World Financial Symposium
Supporting Sustained Airline Financial Health

22 - 23 September 2016
Marina Bay Sands, Singapore
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Wednesday 21 September (18:00 - 20:00)
Welcome reception
Welcome address

* Aleks Popovich, SVP, Financial and Distribution Services, IATA

Welcome to Singapore

* Kevin Shum, Director General, Civil Aviation Authority of Singapore (CAAS)

How financially healthy is the airline industry today, and can high levels of profitability be sustained?

* Brian Pearce, Chief Economist, IATA

Supporting sustained airline financial health

* Alexandre de Juniac, Director General & CEO, IATA

Networking coffee break

11:00 - 11:10 The high performing airline finance organization: introducing a 5th pillar supporting sustained airline financial health.

An industry white paper for sustained airline financial health has already been developed. A further pillar could be required to realize the full potential. Hear IATA’s Financial Committee Chairman introduce the need for high performing finance organization.

* Michael Doersam, SVP Group Finance, Emirates & Chairman of IATA Financial Committee

11:10 - 11:30 What is a high performance finance organization?

High performance organizations go beyond process optimization and productivity maximization - they strive to be laser-focused, highly adaptable, non-hierarchical, absolutely trust-based and highly attractive to the right talents. This key note provides ideas as to such organization can be realized.

* Matthias Moelleney, Head to the Center for Human Relations Management, HWZ University for Applied Sciences in Business Administration Zurich, Switzerland

11:30 - 11:50 To drive airline financial health, the airline CEO needs a strategic partner - Who?

Decision support, profit maximizer. Who is the perfect strategic partner of the CEO? What would it take for the finance department in its current state to be the natural strategic partner of the airline CEO? Hear from the practical experience of an airline CEO.

* Alan Joyce, CEO, Qantas Airways

11:50 - 12:30 Panel: is finance the preferred strategic partner of the airline CEO?

Moderator: Allan Schulte, Partner & Head of Asia Pacific Airline Practice, Bain & Company

Panelists:

* Alan Joyce, CEO, Qantas Airways
* Robert Martin, Managing Director and Chief Executive Officer, BOC Aviation
* Michael Doersam, SVP Group Finance, Emirates & Chairman of IATA Financial Committee
* Rachele Focardi, Sr. Vice President of Employer Branding and Talent Strategy APAC and Global Branding Advisor, UNIVERSUM
* Matthias Moelleney, Head to the Center for Human Relations Management, HWZ University for Applied Sciences in Business Administration Zurich, Switzerland

Networking lunch
Effective enterprise risk management: the path to success

To be a profitable enterprise is one thing – but if you risk throwing all that profit away through lack of an adequate risk management culture and approach then all that good work is in vain.

The track will highlight best practice in addressing the issue and how to go about embedding the concept in the culture of the organization and how to evaluate the risks faced and devise strategies to manage these risks.

It will also identify how these risks can be “transferred” through the use of tools such as insurance.

Opening remarks: Daniel Ho, CFO, Qatar Airways


ERM - what it really means

A brief “refresher” on the essentials of ERM and expert commentary on the practical aspects of implementation based upon very wide experience in the field of risk management across a number of organizations.

* Andrew Koh, Deputy Chief Manager, Risk at China Construction Bank

14:20 – 14:40

ERM in real life!

Banks are at the forefront in risk management across their operations and this presentation will focus on the importance of ERM to a “high performing financial organization” and the real world experience of how to embed this into the culture of the enterprise.

* Piyush Agrawal, Chief Risk Officer, Asia Pacific, Citibank

14:40 – 15:00

ERM as a risk transfer tool and the availability of risk management capital

Managing risk retention - there are always alternatives! The options available on retaining or transferring risks and how these choices can help to maximize performance and profitability.

* John Davies, Managing Director, Risk Finance Practice, Marsh

15:00 – 15:30

Hungry? Managing your risk appetite and “buying smart” in the transfer of risk

A lively panel debate among the presenters and the audience to expand upon the themes of the presentations and focus on how the effective implementation of ERM in the organization can make a material contribution to the “high performing financial organization”.

Moderator:

* Merrick R Adelstein, VP Customer & Commercial Services, SuperJet International
* Andrew Koh, Deputy Chief Manager, Risk at China Construction Bank
* John Davies, Managing Director, Risk Finance Practice, Marsh
* Piyush Agrawal, Chief Risk Officer, Asia Pacific, Citibank

15:30 - 16:15 Networking coffee break

Specialized tracks

Is finance ready to support airline retailing?

This year brings the first airlines to follow their use of NDC standards for shopping with the taking of NDC orders and issuance of NDC tickets, and just possibly even for constructing and managing interline journeys. What does this mean to revenue accounting? What standards are being developed to support the revenue accounting activity? How will BSP reporting function? And what does a revenue accounting system provider think will be needed as orders become a source of data to manage accounting?

Opening remarks: Erik Swelheim, Managing Director & CFO, KLM

14:00 - 14:15

Building airline retailing

The impact on financial processes and passenger revenue accounting in particular

* Henry Coles, Airline Distribution Standards, IATA

14:15 - 14:30

I am doing NDC! What does it mean for finance?

An early airline case study showcasing the benefits, opportunities and challenges of NDC implementation

* Albert Kluyver, CEO Insel Air

14:30 - 14:50

Rising to the challenge of new standards to support NDC

* Gunther Meyer, Process Manager, Lufthansa Global Business Services

14:50 - 15:10

What it means to do revenue accounting without ‘neutral’ tickets

* Terry Palmer, Manager Corporate Development Revenue Accounting, Accelya

* Raj Bhavnani, Chief Financial Officer, Mercator

15:10 - 15:30

Q&A session: Are we nearly there yet? What the industry need to speed up transition to NDC?

* Henry Coles, Airline Distribution Standard, IATA

* Albert Kluyver, CEO Insel Air

* Gunther Meyer, Process Manager, Lufthansa Global Business Services

* Terry Palmer, Manager Corporate Development Revenue Accounting, Accelya

* Raj Bhavnani, Chief Financial Officer, Mercator

Bank transfers and credit cards have been the main methods of payment in the air industry distribution for the last decades. They have been serving their purposes in the brick and mortar context, in which they were introduced. Since then, the air industry volumes have significantly grown and its distribution, both for direct and indirect sales, has moved significantly online. These changes have created several and significant challenges for these legacy methods, as they were not designed for this new world.

14:00 - 14:20

Overview on payment methods

In the recent years, FinTech companies have developed alternative payment methods, such as e-wallets, addressing several of these challenges and more fit for an online world.

Emerging block chain technology is also now providing alternatives to traditional transfer of assets.

In summary, technology has now become more available and cheaper, some new payment methods have emerged but the legacy payment methods still have a strong ubiquity.

As we can clearly see that two different worlds are going to encounter; what the opportunities, threats that we can anticipate? Also what is the role the air industry should play in defining the future of payment methods?

* Lance Blockley, Managing Director, RFI Consulting

14:20 - 14:40

IATA EasyPay: What is it all about?

The cost of accepting payment seems to have remained undetected until it became the biggest distribution cost for airlines. Payment methods are demanded by customers with scant regards to how much they cost to merchants accepting them.

Regulators have taken notice. How do industry specific B2B payment methods such as BSP ‘cash’ and soon IATA EasyPay fare in helping airlines contain the cost of accepting payment?

The airline industry has developed its own collection processes which, through BSP ‘cash’ sales and soon IATA EasyPay, offer a more balanced acceptance cost. Is it enough to stop the inflation of payment acceptance costs?

* Thierry Stucker, Director Industry Financial Programs, FDS Transformation, IATA

14:40 - 15:30

A round table with the most prominent airline central acquirers and service providers supporting new forms of payment

Moderator:

* Lance Blockley, Managing Director, RFI Consulting

Round table:

* Mirza Adnan Beig, Head of Credit Card & ePayment Management, Emirates
* Paul van Alfen, Head of Airlines & Travel/ Ingenico ePayments
* Thomas Helldorf, Vice President Airlines & Travel, Worldpay
* Ray Chesworth, Payment Solutions Business Manager, Accelya

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IFRS 16, leases

17:00

be allocated to individual performance obligations and to

IFRS 15 revised accounting standard requires revenue to

industry accounting working group?

16:15

What is the role and the key deliverables of the

accounting?

What is the impact of IFRS 15 & 16 changes on our

∗

Revenue from complementary airline services—The

next big corporate tax risk?

∗

Addressing complex and costly taxes, fees and charges

An overview of IATA’s project to address the industry’s

75 most challenging taxes, fees and charges.

David McEwen, Head of Airlines Distribution

Standards, IATA

David Smith, Product Strategy and Marketing

Lead, ATPCO

Abid Siddiqi, Vice President Revenue Account,

Emirates

Cheryl Noorbergen, Head of Centre Finance

Excellence, Qantas Airways

16:45 - 17:15

Revenue from complementary airline services—The

next big corporate tax risk?

Overview of industry developments regarding revenue

from complementary services and the potential corporate
tax risks that are on the horizon.

Mark Bradford, Head of Taxation, Qantas

Muharrem Unsal, Vice President Taxation,

Singapore Airlines

Charlotte Fantoli, Assistant Director Industry

Taxation, IATA

17:15- 17:45

Panel discussion:
The key roles and characteristics of an airline tax

department in supporting optimal finance performance.

Moderator:

Greg Leshchuk, Manager Industry Taxation, IATA

Panel:

Muharrem Unsal, Vice President Taxation,

Singapore Airlines

Mark Bradford, Head of Taxation, Qantas

Marianne Raymundo, SVP Finance & CFO,

Philippines Airlines

Séverine Guffroy, Chairwoman of IATA’s

Industry Accounting Working Group & Senior Vice

President Accounting, Air France—KLM

Opening remarks:

David Dickson, Partner, Ernst & Young

Malcolm Ramsay, Partner, KPMG

17:00 - 17:30

IFRS 16, leases

IFRS 16 revised accounting standard requires lessees to

record operating leases on balance sheet as a right of

use asset and a financial liability. This will alter assets,

liabilities, and the timing and breakdown of the related

expense as it now will be broken into an amortization

charge and an interest expense.

What are the key implementation matters?

• US dollar liabilities for non US airlines

• Accounting for ROU asset components

• Recognition of lease return costs in the initial

ROU asset

• Leases, service contracts or combined

contracts—which on is it?

• Reviewing your leases annually

• Determining your adoption election

• Impact on headline financial ratios

• Sale and leaseback transactions

• Malcolm Ramsay, Partner, KPMG

17:30 - 17:45

What is the impact of IFRS 15 & 16 changes on our

accounting?

Thomas Egan, Industry Accounting Working

Group, Technical Expert, IATA

16:15 - 16:30

What is the role and the key deliverables of the industry accounting working group?

• Séverine Guffroy, Chairwoman of IATA’s

Industry Accounting Working Group & Senior Vice

President Accounting, Air France—KLM

16:30 - 17:00

IFRS 15, revenues

IFRS 15 revised accounting standard requires revenue to be allocated to individual performance obligations and to be recognized at a point in time. What are the key implementation matters?

• loyalty program issues

• change fees and passenger ticket breakage

• Interline transactions

• David Dickson, Partner, Ernst & Young

Thursday, 22 September 2016

16:15 - 17:45

Specialized tracks

Key IFRS challenges
for the Industry

Addressing complex taxes

The future of financial technologies

Opening remarks:

David Pali, VP Finance, El Al

Opening remarks: Narongchai Wongtanavimok, CFO, Thai Airways

Deep dive into the potential of blockchain technology

We all hear so much about the buzzword "blockchain" but what really is it? In this session, learn what it is and what are the potential use cases for this emerging technology, blockchain is far more than bitcoin technology. In particular, frequent flyer points management, land registry and financial payments.

Moderator:

Thierry Stucker, Director Industry Financial Programs, IATA

Panel:

• Marcelo García Casil, Co-Founder and CEO, DXMarkets

• Robert Moerland, Executive Vice President, Loyal Corporation

• Dereck Quek, Technology Evangelist, SITA Lab

• Tbo, Citibank Innovation Lab

17:15 - 17:20

Industry cryptocurrency

See the proof of concept comparing international wire transfers and blockchain payments around the world. Could this technology enable the creation of an industrial currency such as the "IATA Coin"? What would be the advantages and what would be the limits? Can this be the payment of the future?

Juan Ivan Martin, Head of Innovation, IATA

17:20 – 17:45

Panel discussion:

FinTech - Impact on the CFO and the finance team

What is the finance department looking like in the future? what is their role, or they still needed, what skills are needed in the new FinTech organization. With the help of FinTech, can we turn the finance department into a profit center focusing on decision support and strategic partnership.

Moderator:

Tim Groser, Head of Digital Transformation, IATA

Panelists:

• Gautam Jain, Global Head, Digitalisation & Client Access, Transaction Banking, Standard Chartered Bank

• Marcel Koppes, VP Airlines & Travel, Adyen

• Natasha Lala, Managing Director Solutions for Business, Oanda

• Richard Olsen, Professor, Zurich University and founder of Lykke
Managing external cost: infrastructure and fuel

The session will draw on positive examples from airports, fuel and ground service providers, where the advantage of closer cooperation and collaboration with airlines has been realized. It will also address how to better influence government stakeholders to drive better results at an industry level.

Opening remarks: Martin Murray, Financial Director, Cathay Pacific Airways

09:00 - 09:20
Presentation of the progress that Airports Working Group (AWG) and Commercial Fuel Working Group (CFWG) have made on industry level initiatives and campaigns for:

⇒ better cost control at airports
⇒ alignment of airport investment with airline needs
⇒ ensuring reliable fuel supply at competitive prices
⇒ improving airport operations from the customer perspective

* Thorsten Lange, Director Fuel Purchasing, Lufthansa
* Guy Hickling, Airport and Air Navigation Sourcing Manager, Emirates

09:20 - 10:15
Panel discussion:
Success stories, debate lessons learned and what should be done next to better influence and manage these external cost items which make up a significant proportion of airline operating costs.

Focus will also be given to issues such as airport capacity, airline operating costs.

Emerging trends in credit risk management

Maximizing sales vs. minimizing risk dilemma

Effective agent credit risk management has become increasingly important for airlines. In recent years we have experienced how airlines have refocused their risk management efforts. IATA has developed risk management tools and launched projects such as New Gen ISS in order to lower the inherent sales risk exposure. Are we currently in possession of the right information for risk management assessment and day to day decision making? Are we properly structured to handle operational risk management decisions in an efficient manner?

Opening remarks: Bill Carroll, SVP Finance and Controller, Delta Air Lines

09:30 - 09:45
Introduction: the importance of lowering the inherent sales risk exposure and having the structure to handle operational risk management decisions in an efficient manner.

09:45 - 09:55
Emerging agent risk

What is the future credit risk management framework?

* Juan Antonio Rodriguez, Director Financial & Distribution Services Operations, IATA

09:55 - 10:10
Panel discussion:

What is the right balance between sales and efficient risk management?
Do we have the appropriate tools for risk assessment?
Where does the risk manager sit in the organization for decision making? Who should have the final decision?

* Rajeev Chopra, Senior Manager - Revenue Accounting, Qatar Airways
* Ashraf Suleman, Vice President Finance, Saudi Arabian Airlines
* Laurence Chin, General Manager, United Airlines
* James Chen, General Manager Singapore, China Airlines

10:15 - 11:00
Networking coffee break

Financial risk management

Overcoming challenges such as currency volatility and economic risk to pinpoint a strategy for the long haul. Treasurer’s role in securing financing to support running the business and maintain low cost is an essential and can give opportunities in keeping competitive hedge.

Opening remarks: Wolf Meyer, CFO, Saudia Arabia Airlines

09:00 - 09:35
How airlines can benefit from the diversity of financing options?

Aircraft financing has evolved and the landscape today offers increasing options assuming airlines maintain strong credit management. We will continue the discussion started last year on the trends of aircraft financing and how airlines can benefit from the diversity of financing options. The 2016 aircraft finance market outlook is a positive one with forecasts sustaining strength in aircraft finance sector with funding at attractive pricing for commercial aircraft acquisition. Don’t miss this presentation from leaders in this sector and the panel that will follow.

Moderator:
* Brian Pearce, Chief Economist, IATA
Panellists:
* Foster S.Arata, VP & Senior Managing Director, Boeing
* Joon-Ho Lee, Executive Managing Director, BNP Paribas
* David Farrell, Chief Risk Officer, BOC

09:35 - 09:55
Hedging: adopting a rule-based approach to hedging

Is a consistent policy a good policy? In the current low price environment what is considered a reasonable tool to hedge? This session will address how to understand the difference of hedging and gambling and also the risks associated to a volatile market. Policy vs execution.

* Ng Yih Mey, Regional Team Lead, Price Risk Management, Risk Marketing Asia Pacific, Shell International Eastern Trading Company

09:55 – 10:15
Alternative Capital Market for Airlines

This session will present one of the latest alternative capital made available to airline and how to efficiently raise capital.

First successful financing Utilizing landing slots as collateral in Europe

* Peter Farthing, Division Director - Head of Cross Divisional Projects, Macquarie Bank Ltd
### Simplicity as the key to cost efficiency

Increased cost control and back office efficiency are made possible through a series of industry initiatives. The switch to e-invoicing has the potential to add great value to the air transport industry, while in the same time enabling major cost savings for both airlines and suppliers. Learn more on how you can manage your cost.

#### 11:00 – 11:15
Airlines cost structure and cost strategy, a key component of a high performing organization
A high level overview of the cost structure within airlines and the cost strategies. Cost efficiency is critical for an airline’s ability to compete and survive.

#### 11:15 – 11:30
Cost drivers and opportunities for airline financial back-office simplification and cost saving
What are the key cost drivers for the airline finance services? What is the root cause of these cost drivers and how these can be addressed? Opportunities for the airline back office process simplification will be discussed.

- Gyorgyi Szantner, Head of Finance Services, British Airways

#### 11:30 – 11:45
The shift towards electronic invoicing – cost control and improved efficiency through standardization and automation
The strategic need for a fully automated end-to-end invoice management process. Switching to e-invoicing greatly increase back office efficiency, increase cost control through automation of reconciliation and lead to faster financial reporting and management decision information. Process changes and systems integrations are needed for realization of these benefits.

- Michael Uebber, Director External Accounting, Lufthansa

#### 11:45 – 12:30
Panel discussion: the strategic response to the competition within the airline industry involves improving cost efficiency. The need for greater efficiency is a dynamic and on-going process.

**Moderator:**

- Bernard Paul, Head e-Invoicing Project, IATA

**Panelists:**

- Michael Uebber, Director External Accounting, Lufthansa
- A Raghunathan, Head Airline and Travel Operations, WNS Global Services
- Wolf Meyer, CFO, Saudia Arabia Airlines
- Mike Gormally, Project Manager Finance, Heathrow Airport

### Cooperating on industry risk management efforts: everyone’s responsibility for everyone’s benefit.

Airlines are not the only ones impacted by financial defaults, as other agencies and service providers are often financially impacted. In addition to the financial direct impact there is also a reputational impact that transversely affect all industry players (travel agencies, travel trade associations, GDSs, service providers, airlines, etc.). It is everyone’s benefit to enhance our ability to early detect and mitigate the industries financial risk within the air transportation.

#### 11:00 - 11:20
Introduction
Learn more about recent risk management industry trends, early detection and mitigation actions being keys to success factors.

- Juan Antonio Rodriguez, Director Financial & Distribution Services Operations, IATA

#### 11:20 - 12:30
Panel discussion:
What are each of the industry player’s potential contribution towards the creation of state-of-the-art industry risk management?
Are the new forms of payment part of the solution? What else can be done at GDS and OTA level to mitigate risks? Would in your opinion NEW GEN ISS address the main issues, and if not what is being left behind?

**Organizations invited:**

- Albert Pozo, President, Amadeus
- Michel De Blust, Secretary General, ECTAA
- David Elizaga, CFO, Odigeo

### Protecting and unlocking your cash

Access to cash is and will always be the core of what drives a world-class treasury. In the current environment, were low-priced commodities have impacted foreign exchange reserves in numerous countries, tackling this issue in addition to increasing complexity with banking and taxation regulations can be a significant challenge.

**Opening remarks:** Erik Swelheim, Managing Director & CFO, KLM

#### 11:25 - 11:50
Introduction

- Arnaud Francq, IATA Secretary of the Treasury Working Group

#### 11:50 - 12:00
Heat Map for your funds, a framework for identifying currencies at risk

- Stephen Leach, Emerging Markets FX Specialist, CitiBank

**One size does not fit all: the multiple dimensions of blocked funds:**

Beyond a treasury and risk monitoring, a company wide issue:

- Suhail Ahmad Osman, VP Treasury, Emirates
- Manfred Dinter, Cash Management, Lufthansa

#### 12:00 - 12:30
Panel discussion: what can be done to manage your blocked funds?

- Suhail Ahmad Osman, VP Treasury, Emirates
- Manfred Dinter, Cash Management, Lufthansa

**Cooperating with the airlines:**

- Wolf Meyer, CFO, Saudia Arabia Airlines

**The innovation challenge:**

- Suhail Ahmad Osman, VP Treasury, Emirates

**Competing for the best serve: the industry is one big ecosystem**

- Steve Balestra, Chief Financial Officer, Lufthansa

**The race against time:**

- Wolf Meyer, CFO, Saudia Arabia Airlines

**The quality of funds and the bonus of cash:**

- Suhail Ahmad Osman, VP Treasury, Emirates

**Recent trends and best practices:**

- Suhail Ahmad Osman, VP Treasury, Emirates

**From the airlines’ perspective:**

- Wolf Meyer, CFO, Saudia Arabia Airlines

**Conclusion:**

- Erik Swelheim, Managing Director & CFO, KLM
Friday, 23 September 2016
14:00 - 16:00

Closing plenary

A global industry with regional opportunities and challenges

14:00 - 14:20

Asia-Pacific: the growing opportunity and value of aviation
The Asia Pacific market represents a growing opportunity but also growing complexity with banking and taxation regulations. Asia Pacific is where the highest growth is expected. Managing complexities from this region can be a challenging exercise.

* Conrad Clifford, RVP Asia-Pacific, IATA

14:20 - 14:40

Driving the value of “Going Digital”
Digital in business has produced a fundamental challenge, how we take all of this data, turn it into information and knowledge and through scenario planning, turning this knowledge into economic value. Gartner predicts that 50% of the Fortune 500 will miss this transition and will cease to exist in their current state within the next five years. Please hear CISCO on the Digitization of Business, where they will outline some of the macro challenges and some of the opportunities that can help steer your business along the road to a successful digital transition.

* Matthew Smith, Global Head Market Development - Internet of Things, Cisco

14:40 - 15:00

How can efficient financial management support airlines’ CEOs objectives?
Excellent financial management is vital to the success of any business. Key issues faced by CFOs are the need for accurate information that strategic decision-making demands and the ever-greater speeds at which this data is required; the need for the timely availability of funds to support business activity; and regulatory compliance, to name just a few. Let’s see together how the Financial department could be transformed into strategic information consultants to meet the needs of the airline CEO.

* Elena Avila, Director, Airline IT Strategy, Amadeus

5:00 - 15:45

High performing finance organization: is being the strategic partner of the airline CEO only about data, talent, processes or else? Who will take the lead in the organization to develop the recipe for success?
Moderator:
* Conrad Clifford, RVP Asia-Pacific, IATA

Panelists:
* Erik Swelheim, Managing Director & CFO, KLM
* Chris Boncimino, Senior Vice President, VISA Digital Solutions, VISA Checkout Mobile
* Lisa Robins, Vice Chair of Corporate & Investment Bank, Asia Pacific—Regional Head of Global Transaction Banking, Asia Pacific
* Matthew Smith, Global Head Market Development - Internet of Things, Cisco
* Elena Avila, Director, Airline IT Strategy, Amadeus

Industry priorities for 2017 and onwards

15:45 - 15:55

Building high performing finance organizations to support sustained airline financial health: what should be the industry priorities for 2017 and onward?

* Michael Doersam, SVP Group Finance, Emirates & Chairman of IATA Financial Committee

15:55 - 16:00

Close of Symposium
Closing remarks and WFS 2017 announcement

16:00
Closing networking coffee break
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Supporting Sustained Airline Financial Health

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