

# WORC<sup>TM</sup> 2026

World Overflight Risk Conference

## The business case for geopolitical risk intelligence

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What drives the impact

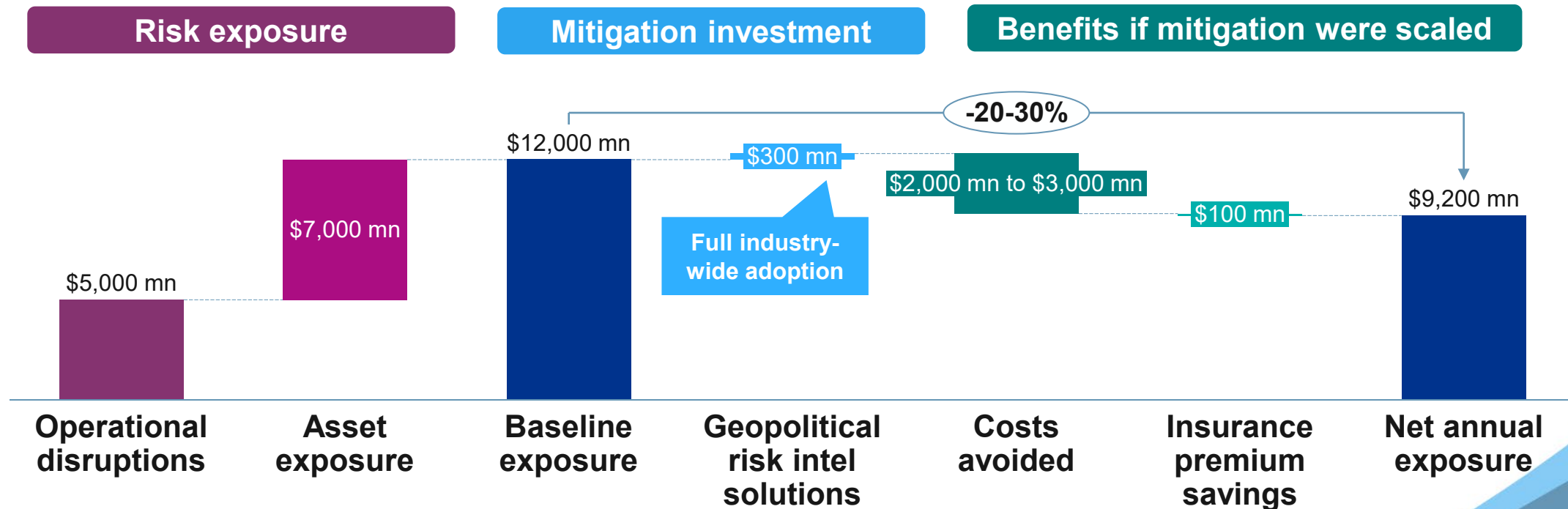
## Geopolitical escalations raise costs across airlines' operations and erode commercial performance

Operational costs		Asset exposure	Opportunity costs
Reroutings	Higher insurance premiums	Temporary groundings	Deferred route launches
Diversions	Passenger compensation	Unrecoverable stranded aircraft	Delayed route restarts
Route suspensions	Crew displacement and repositioning	Permanent aircraft loss or impairment	Foregone network expansion

## Overall size of the cost

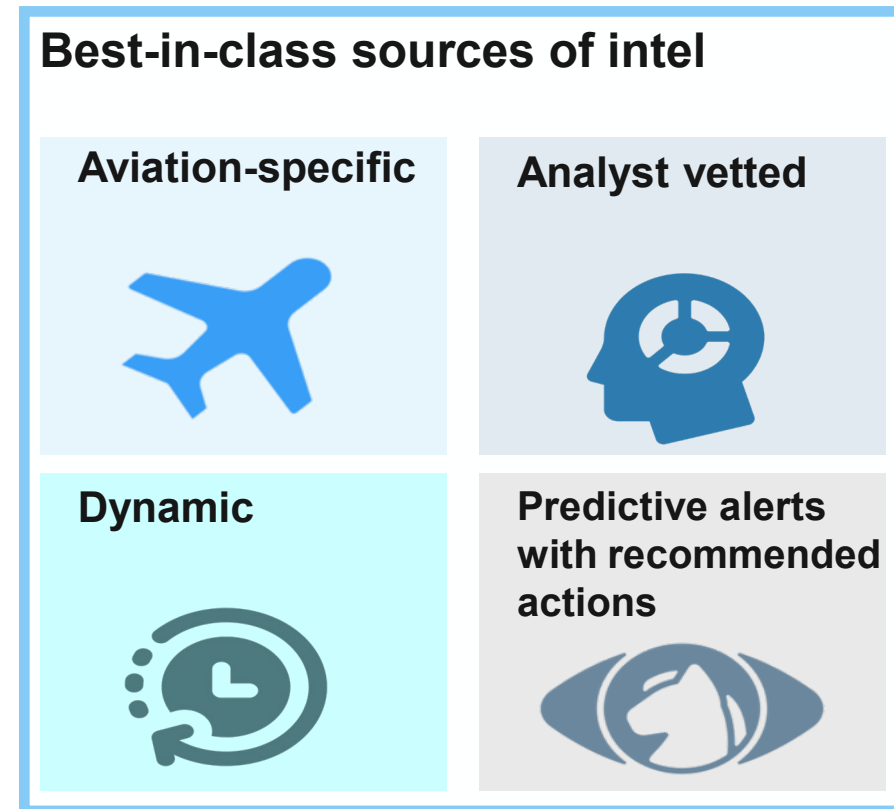
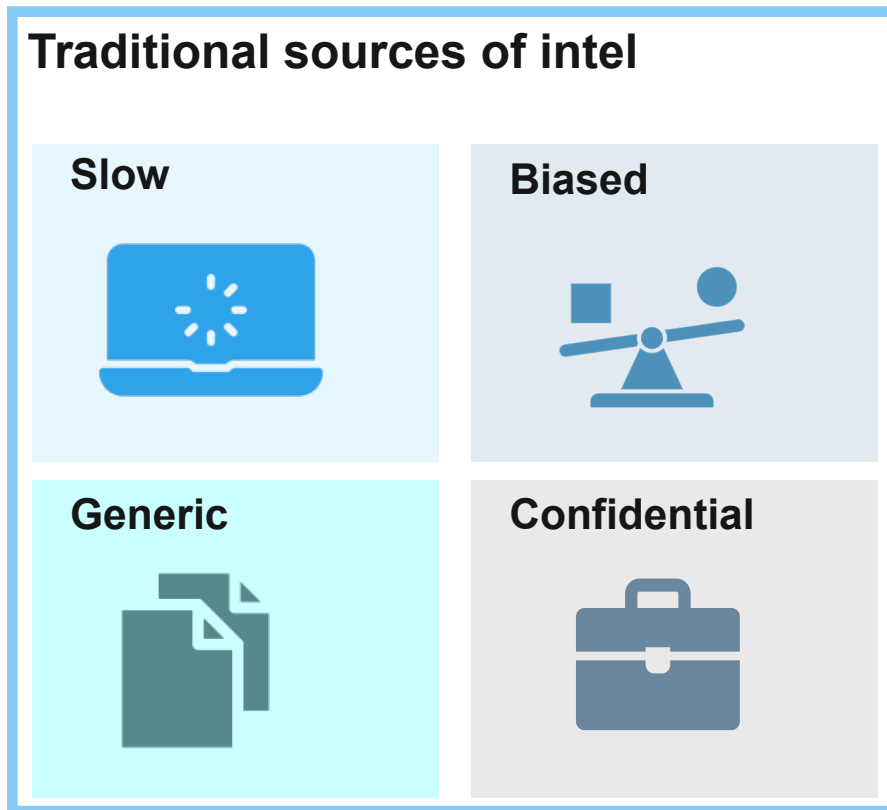
# Geopolitical risk exposure is up to USD 12bn annually across the global commercial fleet; ~20-30% is avoidable

Illustrative cost bridge; USD millions



## Challenges with traditional approaches

# Reactive responses are no longer an option; airlines need to shift to proactive decision-making



## What's changing

**Geopolitical risk has shifted from regional concerns to global systemic exposure, demanding the attention of all airline boards**



**Global aviation scale is growing; exposure grows with it**



**Multiple major shocks in last five years; no longer 'force majeure'?**



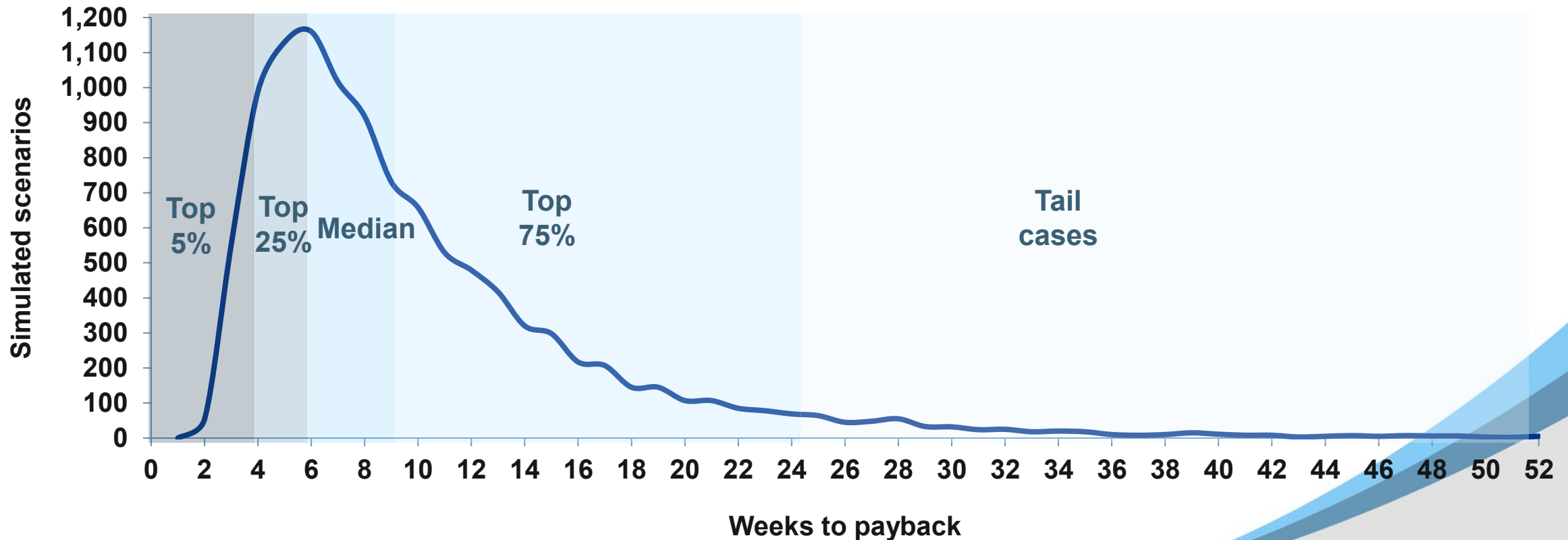
**Regional escalations can have systemic consequences**



**Geopolitics still seen as an ops concern rather than a board concern**

# Proactive geopolitical risk intel can deliver a rapid payback of 6-8 weeks for airlines

Modelled payback windows for adoption of a best-in-class geopolitical risk solution; 10,000 scenarios simulated using Monte Carlo method



# In an environment of persistent geopolitical shocks, proactive risk management is a strategic imperative



**Assess your airline's direct and indirect geopolitical risk exposure**



**Build a strong business case using scenarios**



**Put geopolitical risk on the C-suite agenda**

**If you DON'T have a solution**

**If you DO have a solution**

**Embed risk into daily operations, not occasional reporting**



**Ensure intelligence escalations reach the people who make decisions**



**Prove value continuously by tracking a small set of KPIs**



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