• This session is **recorded**.

• Your mic is automatically **muted**.

• **Polls:** Click on Submit once you have selected your answer

• Use the **Q&A feature** on the right side of your screen to submit your questions to our panelists
Competition Law Guidelines

IATA’s Legal Anti-Trust Counsel will be screening the questions

Daniel Kanter
Assistant General Counsel, IATA
kanterd@iata.org
Opening Remarks

Your host today:

Chris MARKOU
Head, Operational Cost Management – IATA
markouc@iata.org

• Role of the MCC
• MCTG Data collection ⇒ iata.org/mctg
• IATA resources about COVID
• Polls and Q&A
Next Episodes

Episode 2 – Sept 16
(7:30am EDT or 1:30pm in GVA or 7:30pm SIN)
• Adapting to exceptional circumstances (transport of cargo in the passenger cabin; aircraft cleaning & disinfecting; fuel testing)

Episode 3 – Sept 23
(7:30am EDT or 1:30pm in GVA or 7:30pm SIN)
• In the medium & long term, how will MROs and lessors reshape their businesses?

Episode 4 – Sept 30
(7:30am EDT or 1:30pm in GVA or 7:30pm SIN)
• The role of used serviceable material (USM) in the industry restart

Visit www.iata.org/mcc to register
Episode 1 - Agenda

• 00:00 - Opening Remarks & Introductions
• 00:10 - COVID-19, Assessment of Airline Industry Outlook (IATA)
• 00:40 - Aircraft Parking/Storage Strategies
  ✈ 00:40 - Eurowings
  ✈ 00:52 - Virgin Australia
  ✈ 01:04 - Ellinair
  ✈ 01:16 - easyJet
  ✈ 01:28 - Southwest
• 01:40 - Q&A
• 02:00 - Episode 1 Wrap-up
Introductions

Brian PEARCE
Chief Economist – IATA
pearceb@iata.org

Hannes PFERDEKAMPER
Head of Business Development – Eurowings
MCTG Chairman
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Keith FERNANDES
Manager, Fleet Engineering – Virgin Australia
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Thanos PASCALIS
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Swaran SIDHU
Head of Fleet Technical Management – easyJet
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Michael HANSEN
Manager, Fleet Strategy – Southwest Airlines
Michael.Hansen@wnco.com
Poll #1
Poll #1

When will demand for travel be back to 2019 levels?

Results from previous webinars

- 6-12 months: Webinar #1 (June 10) 9%, Webinar #2 (July 16) 9%, MCC Ep. 1 (Sept 9) 14%
- 12-24 months: Webinar #1 (June 10) 28%, Webinar #2 (July 16) 25%, MCC Ep. 1 (Sept 9) 46%
- 2-3 years: Webinar #1 (June 10) 39%, Webinar #2 (July 16) 36%, MCC Ep. 1 (Sept 9) 49%
- 3 years+: Webinar #1 (June 10) 4%, Webinar #2 (July 16) 16%, MCC Ep. 1 (Sept 9) 24%
COVID-19
Assessment of airline industry outlook

Brian Pearce
Chief Economist
9th September 2020
Risk of airline failures as Government aid withdrawn
Only 30 airlines drove pre-crisis improvement. Long tail of weaker airlines

World's airlines ranked by economic profits

Source: IATA Economics using data from a McKinsey study for IATA
Outside the top-30 debt levels were high before COVID. Priority will have to be generate cash flow to reduce leverage.

Net debt adjusted for operating leases / EBITDAR

- **Investment grade**
- **Top-30 airlines**
- **Rest of the industry**

Source: IATA Economics using data from the Airline Analyst, own estimates
Airlines on life support but debt looks unsustainable

**June**: $204 bn rise in debt but <$30bn new equity ($11bn from Govt)

---

**Graph**

- **Debt 2019**
  - Government Loans: 430
  - Deferred taxes: 58
  - Loan guarantees: 11
  - Commercial loans: 20
  - Capital Mar. Debt: 61

- **Debt 2020**
  - Sale leaseback: 41
  - Existing Facility: 7
  - Debt: 634

**Banks, capital markets, lessors**

---

**IATA Economics**
Cash burn slowed from Q2 but far from breakeven
On top of unavoidable cost, ticket refunds burning cash in 2020 Q2

Airline industry cash burn forecast for Q2 2020

- Cash burn of $61bn in Q2
- $35 billion of tickets due for refund
Air travel may get more costly if utilization remains low
Health measures could increase unit costs unless processes improved

2019 average base fares vs. estimated minimum average base fares if max. 62% of seats available and airlines only break even at EBIT level (i.e. make no operating profits)

- To break even while selling fewer seats, airlines would need to increase fares
- Depending on the region and its baseline average achieved load factor, we estimate the fare increase to be between 43-54%
- This is based on estimated achieved load factors of 53% (62% weighted average cap on seats times an 85% assumed load factor, to account for benefits of capacity optimization with current oversupply in market)

Source: IATA Economics using data from the Airline Analyst, DDS and SRS Analyser
Airlines mostly pricing to stimulate demand
Domestic fares are a lot lower. International markets very limited supply

Growth in average air fares, domestic and international

Data from bookings
Data from tickets flown

International fares
Domestic fares

IATA Economics using data from DDS
Demand continues to disappoint airline expectations
Airlines still adding schedules and capacity at faster rate than demand

Source: IATA Economics using data from IATA Statistics, DDS, FR24 and SRS Analyser
Consequently breakeven may remain above load factors. This will depend on airlines’ success in downsizing their operations.

Source: IATA Economic Performance of the Airline Industry, Mid Year 2020
The cargo business looks much stronger for airlines. Volumes look like recovering soon and yields are very strong.
Cargo’s capacity shortage will not reverse quickly
Freighter utilization high and widebody passenger aircraft slow to return

Source: IATA Economics using data from Ascend and Boeing
But a ‘V-shaped’ recovery is evident for wider economy

Business confidence highly correlated with GDP growth

Source: IATA Economics using data from Markit
Consumers not as confident
Usual lagged response lengthened by restructuring/job losses

Source: IATA Economics using data from IATA Statistics
The problem is international not domestic air travel. Domestic RPKs back to -57.5% yoy showing demand to travel by air.

Source: IATA Economics using data from IATA Statistics.
But domestic not insulated from 2nd waves of COVID-19

Vietnam’s domestic market had recovered pre-crisis levels in July

Source: IATA Economics using data from IATA Statistics and Markit Purchasing Managers Index
Domestic variance due to COVID-19 and pricing
Strong recovery in some Asia markets but others still slow to rise

Source: IATA Economics using data from IATA Statistics
Within-Europe only international market showing growth
European travel bubble has encouraged some travel to -79.2% in July

Source: IATA Economics using data from IATA Statistics
Border restrictions have not yet been widely relaxed.
The few travel corridors (e.g. EU) only source of international air travel.

Source: IATA Timatic (www.iatatravelcentre.com)
The outlook for global GDP could take different paths. We’ve explored optimistic and a pessimistic scenarios for the economy.

Global GDP, US$ trillion, 2015 prices

- Faster vaccine/testing scenario
- Baseline forecast
- 2nd wave COVID + financial crisis scenario

Source: IATA Economics using data from Oxford Economics Q2 Global Scenarios Service
Long-term drivers for expanded demand remain. Populous emerging markets are still likely to want more air services.

Source: IATA/Tourism Economics, Air Passenger Forecasts, April 2020
We’ve assumed a vaccine in 2021H2 in baseline
Upside earlier vaccine, downside ineffective vaccine, deeper recession

Source: IATA/Tourism Economics ‘Air Passenger Forecasts’ July 2020
Contacts

economics@iata.org
www.iata.org/economics
COVID 19 AND ITS IMPLICATION ON EW TECHNIK

MCC webinar Sep 9th 2020
Hannes Pferdekaemper
MCTG
Who we are and what we do...

• Maintenance Cost Technical Group
• Group consisting of Airlines, OEMs and other delegates supported by IATA
• Mission: to be the focal point on commercial airline maintenance cost for the purpose of cost management & benchmarking
• The only annually updated worldwide database on maintenance costs

Support us!
Eurowings
Who we are...

- European point-to-point airline
- Subsidiary of Lufthansa Group
- Operating Fleet of 100 AC (A320 Family)
- 28 Mio. passenger in 2019
- Around 3,000 employees

Pre-Crisis
100 AC (AC in OPS)

Peak-Crisis
11 AC (AC in OPS)

- 89%
Covid 19 – development of infections in Germany
Eurowings Fleet development to be clustered in 3 phases

Situation in Germany

- **Phase 1**: So called „Lockdown“, closures of shops and limitation of group gatherings, closure of all borders
- **Phase 2**: Recovery, summer holiday possible, no quarantine regulation in most countries in Europe (especially: Italy, Spain)
- **Phase 3**: „Second wave“, travel warning for Croatia and Spain, travellers as sources of new infections

Source: German newspaper „Die Zeit“, snapshot 01.09.2020
Phase I: „Lockdown“
Implications on EW and the maintenance department

- Parking vs Storage: what’s the right option? Cost vs. flexibility
- Shutdown of operation: Which aircraft to park and where? Maintenance cost as a key factor
- Closure of Germanwings brand
- Cost estimation: how to collect parking related cost, how to predict cost for the future?
- Short-time work: save cost and keep the jobs
- From EBIT to Cash Management (incl. Government funding)
Phase II: „Recovery“
Implications on EW and the maintenance department

- **Re-activation**: Which aircraft to re-activate first? Response times?

- **Commercial vs. Operations**: What's the right balance between market chances and cost

- **Stable operation**: How to secure stability?
Phase III: „Second wave“
Implications on EW and the maintenance department

• Parking vs Storage: Here we are again, Base Maintenance is waiting

• Post Crisis: How to prepare in times of uncertainty

• Right-Sizing fleet: How to proceed?
Lessons Learnt
What did we learn so far

• “Short-time work“: Strong tool to secure jobs and to control cost
• Quick responses essential (3 months parking in first wave)
• Our industry knows how to handle crisis
• Maintenance cost: a key success factor and MCTG should help to lead the industry
AIRCRAFT PARKING
OPTIMIZING THE ROADMAP

KEITH FERNANDES
MANAGER FLEET ENGINEERING
Keith.Fernandes@virginaustralia.com

SEPTEMBER 9, 2020
Australia COVID 19 – At a Glance

COVID 19 IMPACTS

Government Actions to Suppress spread of COVID-19

- Feb 2020: Early decision to restrict travel to Australia from certain countries
- March 2020:
  - International travel restrictions: Non-citizens and non-residents bans from entering Australia while incoming citizens/residents must self quarantine for 14 days
  - Lock downs - bars, clubs, cinemas, places of worship, casinos, gyms, schools
- States and Territories closed their borders to non-essential travel

Aviation Industry Impacts

- Significant reduction in passenger traffic
- Resulting reduction in aircraft operational requirements
- International flights suspended
- Domestic operations supporting essential services

PARKING VS STORAGE

Active Storage

- Uncertainty on the Parking duration
- Unknown COVID-19 conditions and impacts
- Aircraft into Active Storage program (90 Day)
- Program extended to 180 Days with bridging tasks
PROTECTING THE ASSET

- **Risk Management** - Assessment & Controls

- **Customise to local conditions** - Environmental deterioration, damage, corrosion

- **Continuing Airworthiness**
  - Instructions for Continuing Airworthiness & OEM approved deviations to maintenance instructions
  - Continual monitoring for ICA changes – AMM, Temp Revisions, Service Letters, TA, etc.
  - Effective Tracking Controls – Inspection consistency, Transitions in/out, Repeat intervals

- **Program Adjustments**
  - Optimise maintenance frequencies – Engine/APU runs; Fuel Testing
  - Efficient Defect Management – early identification and rectification => impedes deterioration

- **Regulatory Authority Communications**
  - Consistent updates on parking program status including deviations
  - Identified program issues and adjustments, RTS optimizations
MAINTENANCE COST IMPACTS

1. Parking Maintenance
   - Labour Intensive for entering/exiting parking program
   - Repeat inspections, Engine & APU runs
   - ICA Changes: Temp revisions, AMM changes, Airworthiness Directives, Technical Adaptations
   - Defect Arising - Corrosion reports, additional protections

2. Bridging Maintenance
   - Program extensions & bridging between programs
     - Additional Maintenance tasks
     - Main battery replacement 737 NG
     - Wheel Overhaul (A320/A330)

3. Materials & Components
   - Fuel Testing kits due to increased testing for microbiological growth
   - Unscheduled component failures and associated repair costs
   - 5th Stage Bleed Valve Failures
   - Material lead times – high shipping costs
## Analysis & Optimizing

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>INTRODUCED MAINTENANCE ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corrosion, Damage, Protection</td>
<td>o Lip Skin Chemical Wash program &lt;br&gt; o CIC Applications – unprotected bare metal &lt;br&gt; o Bird/Insect Nesting detailed Inspections (unsealed cavities)</td>
</tr>
<tr>
<td>Engine/APU/Fuel Systems</td>
<td>o Higher frequency Engine/APU runs &lt;br&gt; o Increased Fuel testing – microbiological growth containment</td>
</tr>
<tr>
<td>Cabin &amp; Galley (RTS)</td>
<td>o OPS checks - Ovens, Water Boilers, Faucets, Coffee Machines &lt;br&gt; o Door Sill drains cleaning</td>
</tr>
</tbody>
</table>
**THE TOP MODEL**

- **Transfer Out of Parking** - Model leverages the “stop-the-clock” calendar extensions
- Continuing Airworthiness methodology supported by OEM justification and Engineering assessment
- Optimised approach to re-positioning aircraft to a maintenance facility

<table>
<thead>
<tr>
<th>START</th>
<th>OPTION</th>
<th>TASK TYPE</th>
<th>ASSESSED BY</th>
<th>JUSTIFICATION</th>
<th>APPROX # TASKS (%)</th>
<th>APPROVAL</th>
<th>END</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maint Due print</td>
<td>DO LATER</td>
<td>MRB MPD</td>
<td>ENGINEERING MAINT PROG</td>
<td>BOEING SL 737-SL-10-004 AIRBUS AMPES ATR OIM 2020/004</td>
<td>70%</td>
<td>Regulatory Approval or Special Flight Permit</td>
<td>RE-POSITIONING FLIGHT</td>
</tr>
<tr>
<td></td>
<td>DO</td>
<td>AWL CMR AD LLPs MRB FEC 5/8 Out of Storage Tasks</td>
<td>ENGINEERING TECH SVCS</td>
<td>Mandatory tasks</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>DO NOT</td>
<td>OPTIONAL (Operator) MANDATED (Operator)</td>
<td>ENGINEERING TECH SVCS</td>
<td>Operator tasks</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>DO or DO NOT or DO LATER</td>
<td>Engineering Orders Damage (Inspections/repairs) STC SB/SL</td>
<td>ENGINEERING TECH SVCS</td>
<td>Subject to Engineering (Tech Services) assessment</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SUMMARY

- **Australia COVID-19 impact**
  - Early Govt. actions – strict travel restrictions, International & State border closures
  - Country-wide fleet grounding – International ops ceased, restricted to minimum domestic operations

- **Protect the Asset**
  - Risk Management & Continuing Airworthiness Controls
  - Customise to local conditions & program adjustments
  - Effectively manage defects to restrict deterioration and associated repair costs

- **Substantial impact to Maintenance Costs**
  - Parking, Bridging & Component Costs

- **Analysing program – optimizing for efficient Return to Service**

- **TOP Model – methodology to re-positioning aircraft safely to a maintenance base**
Thank you.
COVID: Regional Airline Response
Thanos Pascalis
CEO, Ellinair
COVID update
World Greece
If 2020 was an emergency exit
Fleet issues & actions
The Quiz - What to do next_

Short/ Long Storage_

Cost-Benefit Analysis_

Issues to be Tackled_
+ves and -ves
Thank you
Navigating through this pandemic

Swaran Sidhu
Head Of Fleet Technical Management
something about us...

> Our model
We are a low-cost, European point-to-point short-haul airline.

> Our network
Intra-European short-haul network.

> Our ambition:
Is to be Europe’s preferred short-haul airline, delivering market leading returns.

> Our cause:
Seamlessly connecting Europe with the warmest welcome in the sky

> Our Fleet:
A321 NEO, A320 NEO, A320 CEO, A319

| 330+ aircraft | 90m+ passengers | 1,000+ routes | 40+ bases |

> Entry 2018
> Entry 2017
> Entry 2009
> Entry 2003
Each day shows new cases reported since the previous day. Updated less than 20 mins ago. Source: Wikipedia.
About this data
Sector Comparator Since Covid-19

![Graph showing sector comparator since Covid-19. The graph indicates a decrease in relative percentage of the total sector starting from March 2019 to August 2020.]
Operational Aircraft

Number of Operational Aircraft

3/1/2020 to 8/1/2020
Daily Maintenance Inputs
Parking Versus Storage Analysis

Cumulative Man Hours

Parking/Storage (Days)

Parking up to 30 days
Parking up to 90 days
Storage up to 1 Year
Parking up to 30 days (Include MP tasks)
Parking up to 90 days (Include MP Tasks)
Storage Up to 1 Year (Include MP Tasks)
Cost Consideration

Engine SV Strategy

Supply Chain

Human Resources
  • Furlough Scheme
  • Redundancies

Parking Location / Fees / MRO Consideration

Preserving Cash $$$

EOL Activity/MRO Cost
Recovery In Sight?

Government quarantine decisions making it difficult to build a stable flying programme.

We may need Aladdin and his magic lamp to rescue us.
Thank you
COVID-19 Metrics | United States Second Wave Trends

Initial wave concentrated largely in the New York City MSA

Second wave more widespread and included California and Sunbelt states – Texas, Arizona, Florida, and states in the deep south

Similar to other countries, second wave deaths have not been proportional to the case spikes
COVID Travel Restriction | US Interstate Travel

No unfired response at a state level; some regionalization in the north east; non contiguous states have much tighter controls

New York/New Jersey/Connecticut:
- Anyone from a state that has a 10% or higher positivity rate for coronavirus must quarantine for 14 days.
- Visitors must fill out a form online regarding their travel information as well or face a $2,000 fine (NY only)
- Visitors who enter the state(s) for less than 24 hours are exempt.

Hawaii
- Must quarantine for 14 days. Beginning on September 1st travelers can be exempt from quarantine by providing proof of a negative test.

Alaska
- Must have a negative coronavirus test within 72 hours of departure.
- Travelers can get tested on arrival in for $250 or quarantine for 14 days.
Southwest Airlines | Route Overview
United States’ most robust point-to-point, non-stop network; Successful Hawaii service (mainland & interisland launched in 2019); methodical expansion of near international routes

Recently announced offensive moves include additional service to Palm Springs, CA (PSP), Miami, FL (MIA) and expansion of our LA Basin footprint by taking over 17 slots vacated by JetBlue
Southwest Airlines | Financial Health & Liquidity

Successfully entered the market – equity and treasury – to enhance the company’s cash position; opting out of additional government support at this time

**Cash Balance ($ in billions)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Unsecured Debt</th>
<th>RCF Drawdown</th>
<th>364-Day Term Loan</th>
<th>Cash Flow</th>
<th>1Q 2020 Cash</th>
<th>384-Day Term Loan Upsize</th>
<th>PSP Funds Received</th>
<th>Cash Flow As Adjusted for PSP</th>
<th>Convertible Offering Proceeds</th>
<th>Unsecured Offering Proceeds</th>
<th>364-Day Term Loan Payment</th>
<th>As Adjusted Liquidity</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2019 Cash</td>
<td>4.1</td>
<td>0.5</td>
<td>1.0</td>
<td>1.0</td>
<td>(1.0)</td>
<td>5.5</td>
<td>3.3</td>
<td>(0.6)</td>
<td>10.9</td>
<td>2.2</td>
<td>2.2</td>
<td>(2.0)</td>
</tr>
</tbody>
</table>

The Company’s total liquidity is ~$15.4 billion adjusted for the common stock, convertible notes and unsecured notes offerings and expected PSP receipts.1,2

---

1 Represents the total as adjusted liquidity, inclusive of the full ~$32.5 billion amount from the Payroll Support Program expected to be received from the U.S. Treasury Department.
2 Net Proceeds from 80.5MM shares (post-greenchoke) of Common Stock issuance offered at $28.50 per share on April 28th, 2020, and from the $2.38B Convertible Notes issuance (post-greenchoke) after associated fees and expenses.
3 Represents the amount of cash, cash equivalents, and short-term investments.
## Fleet Partitioning | Storage vs. Parking

Parking rotation to support responsiveness to demand fluctuations; storage to provide immediate cost savings and prepositioning of potential retirement aircraft

<table>
<thead>
<tr>
<th>Program</th>
<th>Key Features</th>
<th>Maintenance Required</th>
</tr>
</thead>
</table>
| **Short-term Parking**   | • Can be used for aircraft not flown for **up to 72 hours**  
• Defined number of aircraft not assigned flight lines  
• Aircraft remain at unused gates or ramp throughout day  
• Can be parked at MX and non-MX Stations  
• No work required to return equivalent aircraft to Network | • No incremental maintenance required  
• Routine maintenance continues on normal schedule |
| (3 Day Rotation)         |                                                                                                                                                                                                            |                                                                                       |
| **Long-term Parking**    | • Can be used for aircraft not flown for **up to 15 days**  
• Less logistical complexity than short-term parking Able to leverage more remote parking areas  
• Intended to be done at MX Stations  
• Minor work required to return aircraft to Network | • Initialize Long-term parking task card within first 3 days on ground  
• Parking re-activation task card before return to service  
• Accomplish any overdue maintenance before return to service  |
| (15 Day Rotation)        |                                                                                                                                                                                                            |                                                                                       |
| **Storage**              | • Intended for aircraft on ground for **greater than 15 days**  
• Removes from daily operations management (MOC/NOC)  
• Defers routine maintenance until return to service  
• ~1 week to ~1 month of work required (depending on overdue maintenance) to return aircraft to Network | • Initialize Storage task card within first 3 days on ground  
• Storage activities required at 15 day intervals  
• Storage re-activation task card before return to service  
• Accomplish overdue maintenance before return to service  |

---

*Southwest*
Fleet Partitioning | Storage and Parking
Commercially we are preparing for a ‘saw-toothed’ recovery; effective partitioning provides that flexibility and also helps control costs

Key notes and callouts

A. State of the fleet after initial COVID drawdown
   - Main focus was shedding costs across multiple dimensions

B. Reintroduction of aircraft from the parking rotation to capture early summer demand
   - RTS work of LTS aircraft begins in mid-June

C. Provide extra sections to capture over-booking demand and maximize revenue

D. Response to post summer demand calcification
   - Additional LTS aircraft to alleviate utilization-based maintenance
   - Higher proportion into parking rotation to be more responsive to emergent demand
Fleet Partitioning | Retirement Attributes and Selection

Analysis across multiple dimensions and attributes to support commercial determinations on fleet size

Examples of attributes analyzed to determine retirement candidates includes:

- Aircraft Age
- Reliability
- Major/Minor Damage
- Corrosion History
- PBH Related Operating Costs
- Fatigue/Structural (SSIP) Program forecast
Poll #2
Poll #2

What is your main maintenance-related issue preparing for return to service?

Results from previous webinars

- Coping with regulatory/OEM maintenance requirements: 43% (Webinar #1), 54% (Webinar #2), 61% (MCC Ep. 1)
- Availability of tools/facilities for heavy maintenance: 12% (Webinar #1), 10% (Webinar #2), 8% (MCC Ep. 1)
- Availability of technical staff: 23% (Webinar #1), 30% (Webinar #2), 19% (MCC Ep. 1)
- Aircraft cleaning requirements to meet turnaround times at the gate: 8% (Webinar #1), 10% (Webinar #2), 22% (MCC Ep. 1)
Q&A

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Head, Operational Cost Management – IATA
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Hannes PFERDEKAMPER
Head of Business Development – Eurowings
MCTG Chairman
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Michael HANSEN
Manager, Fleet Strategy – Southwest Airlines
Michael.Hansen@wnco.com
IATA COVID-19 resources

www.iata.org


airlines.iata.org/topic/covid-19
Episode 1:
Economic Situation & Aircraft Parking/Storage Strategies

Thank you for attending!

Any further questions? Please email Geraldine Cros (cros@iata.org)
Episode 2: Adapting to New Circumstances
TCPC; Aircraft Disinfecting; Fuel Testing & Biocide

Wed. 16 September 2020 - 7:30-9:30am EDT