



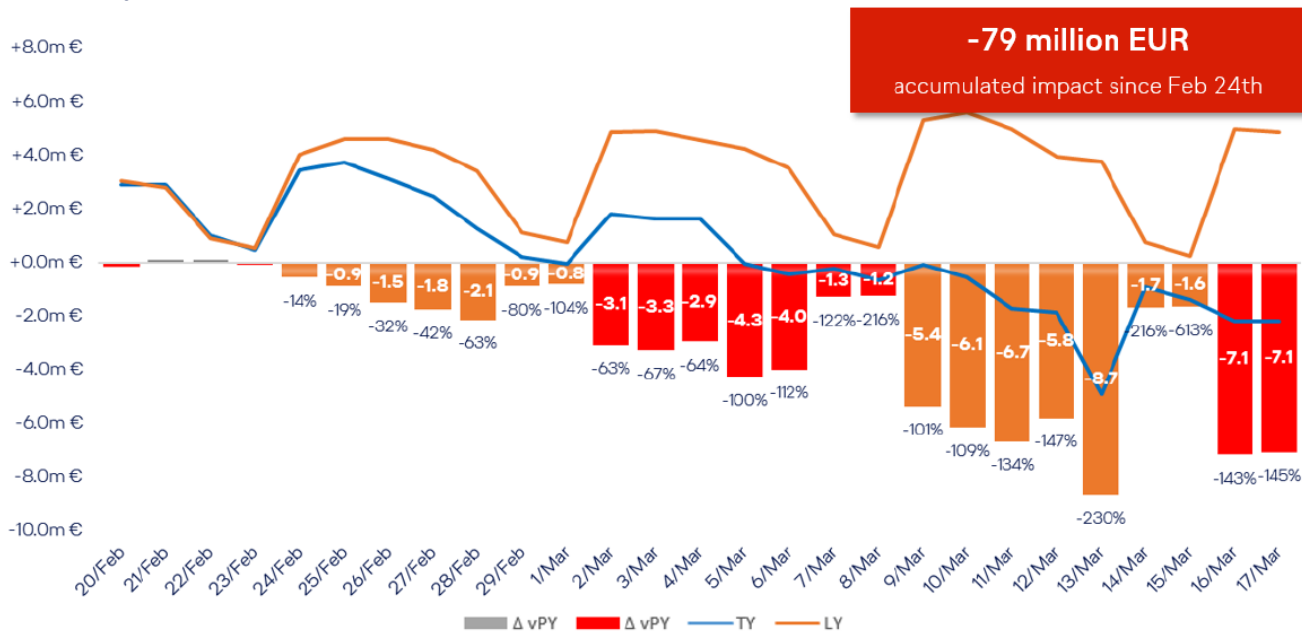
Universiteit Antwerpen "Leadership in crisis times"

20.11.2020, Universiteit Antwerpen
Dieter Vranckx, Brussels Airlines CEO/CCO

At the moment we started implementing our Reboot plan, the Corona crisis suddenly changed our world

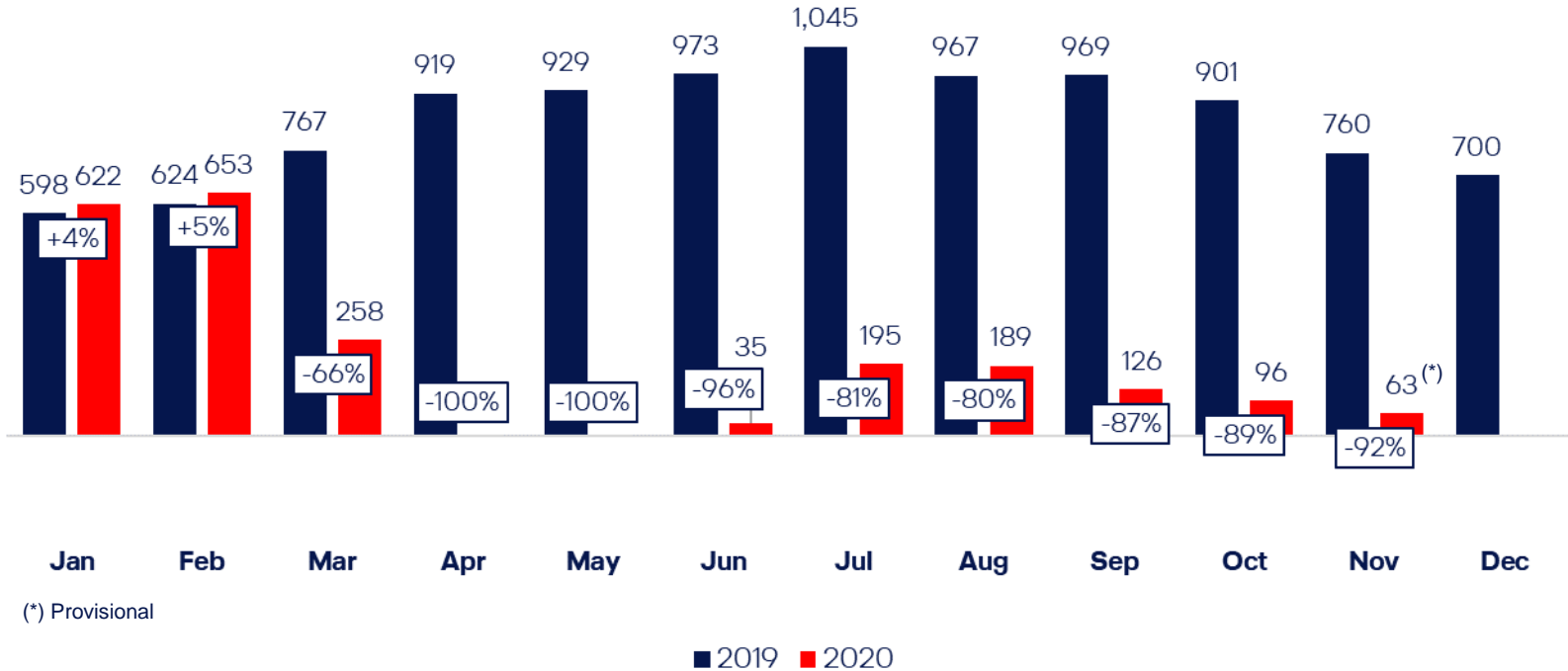
TRAM Mar – Aug, Total SN (excl. tour operator routes)
Picture up to March 17th

Internal



COVID-19 has a severe impact on demand for air travel - second wave triggers downturn in demand after a 1st recovery attempt in summer

Passenger Numbers Brussels Airlines (in '000)



In only a few weeks, we developed our Reboot PLUS plan to succeed in the “new reality”

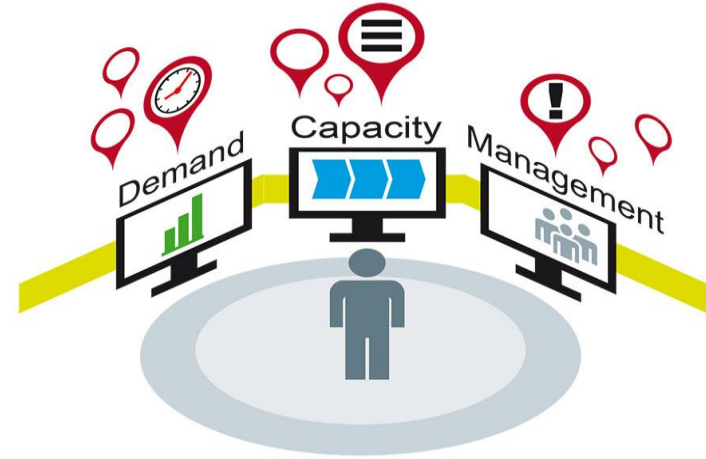
REBOOT PLUS

WE CREATE OUR FUTURE

	Situation before Corona	Business plan 2022
Review the network	<ul style="list-style-type: none">• 44 short-haul a/c (incl. 5 wetlease)• 10 long-haul a/c	<ul style="list-style-type: none">• 30 short-haul a/c (-32%)• 8 long-haul a/c (-20%)
Reduce overhead	<ul style="list-style-type: none">• 172 million € overhead cost (2018)	<ul style="list-style-type: none">• 124 million € (-28%) overhead cost 2022
Align operational costs	<ul style="list-style-type: none">• 1,319 million € functional cost, 2018	<ul style="list-style-type: none">• ~980 million € (-26%) functional cost 2022



What is next for a more sustainable aviation eco-system?



Q&A