Airways</li> <li>● <b>Erik Swelheim</b>, Chair, Industry Financial Advisory Council and CFO, KLM</li> <li>● <b>Glenn Morgan</b>, Strategic Digital &amp; Business Transformation Leader, AirFusion</li> <li>● <b>Caroline Drischel</b>, Head of Corporate Responsibility, Lufthansa Group</li> <li>● <b>Teresa Parejo</b>, Head of Sustainability, Iberia</li> <li>■ <b>Nina Wittkamp</b>, Partner, McKinsey</li> </ul>

12:45-14:00

**Networking Lunch**



In this track we will explore different aspects of Airline Retailing and industry transformation it entails. We will zoom in on what does it mean for the world of Finance and underlining financial processes when legacy artifacts, such as Electronic Tickets (ETs), Electronic Miscellaneous Documents (EMDs) and classic Passenger Name Records (PNRs) will eventually disappear, and financial processes will be driven by Offers and Orders.

We will also address how IATA is supporting the industry on this transformation journey. More specifically we will provide highlights of IATA industry financial services transformation strategy to support the industry ambition to move into the world of Airline Retailing and 100% Offers and Orders. You will also learn how traditional IATA financial services based on legacy artifacts will evolve, how it will impact the industry and how the transition period will be supported.

### Road to customer centricity and further value creation for the customers and the airlines

In December 2021 IATA Board of Directors endorsed 2030 industry ambition to be ready for any airline that wishes to move to 100% offers and orders and to begin explorations in the areas of payment and customer digital identity. To achieve this ambition IATA, Distribution, Digital Transformation and Financial Advisory Councils have produced a joint Airline Retailing strategy to unlock value creation by putting the customer first. It is based on putting customer first, and putting airlines in control of their products, money, and data.

Putting customer at the center of the 'shop-order-pay' ecosystem is the aim of airline retailing transformation. Its goal is to achieve true customer centricity, with travelers being in control of their own credentials and data, permitting them to effortlessly consume any service – even, for example, during travel disruptions. Further value can only be created by increasing the focus on what the customer expects, by offering seamless digital experiences and consistent service irrespective of the distribution channel.

The central piece of achieving end-to-end customer centricity and airlines control of products, money and data is moving to Offers and Order paradigm and removing legacy artifacts. It will require a significant transformation of most systems and processes in Distribution, Payment and Finance functions.

In this module you will learn what airline retailing truly means, hear from the early adopters on what are the main drivers for additional value creation and why the key to success is cross-functional collaboration. Where does Finance fit in the journey and why is it one of the crucial players on this journey. We will discuss the paramount importance of why financial processes must be weaved into any airline digital transformation strategy from the get-go.

This module will help to level-set the audience as we prepare for the deep dive in the various aspects of Airline Retailing, zooming in on what it means for financial processes and payments.

14:00-14:10

#### INTRODUCING CUSTOMER CENTRICITY

Hear the industry strategic roadmap towards true customer centricity. This session will introduce the new Industry program "Unlocking value creation by putting the customer first" which was recently endorsed by the airline CEOs that comprise the IATA Board of Governors.

● **David McEwen**, Director  
Industry Architecture, IATA

14:10-14:30

#### AIRLINE RETAILING

The COVID-19 crisis and the current economic and geopolitical context is having a major impact on the airline industry. Airlines have accumulated a huge amount of debt and they have cut their costs to the bone. Consequently, in the context of industry restart, value creation through revenue increase will become critical to profitability.

This presentation will explain how an agile "airline retailing" approach, which consists in a combination of more sophisticated revenue management and pricing with a modernized distribution, is expected to create value for airlines and their customers.

● **Yanik Hoyles**, Director  
Distribution, IATA



14:30-14:50

### COMMERCIAL IMPLICATIONS OF AIRLINE RETAILING

In this session you will hear from an airline commercial leader who will describe why they see value in this journey and how it is already delivering benefits. They will share some concrete examples of their journey so far, as well as some of the challenges they have encountered.

- **Umesh Chhiber**, Senior Vice President Revenue, Retail and Cargo, Oman Air
- **Yanik Hoyles**, Director Distribution, IATA

14:50-15:10

### AIRLINE RETAILING PIONEERS – THE IMPORTANCE OF CROSS-FUNCTIONAL COLLABORATION

Hear from Air Retailing pioneers on why cross-functional collaboration is key to success! Learn first-hand where does Finance department fit in the journey and why is it one of the crucial players along the way. In this session we will also discuss why is it of paramount importance that financial processes transformation must be weaved into any airline digital transformation strategy from the get-go and why it will help with getting additional value and efficiencies.

- **Christine Rovelli**, Senior Vice President, Strategy and Fleet, Member of the Executive Board, Finnair Oyj
- **Manal Al-Taher**, Manager Financial & Distributions Service Products & Transformation, IATA

15:10-15:30

### FINANCE IS IN THE HEART OF AIRLINE RETAILING TRANSFORMATION

In the industry's [Vision towards 100% Offers and Orders](#), the ambition is for airlines to be in full control of their Offer creation and to no longer rely on legacy artefacts such as PNRs, E-Ticket and EMDs. This move towards typical online retailing capabilities will have a significant impact on the airline financial functions: payment, settlement, revenue accounting, as well as delivery. Hear from an airline finance leader how they see this transformation affecting them and their partners.

- **José Montero**, SVP Finance & CFO, Copa Airlines

15:30-16:15

### Networking Coffee Break

## Fulfilment and Settlement transformation with Finance at the center

Transition to Offers and Orders is a game changer for Fulfilment and Settlement areas. This transition affords major simplification of highly specialized airlines Revenue Accounting processes, which today rely on legacy artifacts and require complex proration and revenue allocation and assurance procedures. With the transformation to Offers and Orders end-state many of these highly specialized processes can be removed and more efficient financial processes and integration be achieved upstream at Offer Management systems level with data being stored and managed in at airline-controlled Order Management systems level. As such, Finance should be at the center of the transformation and to thoroughly review and redesign financial data flows and processes to take advantage of the simplification opportunities.

In this module we will have industry experts help the audience to shed some light on Fulfilment and Settlement in Offers and Orders world and help answer questions such as: What are the foreseeable simplifications for Revenue accounting? What Revenue Accounting pain points can be addressed with Offers and Orders? Would Offers and Orders eliminate the proration process of the interline services? Will it simplify or even eliminate fare audit and revenue integrity processes? How financial processes and systems should evolve to support the transition? How could the industry prepare itself for taking advantage of this transition to simplify and bring more efficiencies? We will also have industry leaders talk about simplified and universal settlement options in Orders and Offers.

16:15-16:30

### OPENING FIRESIDE CHAT

- **Konda Reddy**, Revenue Accounting Manager, Qantas
- **Philip Fernandes**, Senior Vice President, Product Strategy, Settle Group



16:30-17:00

### **PANEL: AIRLINES AND DISTRIBUTION PARTNERS – THE ‘OFFERS & ORDERS ONLY’ ACCOUNTING DE-SPECIALIZATION OPPORTUNITIES**

The “Offers & Orders only” Accounting simplification: Today Revenue Accounting relies on fares and ticketing data to allocate revenues, prepare for collection of moneys (settlement), ensure product auditing, or report critical information in airline’s BI applications. With the transformation driven by an Offer & Orders industry end-state vision, many of these processes are moved upstream within the Offer Management - including the interline settlement value - and stored in the Order Management.

What are the foreseeable simplifications for Revenue accounting? Would this eliminate the proration process of the interline services? How may evolve financial Order accounting processes and systems? Is it an opportunity to revisit the partnership framework, supporting better the commercial and distribution needs of the industry?

- **Nick Stott**, Partner, Travel in Motion
- **Konda Reddy**, Revenue Accounting Manager, Qantas
- **Michael Uebber**, Director External Accounting - Process Owner Financial Clearing, Lufthansa

17:00-17:30

### **AGENTS VIEW – AIRLINE RETAILING & SETTLEMENT, WHAT ARE THE SELLERS LOOKING FOR?**

The agents’ point of view on the value of airline retailing and specifically on the settlement process transformation.

NDC mainly focused on the distribution transformation, and the value increase opportunities. We are now in the middle of the bridge. We will listen to the sellers about how they see the achieved steps of the transformation from a Finance point of view (benefits realized, pain points, further needs). Further improvement opportunities in the Airline Retailing transformation will strengthen even more the Airline/Seller partnership by making the experience with offers and orders even more efficient for the distribution partners. Improvements in the BSP with Settlement with Orders are one example. But where are we now?

- **Manal Al-Taher**, Manager Financial & Distributions Service Products & Transformation, IATA
- **Nicola Ping**, Chief Product Officer, Flight Centre Travel Group

17:30-18:00

### **PROVIDERS – HOW TO MAKE IT WORK? THE PROVIDER POINT OF VIEW**

How to make it work? The provider point of view. Focus on how the technology can benefit from the airline retailing transformation and better support the industry.

In parallel to their work on ONE Order, the providers have deepened their exploration on the settlement side, starting to integrate this component in their product offerings, getting ready to support this part of the financial process and machinery with the industry.

Some have been participating in the IATA transformation initiatives, helping to build the new efficient processes, and proving their support in getting certified or showing some concrete pilots to the industry.

We will hear from the providers who trust the airline retailing transformation will bring major simplification benefits and opportunities from the finance side to all the industry distribution partners they support (airlines, sellers, non-air, etc.)

- **Simon Lescarcelle-Evin**, Global Head of Practice Unit Services Industries, SAP SE
- **Sebastian Holfert**, Senior Product Manager, Lufthansa Systems
- **Philip Fernandes**, Senior Vice President, Product Strategy, Settle Group
- **Aprtim Datta**, Director R&D Airline Finance solutions, Amadeus
- **David McEwen**, Director Industry Architecture, IATA

### Payment - Taking over the driver seat!

Payment plays a critical role in value creation and presents substantial cost reduction and/ or avoidance opportunities. Airlines in control of payment is one of the key pillars in Airline Retailing strategy. Transformation to Airline Retailing and Offers and Orders presents airlines with opportunities to review their payment management practices, include payment as a part of their distribution and commercial strategy and take tighter control of the payment pillar. By doing it airlines could create additional value for their customers, be more competitive and rationalize their payment costs.

Taking over the driver seat in Payment presents airlines with massive opportunities but also comes with a set of complex challenges. For example – with the emergence of a multitude of alternative and regional/ local forms of payment, payment landscape is becoming more fragmented and complex. And whilst striving for customer centricity and offering customer preferred local and alternative forms of payment can help with customer conversation and satisfaction, it may prove to be costly and technically challenging to enable. Hence finding the right balance for your payment methods mix is yet another key to additional value creation.

In this module we will hear from the industry insiders on what is the secret recipe to this perfect payment methods mix; how they are taking charge of their payment strategies and measure and control their payment costs. You will also see what payment orchestration methodologies and options are at airlines disposal to deal with the complexities and the diversity of payment instruments available on the markets today.

09:00-09:10

#### MODULE INTRODUCTION

- **Waleed A. Moneim**, General Manager Treasury, EgyptAir Holding Company

09:10-09:40

#### MOVING THE VIEW ON PAYMENT FROM A SIMPLISTIC COST OUTLOOK TO THE ENABLER FOR VALUE CREATION

EDC will present on the research commissioned by the industry on the cost of payment acceptance and the new challenges that arose because of the COVID crisis. By appropriating the future construction of a global cost and performance benchmark, the industry is showing its intent to take control of the topic and allow its members to ultimately rate their individual performance.

McKinsey will report on its ground-breaking research on how payment is much more than just a cost center and can become a sales and revenue driver, if the industry drives up its transaction success rate and ensures that clients are always proposed their favorite payment option.

- **Pascal Burg**, Director, Edgarc & Dunn Company
- **Nina Wittkamp**, Partner, McKinsey

09:40-10:10

#### THE FUTURE OF AIRLINE PAYMENT: A 2030 VIEW BY THE 3 LEADING CARD SCHEMES

Mastercard, Visa and American Express are invited to share and confront their views of where airline payment is heading. While the COVID crisis brutally reaffirmed the often-mentioned tenet that 'cash is King', the resuming of sales also verifies that 'card continues to be Queen'. How does the advent of instant bank transfer and now Buy Now Pay Later services challenge the current dominance of credit card and forces incumbents to revisit their value proposition? What are the benefits that consumers, corporates, and airline merchants each seek in a payment instrument, and where do they converge? Will crypto become a leading contender? Are we looking at global evolutions spanning the globe, or are we moving towards a more fragmented payment market where countries or regions will diverge in their new payment habits?

- **Chris Fendley**, Executive Vice President, Commercialisation, Mastercard
- **Natasha Ansell**, Head of Visa Business Solutions for Central Europe, Middle East and Africa, Visa
- **Usman Arif**, Vice President & General Manager, Global Client Group International, American Express
- **Pascal Burg**, Director, Edgarc & Dunn Company

10:10-10:30

#### DISRUPTORS TO THE PAYMENT LANDSCAPE

With the emergence of new and alternative payment methods, cryptocurrencies, various central banks experimenting with digital currencies and fintech startups explosion, payments landscape is about to change radically. Are you ready for it? Hear payment industry experts' thoughts on the disruptors in the industry and their ideas on how to ride the perfect wave.

- **Javier Orejas**, Global Head, Banking, IATA
- **Antonio Rami**, Founder and Chief Growth Officer, Kantox
- **Samuel Linfield**, Senior Strategy Manager, Airlines & Mass Transit, WorldPay from FIS

10:30-11:15

**Networking Coffee Break**





11:15-11:30

### CUSTOMER PAYMENT TRENDS ARE CHANGING. ARE YOU?

Airline's ability to analyze and adapt to everchanging customer behaviors and payment preferences is critical to financial success. Continuous customer trends monitoring, and analysis are also critical components of any winning payment strategy development and implementation. In this session we will discuss what airlines should do to make the best out of it and stay on top of the customers preferences to ensure best in class payment conversion rates.

- **David Doctor**, Executive Vice President of Payments, Amadeus

11:30-11:45

### MASTERING PAYMENT DATA IS KEY TO SUCCESSFUL PAYMENT STRATEGY EXECUTION

Payments have historically sat in the background, seen more as the plumbing that facilitates commerce. The data that flows through the pipes has been largely overlooked and undervalued. And if you haven't already done so, now is certainly the time to turn it around!

Payments can no longer be seen as the plumbing only. Airlines need to see payments as a revenue driver and address it as a part of their commercial strategies. Making effective use of payment data will help airlines to better understand and listen to their consumers, uncover new revenue streams and formulate and execute their commercial strategies more effectively. In this session we will hear from the experts on how to best manage your payment data and turn it into useful and actionable insights.

- **William Pershke**, VP Consulting, Global Airlines, Elavon

11:45-12:20

### FUTURE OF PAYMENTS – REFLECTION AND DISCUSSION ON THE PREVIOUS FINDINGS

A panel of airline payment executives will reflect on the findings presented by EDC and McKinsey and on how the 3 leading international card schemes are looking at the future and will confront it with their own current experience and perspectives on the future. They will attempt to shape what the airlines are looking for in term of payment services and how they will measure their success in transitioning from trying to limit a cost center to converting payment in a tool to drive sales and revenues.

- **Charlotta Frohm**, Business Developer Customer Payment Solutions, SAS
- **Ersin Deniz**, Payment Systems Manager, Turkish Airlines
- **Umesh Chhiber**, Senior Vice President Revenue, Retail and Cargo, Oman Air
- **Nina Wittkamp**, Partner, McKinsey

## Crisis lessons learnt and Air Retailing transformation to help airlines emerge more resilient to future shocks

Global, regional, and local crises had demonstrated that airlines must not only embrace change but speed up their air retailing and digital transformation to remain relevant, to successfully compete in the evolving marketplace and be more resilient to future shocks. Despite crises hardships many airlines, their partners and other value chain participants have been moving ahead with air retailing and the industry made significant progress on its way to achieving its ambition.

This Module will feature a discussion between senior airline executives on their reflection on the future of the more resilient airline industry as it emerges from the crisis and undergoes massive transformation.

12:20-12:30

### CRISIS LESSONS LEARNT AND AIR RETAILING TRANSFORMATION TO HELP AIRLINES EMERGE MORE RESILIENT TO FUTURE SHOCKS

Reflecting on lessons learnt from the crises, discussions on Air Retailing journey, the world of 100% Offers and Order, and financial processes simplifications and transformation these entail through this Track, in this session we will turn to the industry leaders to summarize how they see the future of our industry. And how embracing transformation and putting Finance at the heart of it, will help airlines emerge stronger, more efficient and, ultimately more resilient to future shocks.

- **Waleed A. Moneim**, General Manager Treasury, EgyptAir Holding Company

12:30-12:45

### TRACK 1 CLOSURE. WRAP UP AND NEXT STEPS

- **David McEwen**, Director Industry Architecture, IATA

12:45 -14:00

**Networking Lunch**



As the industry emerges from the pandemic, we face rapid changes around the availability and types of financing, sustainability reporting, global taxation, and risk management. Airlines need to act on these challenges now to remain competitive. This year's WFS will have a dedicated track focusing on various key finance areas where lay not only important challenges, but also opportunities. This track is called **Shaping Finance - Our Future Agenda** and will cover four modules.

### Financial Risk Management

Traditional financial risks such as fuel cost, foreign currency, blocked funds, and interest rates continue to create uncertainty and volatility for airlines. As we emerge from the pandemic we face a scenario where high fuel costs, currency volatility and higher interest rates are stressing airline financial resilience even while demand has returned and operations are rebounding. In the area of innovation, an index and insurance product has emerged to allow for passenger revenue risk management.

This session, part of the WFS "Shaping Finance" track will address the following topics:

- Economic risks faced by airlines now and in the foreseeable future
- Fuel cost volatility and the impact of sustainability on fuel costs
- Hedging passenger revenue risk through insurance or an index
- Managing the volatility in the cost of carbon

14:00-14:20

#### MAJOR ECONOMIC RISKS FACING THE WORLD

Perspective on the major economic risks facing the industry in the near terms including inflation, interest rates, fuel prices, labor costs and availability, geo-political risk and climate risk.

- **Henk Jan Hoogendoorn**, Chief Financial Sector Officer, Qatar Financial Centre Authority

14:20-14:40

#### FUEL COST & HEDGING

High fuel costs driven by a number of supply and demand factors have created a major headwind for airlines after a period where flight activity was uncertain making normal hedging strategies high risk. This session provides a view on the situation and how an airline may look to mitigate the risks.

- **Daniel Colover**, Market Engagement Manager Middle East, S&P Global Commodity Insights (Platts)

14:40-15:05

#### NEXT TIME, NEW TOOLS. FLATTENING THE FINANCIAL ROLLERCOASTER!

The aviation industry remains fragile; however, full market recovery is possible. Skytra, 100% Airbus subsidiary, has teamed up with S&P Global (Platts), Willis Tower Watson and OTT Risk, to offer airlines and lessors new tools to protect themselves against cash flow risks and use traffic insurance to safeguard during economic downturns.

- **Matthew Tringham**, Managing Director and Founder, Skytra
- **David Martinez**, Head of Product Management, S&P Global

15:05-15:30

#### TICKET SALES FX RISK BEYOND NDC; IDENTIFY, MEASURE & ACT

In the world of 100% offers and orders the impact of FX is substantial. In this session we will go beyond FX and orders and give a clear picture of the impact of FX in their sales via direct channels where airlines have less control over what FX rates embedded in their pricing. Or speaker will answer the questions of:

- What FX rates are being used in the indirect channels
- Example of a real time risk calculation for an airline & Montecarlo analysis
- How to spot if an airline is being arbitrated

- **Antonio Rami**, Founder & Chief Growth Officer, Kantox

15:30-16:15

### Networking Coffee Break





### Digitalization is challenging the taxation paradigm – Are you ready?

The Changing Landscape of International Taxation under BEPS 2.0

Passenger and cargo airlines meeting the revenue thresholds and profitability margins will be in scope of the new Two-Pillar taxing rules under the OECD's 'Base Erosion & Profit Shifting' initiative as early as in 2023. Pillar One establishes the allocation of global "new taxing rights" for jurisdictions based on new revenue sourcing rules. Pillar Two establishes a global, minimum corporate income tax rate of 15%. Addressing these changes leveraging technology, automation and data analytics will be key for the success of the planning and compliance tax functions.

This module will look at various points of concern to the industry, under the new guidelines, and how these will impact the international taxation landscape for aviation.

16:15-17:00

#### OVERVIEW OF THE NEW INCOME TAXING RIGHTS

A closer look at the technicalities of the BEPS 2.0, Action 1- Pillar One and Pillar Two Model Rules published by the OECD in 2021 and 2022 and the potential administrative requirements for multinationals which fall in scope.

- **Jan Roderick Van Abbe**, International Tax Partner, Deloitte
- **Ian Davies**, BA Group and IAG Loyalty CT Senior Manager, IAG
- **Antoine Rozanoff**, Tax Director, Air France

17:00-17:45

#### DIGITAL TAXATION

An overview of how tax and finance functions are using technology to transform themselves from cost to value-added profit centers, together with a guide on what to do (and what to avoid) to deliver a successful transformation using real life examples.

- **Andrew Burman**, Principal – Transformation, Ryan LLC

### Sustainability Regulation Landscape

Sustainability reporting is rapidly evolving and its impact on airlines will be significant in terms of both complying with the requirements and the implications this will have on funding, business models, forecasting, fleet decisions and asset valuations..

The newly formed International Sustainability Standards Board (ISSB) is putting a mandatory reporting regime in place that looks to consolidate many of the existing voluntary regimes. At the same time the EU is establishing a separate set of standards and the US SEC is putting in place enhanced reporting requirements on climate.

This session, part of the WFS "Shaping Finance" track will address the following topics:

- How airlines need to view sustainability from a financial standpoint as more than a compliance exercises to achieve compliance
- What the ISSB and EU standards address and will apply to airlines
- The assurance requirements over sustainability reports and what that means for airlines
- Addressing the need for talent in this space

09:00-09:25

#### DATA IS AT THE CENTER OF THE SUSTAINABILITY CHALLENGE FOR AIRLINES

Sustainability reporting will create a challenge for many airlines, but that data is essential to more than reporting. Our speaker will provide insights into how an airline requires high quality sustainability data to make fleet decisions, determine their future business model and forecast costs.

● **Ian Beaumont**, Chief Executive Officer, IBA

09:25-09:45

#### ESG (ENVIRONMENTAL SOCIAL AND GOVERNANCE) REPORTS: SUSTAINABILITY IN WORD AND ACT

There are currently three sets of proposals that could set the foundation for future ESG reporting – from the International Sustainability Standards Board (ISSB), the SEC and the European Financial Reporting Advisory Group (EFRAG) in the European Union. All of the proposals have multi-jurisdictional implications. This session will provide insights on how they could impact airlines.

● **Antonios Koumbarakis**, Head Sustainability & Strategic Regulatory, PWC

09:45-10:10

#### SHAPING A SUSTAINABLE FUTURE TOGETHER – WHAT ARE OUR INDUSTRY PRIORITIES FOR 2022

Our speaker is the Chair of IATA's Sustainable Finance Task Force established under the IFAC and SEAC to address issues that intersect finance and environment. She will We will hear from the Chair on the focus of the task force and what they are looking to deliver to the industry.

● **Claudia Huegel**, Senior Director of Corporate Responsibility, Head of ESG Rating and Reporting, Lufthansa

10:10-10:30

#### TALENT IN THE ERA OF SUSTAINABILITY

The demand for analysts, strategists and sustainability reporting professionals has never been higher — far more than the current supply of qualified humans. And therein lies a challenge to the industry. This session will look at the strategies to address the sustainability talent shortage.

● **Michael Bell**, Senior Client Partner, Aviation & Aerospace, Korn Ferry

10:30-11:15

**Networking Coffee Break**



### Future of Airline Financing – Opportunities & Challenges

Airline financing is being impacted as investors move to sustainable financing products. Sustainable financing is currently doubling in size each year with airlines already having obtained billions of dollars in sustainability-linked loans, bonds, and leases. Clearly, sustainability financing is quickly becoming part of the airline financing landscape. At the same time, traditional finance is evolving after the pandemic with financial institutions, lessors and capital markets adjusting their perspectives on the industry as airlines return to operation.

This session, part of the WFS “Shaping Finance” track will address the following topics:

- How airlines have successfully obtained sustainable financing
- The keys to implementing sustainable finance in the aviation industry
- How financial institutions view the sector and the impact of sustainability on airline financing availability and cost
- The role of lessors in sustainable financing
- How the capital markets view the industry now and what could be done to improve perceptions

11:15-11:35

#### AIRLINE FINANCE – CHANGING LANDSCAPE

Airlines are emerging from the pandemic more highly leveraged while both they and the finance community face the challenges posed by addressing sustainability goals. This session explores this changing landscape and how it is likely to impact the industry.

- **Munawar Noorani**, Managing Director, Global Co-Head of Aviation at Citi

11:35-11:55

#### NETZERO AVIATION INITIATIVE

Six top lenders to the aviation sector are partnering with RMI’s Center for Climate-Aligned Finance to help decarbonize the aviation sector through the formation of the Aviation Climate-Aligned Finance Working Group. The Working Group aspires to create a collective climate-aligned finance (CAF) framework that defines common goals for action for aviation sector decarbonization. RMI and members of the WG will tell us how this initiative will impact the industry.

- **Munawar Noorani**, Managing Director, Global Co-Head of Aviation at Citi
- **Jonathan Howard**, Managing Director, Aviation Finance, Standard Chartered
- **Emi Mima**, Manager Sustainable Finance, IATA

11:55-12:45

#### FUTURE OF AIRLINE FINANCING

A panel of aviation financing experts from financial institutions, lessors and airlines along with RMI will discuss the challenges and opportunities the industry faces as we emerge from the pandemic and look to meet our sustainability goals. They will share their insights on what will drive the availability and cost of financing, and how airlines should prepare to remain competitive.

- **Munawar Noorani**, Managing Director, Global Co-Head of Aviation at Citi
- **Claudia Huegel**, Senior Director of Corporate Responsibility, Head of ESG Rating and Reporting, Lufthansa
- **Raman Singla**, Director, EMEA Utilities and Transport Team, Fitch Ratings
- **Jonathan Howard**, Managing Director, Aviation Finance, Standard Chartered

12:45 -14:00

### Networking Lunch

## Closing Plenary

14:00-14:30	<b>AIRLINE TECH STARTUPS – ACCELERATE PROGRAM (PITCH COMPETITION)</b>	<ul style="list-style-type: none"><li>● <b>Khalid Maliki</b>, CCO, Northern Block</li><li>● <b>Edip Pektas</b>, Founder, Airblox</li><li>● <b>Scott Francis</b>, CTO, TrustStamp</li><li>● <b>Robby Toole</b>, Corporate Director, Plug and Play</li><li>■ <b>Kat Morse</b>, Senior Manager Innovation, Partnerships and Events, IATA</li></ul>
14:30 - 14:50	<b>NEW ERA FOR TALENT</b>	<ul style="list-style-type: none"><li>● <b>Oksana Bardygula</b>, Vice-President, OliverWyman</li></ul>
14:50 - 15:10	<b>EMPLOYEE EXPERIENCE – BOOSTING MORALE &amp; ENGAGEMENT</b>	<ul style="list-style-type: none"><li>● <b>Craig Lee</b>, Independent Advisor &amp; Partner, Kinetic Consulting Services</li></ul>
15:10 - 15:20	<b>INDUSTRY PRIORITIES</b>	<ul style="list-style-type: none"><li>● <b>Waleed A. Moneim</b>, General Manager Treasury, EgyptAir Holding Company</li></ul>
15:20 – 15:30	<b>CLOSING REMARKS</b>	<ul style="list-style-type: none"><li>● <b>Muhammad Albakri</b>, SVP, Financial Settlement and Distribution Services , IATA</li></ul>