Wings of Change Europe
Master of Ceremony

Montserrat Barriga
Director General
European Regions Airline Association (ERA)
Wifi
Hilton Honors
Password
APMAD08
Welcome remarks

Luis Gallego
CEO
Iberia
Welcome to Madrid
A place to enjoy
Iberia in figures

Flying since
1927

Employees
17,500

Member of
IAG

Incomes 2017
€4.85 Billion

Three Business:
3
Airline Maintenance Handing

€376
Operating profits 2017
(+39% vs 2016)
What does Iberia bring to Madrid?

- 17,500 employees
- 109 International destinations
- 23,000,000 passengers
- 142 aircraft
- 50% Madrid Airport
- 5,5% GDP
- 50,000 Indirect employees
Our strategic roadmap

2012
Struggling for survival
On the verge of bankruptcy

2013
Transformation Plan
Loses cut by half

2014
Plan de Futuro
Back to profitability

2017
Plan de Futuro Phase 2
The most punctual airline in the world
Four star Skytrax
Highest operational profits in Iberia’s 90 years of history

The future
Transforming to reach excellence
2018 had significant challenges for IB. How are we doing?
Muchas gracias
The Value of Aviation & importance of Competitiveness for Spain

Jose Luis Ábalos
Minister of Public Works
Government of Spain
The European Commission’s perspective on the future of aviation in the EU and its neighboring countries

Henrik Hololei
Director General for Mobility & Transport
European Commission
Competitiveness as a solution for aviation's economic sustainability?

Alexandre de Juniac
Director General & CEO
International Air Transport Association (IATA)
Air Connectivity and the Competitiveness of European Aviation

Brian Pearce
Chief Economist
International Air Transport Association (IATA)
Air Connectivity and the Competitiveness of European Aviation

Brian Pearce,
Chief Economist,
IATA

www.iata.org/economics
Air connectivity in Europe has continued to grow in past 5 years - in absolute terms

Source: IATA Economics using data from SRS Analyser
And relative to the size of each economy

Air Connectivity (weighted by GDP), selected European countries

Source: IATA Economics using data from SRS Analyser
Consumers have benefited from increased choice and value

**Unique city-pairs and real transport costs**

- **Unique city pairs**
- **Real cost of air transport**

Source: IATA Economics using data from SRS Analyser, ICAO, HIS. IATA forecasts
But the centre of gravity is shifting eastwards

Source: IATA / Tourism Economics
Europe is a maturing market

Source: IATA / Tourism Economics
Virtuous circle of connectivity and economic performance

- Passenger demand
- Economic Stimulus
- Trade, Investment, Tourism, R&D, Innovation
- Business climate & employment
- Lower travel costs for passengers
- Connectivity
- Open Borders
- Smarter Regulations
- Cost Competitiveness
- Infrastructure
- Aviation
- Economy
Need for cost effective investment in infrastructure across Europe

Source: Eurocontrol Challenges of Growth
Big variations in cost competitiveness across the continent

Source: IATA Economics for World Economic Forum
Taxes and charges increasing as a share of air fares

Average price of an one-way all-in air ticket from the EU28, 2006 vs 2016

- **2006**
  - Base fare: €176 (82%)
  - Passenger airport charges and taxes: €18 (8%)
  - Fuel surcharge + ancillary fees: €22 (10%)

- **2016**
  - Base fare: €138 (63%)
  - Passenger airport charges and taxes: €47 (21%)
  - Fuel surcharge + ancillary fees: €35 (16%)

Source: IATA Economics using data from PaxIS, ACIC, Airline Analyst
Airspace delays have been a particular challenge in 2018.
Smart and proportionate regulation also important for competitiveness
Inconsistent application of Smarter Regulation principles and processes

Source: IATA
Nordics dominate Top 10, Spain ranked 5th in Europe

Source: IATA
In a competitive market, business environment matters to airlines.
And it matters to consumers and the demand outlook
LOOKING FOR INSIGHTS INTO AIR TRANSPORT MARKETS AND ISSUES?

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Competitiveness in Europe

Babita Sharma
Journalist & News Presenter
BBC
Competitiveness in Europe

Babita Sharma
Journalist & News Presenter
BBC

Pedro Marques
Minister of Planning & Infrastructure
Government of Portugal
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Mikołaj Wild
Secretary of State,
Government Plenipotentiary for the Central Communication Port for the Republic of Poland

Slido.com #WOCE18
Airline CEOs on the spot

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H.E. Akbar Al Baker
GCEO
Qatar Airways
Airline CEOs on the spot

Babita Sharma
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BBC

Luis Gallego
CEO
Iberia
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Babita Sharma
Journalist & News Presenter
BBC

Rafal Milczarski
CEO
LOT Polish Airlines
Airline CEOs on the spot

Babita Sharma
Journalist & News Presenter
BBC

Carsten Spohr
Chairman & CEO
Deutsche Lufthansa AG
Is the system ready for the expected growth in the next 20 years?

Moderator:
Eamon Brennan, Director General, Eurocontrol

Panelists:
Maurice Georges, Director, Direction des Services de la Navigation Aérienne, France
Kathryn Leahy, Director of Operations, Heathrow Airport Limited
Rafael Schwartzman, Regional Vice President, Europe, International Air Transport Association (IATA)
Thomas Reynaert, Managing Director, Airlines for Europe
Nicolas Warinsko, General Manager, SESAR Deployment Manager

Slido.com #WOCE18
All-time record 37,101 flights on Friday, 7th of September 2018
Year-to-date Network
EN-ROUTE ATFM delays

01 Jan – 11 Nov 2018

- 9.7 million flights
- Enroute delay YTD: 1,93 min/flt (Target 0.5)

- 59.2% CAPACITY & STAFFING
- 26.4% DISRUPTIVE EVENTS
- 14.3% WEATHER
301,000’ Minutes of Delay

461 Network Regulation

Saturday, 28 July 17.00UTC

2017 Full Year
Total En Route ATFM Delay Minutes 9.3 Million

01 Jan – 11 Nov 2018
Total En Route ATFM Delay Minutes 18.3 Million (so far)
Est. 20 Million Full Year
<table>
<thead>
<tr>
<th>Airline</th>
<th>Average daily flights</th>
<th>Proportion delayed (ATFM)</th>
<th>Avg delay per delayed flight (Mins)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ryanair</td>
<td>2,302</td>
<td>30.9%</td>
<td>22.2</td>
</tr>
<tr>
<td>2. easyJet</td>
<td>1,791</td>
<td>31.8%</td>
<td>21.6</td>
</tr>
<tr>
<td>3. Lufthansa</td>
<td>1,529</td>
<td>23.0%</td>
<td>17.8</td>
</tr>
<tr>
<td>4. Turkish Airlines</td>
<td>1,487</td>
<td>13.4%</td>
<td>17.9</td>
</tr>
<tr>
<td>5. Air France</td>
<td>928</td>
<td>19.3%</td>
<td>22.1</td>
</tr>
<tr>
<td>6. SAS</td>
<td>834</td>
<td>11.8%</td>
<td>17.7</td>
</tr>
<tr>
<td>7. British Airways</td>
<td>749</td>
<td>27.2%</td>
<td>20.2</td>
</tr>
<tr>
<td>8. Eurowings</td>
<td>734</td>
<td>34.3%</td>
<td>20.1</td>
</tr>
<tr>
<td>9. KLM</td>
<td>709</td>
<td>24.0%</td>
<td>15.9</td>
</tr>
<tr>
<td>10. Norwegian</td>
<td>696</td>
<td>21.4%</td>
<td>17.7</td>
</tr>
<tr>
<td>11. Vueling</td>
<td>694</td>
<td>30.4%</td>
<td>18.7</td>
</tr>
<tr>
<td>12. Wizz Air</td>
<td>588</td>
<td>31.6%</td>
<td>21.0</td>
</tr>
<tr>
<td>13. Alitalia</td>
<td>572</td>
<td>11.0%</td>
<td>15.6</td>
</tr>
<tr>
<td>14. Pegasus</td>
<td>523</td>
<td>13.8%</td>
<td>19.3</td>
</tr>
<tr>
<td>15. Swiss</td>
<td>426</td>
<td>34.0%</td>
<td>15.6</td>
</tr>
<tr>
<td>16. Austrian</td>
<td>417</td>
<td>22.8%</td>
<td>18.3</td>
</tr>
<tr>
<td>17. TAP</td>
<td>398</td>
<td>32.9%</td>
<td>19.5</td>
</tr>
<tr>
<td>18. Thomas Cook</td>
<td>397</td>
<td>35.5%</td>
<td>19.4</td>
</tr>
<tr>
<td>19. Iberia</td>
<td>380</td>
<td>18.4%</td>
<td>15.1</td>
</tr>
<tr>
<td>20. LOT</td>
<td>365</td>
<td>19.7%</td>
<td>16.5</td>
</tr>
</tbody>
</table>
Top 10 Airport ATFM delays location 1 Jan – 11 Nov 2018

Proportion of total ATFM delays

- AIRPORT CAPACITY (ATC)
- AIRPORT STAFFING (ATC)
- AIRPORT DISRUPTIONS (ATC)
Supporting European Aviation

Thank you

Eamonn Brennan, Director General

@eurocontrolDG
Urgent Call for Summer 2019!

• ATM delay levels in 2018 reached 25 million minutes

• IATA 4-point plan to mitigate bottlenecks & build capacity:
  • Modernize the infrastructure and implement the Single European Sky ATM Research (SESAR) - something airlines are already paying for.
  • Reform outdated work practices so that staff are deployed when they're required - where justified recruit additional staff.
  • Empower the European Network Manager to plan and configure the network to meet the demands of air travelers.
  • Strengthen the EU Performance and Charging Scheme so that ANSPs not delivering agreed capacity are subject to meaningful penalties.
Top 10 A4E Airlines have paid over \( \text{€2 billion} \) for ATC in 2018 (Jan-Aug)

Total cost of EU ATC \( \text{€5.5 billion} \) in this period.

### Cost of EU ATC

<table>
<thead>
<tr>
<th>A4E Member Airline</th>
<th>Total en route charges paid 2018 (Jan-Aug) (MEUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ryanair</td>
<td>469.5</td>
</tr>
<tr>
<td>easyJet</td>
<td>303.3</td>
</tr>
<tr>
<td>Lufthansa</td>
<td>261.4</td>
</tr>
<tr>
<td>British Airways</td>
<td>216.5</td>
</tr>
<tr>
<td>Air France</td>
<td>181.9</td>
</tr>
<tr>
<td>Norwegian Air Shuttle</td>
<td>143.3</td>
</tr>
<tr>
<td>KLM</td>
<td>125.5</td>
</tr>
<tr>
<td>Eurowings</td>
<td>107.2</td>
</tr>
<tr>
<td>Vueling</td>
<td>101.3</td>
</tr>
<tr>
<td>Tap Air Portugal</td>
<td>79.4</td>
</tr>
<tr>
<td>Jet2</td>
<td>70.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,060.2</strong></td>
</tr>
</tbody>
</table>

Source: Eurocontrol Central Route Charges Office
A NEW UNITED WAY FORWARD

Immediate steps for 2019 and beyond:

- EUROCONTROL to plan and manage the network
- Commitment to network-driven approach
- Urgently restructure upper airspace
- Flexible ATCO rostering and working practices

✓ Improve regulation to support ATM system efficiency for the benefit of passenger and environment

✓ Aviation stakeholders sign “Efficient Airspace Declaration” signifying commitment to joint actions and improvements
Poland – A blueprint for successful European Government and industry cooperation

Moderator:
Peter Curran, Assistant Director, Air Traffic Management (ATM) User Charges, International Air Transport Association (IATA)

Panelists:
Janusz Janiszewski, CEO, PANSA (Poland’s Air Navigation Service Provider)
Mikołaj Wild, Secretary of State, Government Plenipotentiary for the Central Communication Port for the Republic of Poland
Sustainable Aviation Fuels (SAF)
Creating a collaborative ecosystem

Michael Gill
Executive Director
Air Transport Action Group (ATAG)

Paul Paoletta
Head of Renewable Jet Fuel
Neste (Suisse) S.A
Changing business paradigms
How mobile devices and data are changing the business models and driving airline digital transformation

Moderator:
Juan Ivan Martín, Head of Innovation, International Air Transport Association (IATA)

Panelists:
Antoine Berthaut, Director, Strategy, Operations & Business Technology Consulting, PwC
Kian Gould, Founder & CEO, AOE
Gabriel Perdiguero, Chief Transformation Officer, Iberia
Digital Business Model Innovation
Wings of Change Europe

Antoine Berthaut, Director in charge of management consulting for West Switzerland, PwC
November 2018
A Business model is how an organization defines, delivers, and captures value.
Acute pressure on airlines make it imperative to search for new business models

Evolving customer demands
Capacity growth
Changing sales structures
Continuous cost pressure
Technology disruption

Transport Value Chain
Drivers of Shareholder value
Digital Technology

Where’s Spot?
Digital business model innovation happens here
Four essential business models for the digital age

1. Multichannel Businesses
2. Ecosystem Drivers
3. Suppliers
4. Modular Products

Define, deliver and capture value

More

Less

Value chain
Business Design
Ecosystem

Define, deliver and capture value

More

Less

Value chain
Business Design
Ecosystem
There are multiple opportunities to drive value creation through digital

Start with mapping digital business model innovation across the value chain

Opportunities exist!

Combination of incremental innovation and game changers

The combination of Mobile, Data analytics and AI provide highest potential for growth in ancillary services.
Getting there involves mastering the essentials and leading through paradoxes

**4 Essentials**

- Data
- Customer intimacy & personalisation
- Cyber & Data Protection
- Mastering the basics

**4 Leadership paradoxes**

- Digital is about (your) people
- It takes years to become agile
- Failing to fail = failure
- Big words, constrained budgets, focused execution
Thank you
The future of In-Flight Shopping is around the corner... and it’s a lot about data

Kian T. Gould
(Founder & CEO at AOE)
Who is AOE?
The World’s No.1
Travel Retail Digitalization Company

22 airports/airlines currently in rollout, tender or consulting phases
The OM³ Suite | Digitalizing the entire non-aviation revenue stream

- Passenger Experience
- E-Commerce Marketplace
- Personalized Offers
- On-Premise Fulfillment
- Mobile Shopping
- VIP Services
- Parking
- Fast track
- Loyalty
- Food & Beverage

Non-Aviation Revenues
Global Travel Retail: Digitally Disrupted or Digitally Evolved?
Yesterday’s Travel Retail Shopping | Banking 100% on Impulse Purchasing
But is this still the reality of consumer behavior?
4.8 Bn. mobile devices yet only 4.2 Bn. toothbrushes worldwide
The average European spends close to 4 hours daily on their smartphone.
25% of all eCommerce sales are made on mobile in the USA.
In China it is already approaching 75%
So is this today’s (No-)Shopper?
The disruption has begun | A look at the global Travel Retail market
But the market is still growing!? Market yes, spend per passenger no…

Spend Per Head Development

$8.27 (2017)

-11% (CAGR)

<table>
<thead>
<tr>
<th>Year</th>
<th>Passengers (per leg in billions)</th>
<th>Travel Retail market (in billion USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>6.7</td>
<td>63.5</td>
</tr>
<tr>
<td>2015</td>
<td>7.2</td>
<td>62.0</td>
</tr>
<tr>
<td>2016</td>
<td>7.7</td>
<td>63.5</td>
</tr>
<tr>
<td>2017</td>
<td>8.3</td>
<td>68.6</td>
</tr>
</tbody>
</table>
Is this why some have give up already?
Here is what these same passengers roughly spent when not traveling...

$540 online

$6,030 in Retail

SOURCE: eMarketer
Planned vs Impulse Purchase

Planned in advance

- 89%
- 89%
- 85%

Bought on impulse

- 32%
- 30%

Planned purchasing continues to grow

SOURCE: m1nd-set Research 2018
The need for Omnichannel Digital Travel Retail

**PRE-TRIP ONLINE TOUCH POINTS**

- **34%**
  - Search for / see information about DF shopping Online

- **53%**
  - Make the decision to buy in DF before travelling

- **40%**
  - Would like to do online DF shopping before the trip

- **62%**
  - Book their flight directly online

- **83%**
  - Find mobile check-in to be the most convenient

**SOURCE:** m1nd-set Research
The dominance of Online search

79% of today’s purchasing methods involve Online search

- 47%: Search Online / Buy Online
- 14%: Search Online / Buy In-Store
- 8%: Search Online and In-Store / Buy In-Store
- 7%: Search Online and In-Store / Buy Online
- 7%: Search In-Store / Buy Online

Source: Gartner 2018
So the consumers want to shop digitally, but most airlines still try to sell from carts...
All signs point towards luxury

500+ %
Average basket increase in first month
(420€ online vs. 75€ offline)
The top seller by total share of all sales is a 35k JAEGER-LECOULTRE
The most sold brand is **BVLGARI**
Is it surprising many brands don't want to be sold like this anymore?
The new Quaternity of Travel Retail

**Customer Information**
Airports/Airlines know much more about passengers than most retailers do.

**Digital Devices**
Create new transaction and communication channels.

**Digitalization**
Of the travel journey creates new touchpoints.

**Participation**
In the international eCommerce growth.

**Integrated Advertising**
Via Wifi, Smart-panels and InfoTerminals offer unique abilities.

**Customer Excellence**
Attractive digital offers and services form a unique customer experience.
Where digital travel retail is moving for airlines
The future of Airline E-Commerce is at your fingertips
A sophisticated, simple and engaging shopping experience.

- Personalised recommendations
  - Based on browsing/purchase history and preferences

- Targeted visual banners
  - Based on flight/destination booking profiling
Keeping the checkout process short and effortless. Flexibility and choice that consumers expect.
Leverage the power of mobile payment.

Reward loyalty with instant Miles earnings.
App meets printed catalogue. With image recognition.
Continue the journey In-Flight
To provide a first class, seamless shopping experience for every airline customer, at any time and during every stage of their travels.

- Personalized, contextual, innovative
- Website
- Mobile
- IFE
- With or without connectivity
- At home, at the airport, in-flight, at destination

Online Shopping is about...
Digital won’t replace physical travel retail, but it’s where future growth lies...
Pegasus Airlines - How a leading Low Cost Carrier impacts and contributes to the development of Turkish Civil Aviation and its Competitiveness

Mehmet T. Nane
CEO
Pegasus Airlines
Pegasus Airlines – How the leading Low Cost Carrier impacts and contributes to the development of Turkish Civil Aviation

MEHMET T. NANE – PEGASUS AIRLINES CEO
AGENDA

- A BRAND NEW AVIATION MODEL IN TURKEY
- PEGASUS GROWTH IN NUMBERS
- PEGASUS NETWORK
- PEGASUS FLEET DEVELOPMENT & EFFECTIVE MANAGEMENT
- STABLE GROWTH OF TURKISH CIVIL AVIATION
PEGASUS ENTERED THE MARKET IN 2005

A BRAND NEW AVIATION MODEL IN TURKEY

- First low cost airline in Turkey
- Low and dynamic pricing model
- Operational focus on on-time departures
- First unbundled product offering in Turkey
- Three major principles: Low fares, On-time performance, New aircrafts

We are the only one to implement the “Low Cost” model in Turkey.
Pegasus established a new & large hub on Istanbul’s Anatolian side. Millions in a new catchment zone got access to low ticket fares and on-time departure.

In 2004, only 250,000 passengers flew from Sabiha Gökçen Airport on both domestic and international routes. After Pegasus commenced its scheduled flights in 2005, number of passengers flying from Sabiha Gökçen increased significantly and reached 1 million in just one year.
WE UNDERSTAND THE SHIFT IN GUEST BEHAVIOUR...

- Low Fares
- On Time Performance
- New Aircraft
- Buy What You Want
<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Aircraft</th>
<th>Fleet Average Age</th>
<th>Investment</th>
<th>Guests</th>
<th>Flights/week</th>
<th>Destinations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>14</td>
<td>5,4</td>
<td>800 Million $</td>
<td>1.9 Million</td>
<td>112</td>
<td>6</td>
</tr>
<tr>
<td>TODAY</td>
<td>83</td>
<td>5,6</td>
<td>15.2 Billion $</td>
<td>3000+</td>
<td>3000+</td>
<td>109</td>
</tr>
</tbody>
</table>

(TODAY guests include 36 domestic, 73 international destinations)
PEGASUS NETWORK

TOTAL NETWORK
42 Countries
109 Destinations
36 Domestic
73 International
NUMBER OF PEGASUS GUESTS

Number of Guests
2017 FY: 27.82 Million
2018 H1: 14.39 Million

From 2005 until the end of 2018 H1
Number of Guests Flown
Over 160 Million

66% of our guests flown for under 100 TL on our domestic routes
47% of our guests flown for under 50 Euro on our international routes
DIFFERENT ANCILLARY PRODUCTS & SERVICES

- Pre-order Meal
- Visa Service
- Smart Flight Package
- Travel Insurance
- Don’t Miss The Price
- Price Freezing
- Pegasus Flex
- Seat Selection
- SMS Update
- Pegasus Bol Bol Credit Card
- Pegasus BolBol Loyalty Program
- Extra Baggage
- Hotel Reservation
- Lounge Service
- Airport Parking at Low Prices
- Car Rental
- Pegasus Cafe
- Tours & Attractions
- IFE- Inflight Entertainment System
- SMS Update
- Pegasus Cafe
- Tours & Attractions
- IFE- Inflight Entertainment System
OUR FLEET DEVELOPMENT

The youngest fleet in Turkey and one of the youngest among LCCs: **5.6 years**.

Fleet to reach 81 aircraft by 2018YE. 7 A320neo and 3 737-800s have been delivered as of August 1st; 2 737-800 will phase out in 2018 4Q.

Fleet to reach **81 aircraft** in 2018 with 10 new A/Cs

**FLEET (AS OF 2024YE)**

<table>
<thead>
<tr>
<th>Aircraft Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boeing 737-800</td>
<td>48</td>
</tr>
<tr>
<td>Airbus A320neo</td>
<td>22</td>
</tr>
<tr>
<td>Airbus A320-200CEO</td>
<td>12</td>
</tr>
<tr>
<td>Boeing 737-400</td>
<td>1</td>
</tr>
<tr>
<td>Total Fleet Number: 83 aircraft</td>
<td></td>
</tr>
</tbody>
</table>
WE CONTINUED TO UTILISE OUR FLEET EFFICIENTLY

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landings</td>
<td>177,392</td>
</tr>
<tr>
<td>Number of seats (Million)</td>
<td>32.9</td>
</tr>
<tr>
<td>Number of guests per cycle</td>
<td>157</td>
</tr>
<tr>
<td>Average Daily Aircraft Utilisation Rate (Block Hours)</td>
<td>12,1</td>
</tr>
</tbody>
</table>

Each seat is sold about 7 times in a day.
WE CONTINUED OUR EFFECTIVE MANAGEMENT WITH OUR 4Cs

CASH

CAPACITY

CUSTOMER
In 2003, almost **30 million** passengers flew on both domestic and international routes. This figure grew rapidly from 2004 onwards, with the new actions.

Turkish Aviation Sector had total of **138 million** passengers by the end of 2017. The sector grew **1.5 times** for the past decade, measured by total passenger numbers. This growth rate would have been **just 1.2 times** if Pegasus had not entered the market.

Source: General Directorate of State Airports Authority, Ministry of Tourism and Culture
STABLE GROWTH WILL CONTINUE WITH THE THIRD AIRPORT

The third airport is essential for the growth of Turkey’s aviation sector and economy. It will make a major contribution to the Turkish economy through employment and passenger traffic. Passenger traffic is predicted to reach 120 million annually at the new airport by 2025. 69% of those passengers are expected on international routes and 31% on domestic routes.

WHY INVESTMENT MATTERS?

Istanbul has an important strategic position in global air transportation.
We didn’t start aviation in Turkey but we transformed it!
The future of payment

Juan Ivan Martin
Head of Innovation
International Air Transport Association (IATA)

Carlos Carriedo
General Manager
Amex Corporate Payments
The aviators of tomorrow
Diversity = Opportunity

Jeffery Tobias Halter
President
YWomen

Teresa Busto
VP Airbus Group & Director of the Illescas Factory
Airbus