Welcome Remarks → Andreas Scheuer, Minister of Transport and Digital Infrastructure, Germany

Sustainable Growth, the only way forward
What strategy and actions must be undertaken by air transport and regulators to ensure we can grow together sustainably?
→ Alexandre de Juniac, Director General and CEO, IATA

What role for Europe in an ever more global and shifting economy?
The economic epicenter is shifting eastwards towards Asia. The Old Continent sometimes referred to as the multi speed Europe is confronted to mature markets, an ageing population, congestion both in the air and on the ground, and an increasing eco-conscious traveling public. What threats and opportunities for governments, airlines and airports?
→ Brian Pearce, Chief Economist, IATA

The new European Commission’s vision for a sustainable air transport industry
Following the 2019 elections and a strong debate on aviation’s impact on the environment, what objectives for the new Commission?
→ Filip Cornelis, Director for Aviation (DG Move Directorate E), European Commission

A strategic roadmap for Aviation
In addition to giving attendees a warm welcome, the Lufthansa Group Chairman of the Executive Board & CEO and IATA Chair of the Board of Governors will share his strategic vision for aviation in general and the Lufthansa Group.
→ Carsten Spohr, Chairman of the Executive Board & CEO, Lufthansa Group / Chair of the Board of Governors, IATA
<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tr>
<td>10:15 – 11:00</td>
<td>Networking Coffee Break</td>
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<tr>
<td>11:00 – 11:20</td>
<td>Ministers interviews&lt;br&gt;European leaders will share their views and vision on sustainability, competitiveness, and innovation in the aviation sector.</td>
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<td>11:20 – 11:30</td>
<td>‘25by2025’ Pledge signing ceremony&lt;br&gt;Airline CEOs will materialize the commitment of their airlines in addressing gender balance through the signing of the IATA ‘25by2025’ pledge.</td>
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| 11:30 – 12:30 | Airline CEOs on the spot – interviews<br>In this quick-fire Q&A session, airline CEOs will offer the inside view of the industry, what it takes to make an airline successful, and what keeps them up at night – a special opportunity to hear the perspective of aviation’s most prominent leaders in the unique setting of Wings of Change Europe.  
→ Bjorn Kjos, President and Founder, Norwegian Air Shuttle  
→ Oana Petrescu, Director General, Blue Air  
→ Benjamin Smith, Chief Executive Officer, Air France-KLM  
→ Carsten Spohr, Chairman of the Executive Board & CEO, Lufthansa Group / Chair of the Board of Governors, IATA |
12:30 – 13:35
Networking Lunch

Environment, a sine qua non condition to aviation sustainability – Fire-side chats
How can air transport and climate change coexist? Are industry efforts sufficient in areas such as CO2 emissions, Sustainable Aviation Fuels from non-crop areas, electric and hybrid aircraft, noise reduction and recycling?
→ David Antonioli, CEO, Verra
→ Maarten van Dijk, CEO, SkyNRG
→ Maurice Georges, Director, DSNA
→ Tim Johnson, Director, Aviation Environment Federation
→ Pascal Traverse, Head of Aircraft Autonomy, Airbus

13:35 – 14:35
Capacity – Accommodating growth today & tomorrow
Capacity is among the hottest topics in Europe, causing more delays and CO2 emissions. This panel will dedicate particular attention to staffing – the number one reason for ATC delays – and analyze what urgent solutions can be agreed to in order to reduce the environmental footprint and avoid further strain to the saturated system, including promoting National Airspace Strategies to unlock the Single European Sky.
Moderator: Sylviane Lust, Director General, AIRE
Panelists:
→ Dick Benschop, Chief Executive Officer, Royal Schiphol Group
→ Eamonn Brennan, Director General, Eurocontrol
→ Tanja Grobotek, Director Europe Affairs, CANSO
→ Janusz Janiszewski, President, PANS A
→ Rafał Milczarski, CEO, LOT
→ Klaus-Dieter Scheurle, CEO, DFS

IATA
WINGS OF CHANGE
EUROPE
BERLIN, GERMANY 19-20 NOVEMBER 2019
15:35 – 16:05
Networking Coffee Break

16:05 – 16:50
**Safety first, or when compromise is not an option**
This session will focus on new technologies and how these can help aviation reinforce the safety first principle. Particular attention will also be given to the future of reduced crew operations.

**Moderator:** Tanja Harter, Technical Affairs Director, ECA

**Panelists:**
→ Chris Kempis, Director of Flight Operations, Cathay Pacific
→ Patrick Ky, Executive Director, EASA
→ Earl Lawrence, Executive Director Aircraft Certification, FAA
→ Yannick Malinge, Head of Product Safety, Airbus

16:50 – 17:00
**Largescale electric aircraft – myth or reality?**
Electric cars are now commonly seen on European roads. When can we expect airlines to fly electric, and what type of aircraft?

→ Andreas Kloeckner, Coordinator Electric Flying Program Strategy Aeronautics, DLR

17:00 – 17:30
**Cybersecurity – Are you prepared?**
A Keynote and demo to warn us of the current and future threats to the air transport industry. Is a consortium approach the best solution for airlines and airports to best shield themselves against cyber threats?

→ Esti Peshin, VP & General Manager Cyber Division, Israel Aerospace Industries

19:00 – 22:00
Networking Dinner hosted by **LUFTHANSA GROUP**
**DAYS 2 – AM**

**09:00 – 09:15**

**Drones / RPAS – Commercial opportunities for airlines**
Usually categorized by the industry as a safety hazard, drones are actually an incredible source of opportunities. How can they positively impact the airlines and airports’ bottom line?

→ **Jan Gasparic**, Director Strategic Partnerships, DJI Enterprises

**09:15 – 09:45**

**Diversity rhymes with Sustainability**
Aviation will only be able to thrive if it enhances its workforce diversity. What challenges must be overcome - and how - to ensure its long-term sustainability?

**Moderator:** **Anton Grove**, VP People Performance & Development, IATA

**Panelists:**
→ **Bogi Nils Bogasson**, CEO, Icelandair
→ **Christina Foerster**, CEO, Brussels Airlines
→ **Martin Gauss**, CEO, Air Baltic

**09:45 – 10:20**

**Cargo – Maximizing airline profit through digitalization and innovation**
Modernization and digitalization are key for airlines to add value to their flights and their bottom lines. Are we on track to deliver a profitable air cargo?

**Interviewer:** **Ludwig Hausman**, Partner, McKinsey

→ **Peter Gerber**, CEO, Lufthansa Cargo AG
A.I. - buzzword or critical for survival?
While AI may be enjoying a wave of hype - it is also argued to be a key differentiator and competitive advantage, and even critical for survival in the medium and long-term.

**Interviewer:** Houman Goudarzi, Head of BI Projects & Industry Engagement, IATA

**Speaker:** Christian Langer, Vice President Digital Strategy, Innovation & Transformation, Lufthansa Group AG and Managing Director Lufthansa Innovation Hub

A Traveler-Centric Approach to Improving Network Planning and Schedule Optimization
Combining cross-airline booking data with traditional network planning significantly improves route planning decision making. App in the Air has analyzed tens of millions of multi-airline reservations to develop a model that simulates schedule changes and predicts market share using *traveler's actual booking behavior*

→ Bayram Annakov, Chief Executive Officer & Founder, App in the Air

Passenger growth is set to double worldwide in the coming 20 years. How can the industry respond to this challenge in airports through innovation and technology all the while transforming passenger experience? The examples of NEXTT and biometrics.

**Moderator:** Harald Sieke, Head of Aviation Logistics, Fraunhofer IML

**Panelists:**
→ Marieke Smit, Manager Group Strategy, Royal Schiphol Group
→ Michael Urbaner, VP Sales Europe, SITA

What's happening NEXTT - When innovation facilitates growth

Networking Coffee Break

**DAY 2 - AM**
Wednesday 20 November
Grand Hyatt Berlin Hotel
Berlin, Germany
### Global payment – what trends?
With a constantly changing landscape and a wide array of solutions, what can the airline industry expect in the future?

**Interviewer:** Yvonne Moya, Principle, Festive Road  
**Speaker:** Werner Decker, SVP Merchant Services Europe, American Express

### Airline retail journey – what are we not seeing?
In a low-profit industry like aviation, finding new sources of returns can determine an airline's survival. Are we looking in the right direction? This session will bring three different perspectives on the airline retail journey.

**Moderator:** Yvonne Moya, Principle, Festive Road  
**Speakers:**
→ David Doctor, Executive VP Strategy, Amadeus

### Closing remarks
IATA's RVP Europe will share his analysis of the discussions, debates and solutions recorded during the event.

→ Rafael Schwartzman, Regional Vice President Europe, IATA