

Beacon Council – Investor Spotlight

Pablo Chiozza, SVP, LATAM Airlines Group, USA, Canada and Caribbean

1. **Tell us a little about yourself. Name, occupation, how long you've lived in Miami, something folks may not know about you...**

Name: Pablo Chiozza

Occupation: Senior Vice President, LATAM Airlines Group for USA, Canada and Caribbean.

How long have I lived in Miami? Working for LATAM has offered me a great chance to live all over the world in the different markets that the airline operates. I first lived in Miami from 2005 – 2007 working as an Sales Director for Asia, Canada and the Caribbean. In 2012, I returned as the Vice President for the entire USA, Canada and Caribbean operation and was thrilled to call Miami home again.

2. **Something that people might not know about me:**

I'm Argentinean, married to an Italian raised in Ecuador and have a son born in Miami. So my family is a perfect example of what Miami is all about. People from all over the places with different cultural backgrounds.

I'm passionate about traveling and I have visited over 85 countries around the world. My next destination is Buthan!

3. **How did you first get involved with The Beacon Council? Why The Beacon Council versus another organization?**

LATAM Airlines Group (LAN Airlines, LAN Cargo and TAM Airlines) has a long history of working with the Beacon Council in South Florida. We are dedicated to growing our footprint in Miami, and The Beacon Council has played an integral role in assisting us to raise the capital and support that we need to remain competitive in the market and to continue building a sustainable, strategic presence here.

4. **What are (Greater) Miami's top business assets? Why is Miami the best place for your business?**

Miami is the gateway to South America, and we'd like to think that the airlines that comprise LATAM Airlines Group and the amazing people in our Florida based operations play a supporting role for not only moving both cargo and passenger traffic through this great Florida gateway, but also contribute to its economic growth and viability. We've been operating at MIA since 1958, and have had our cargo global headquarters here since 1991.

The merger of LAN Airlines and its affiliates and TAM Airlines in June 2012 was the most important milestone in the history of the aviation industry in South America, and it isn't a coincidence that the cargo nerve center of the largest airline group in South America is based in Miami. As the busiest airport by cargo traffic in the world, Miami's location is strategic to our operations to and from South America and as "the gateway" to and from the Americas, it is the

logical place for us to have the headquarters of our global cargo operation and our North America passenger operation.

Beyond geographic location and connectivity, Miami is a unique place to source a truly multi-lingual and multi-cultural workforce, something that is very important to us as a player in the global market.

5. What are Miami's biggest challenges?

As the gateway to South America, the local Miami economy, especially in terms of trade and tourism, can't escape being affected by the overall performance of the economies in the region and the issues that affect it. The current economic crisis in Brazil (a 49% depreciation of the Brazilian real in 2015) and the slowdown in GDP growth in the region and depreciation of local currencies, as well as concerns over the potential impact of the Zika virus are challenges in the region that will have impacts to some extent on Miami as a place to do business and as a tourist destination for travelers from South America. LATAM Airlines Group and its affiliates have an average of over 145 passenger and cargo flights take off from MIA each week for South America, and we will be closely monitoring the development of these issues.

6. What's next for your business/industry?

The airline industry on the global level is healthy, but due to the current economic challenges affecting some countries in the region, the airline industry in South America is facing a tougher scenario. In this context, we are permanently evaluating opportunities to rationalize capacity throughout our network, especially in Brazil. We are convinced that cost efficiencies are critical and, as we aggressively pursue cost savings initiatives, we seek to maintain the passenger experience at the center of our strategic decision making.

Travelers can look forward to many new experiences from LAN Airlines and TAM Airlines in 2016 as this year will be full of milestones as we launch and transition to the look and feel of our new unified brand, LATAM Airlines. We have new uniforms designed by Brazilian designer Pedro Lourenco debuting in Spring 2016, a new catering menu highlighting the unique flavors of the region, the reveal of our new LATAM fleet livery, and in March, we became first to operate the state-of-the-art A350-900 XWB in the Americas from Sao Paulo to Miami. The name LATAM creates a strong identity for the airlines that form the largest airline group in Latin America, and the region's cultural identity and warmth are being incorporated into the fabric of every new product and experience.

7. What do you like best about living in Miami?

My favorite thing about Miami is its rhythm, made up of the different languages that are spoken, the music, the food, the energy, diversity, and the beautiful beaches and waterways. I love living here and I love doing business here. Miami is the Capital for Latin America and is becoming more important as more flights and better connections are added to Europe and Asia.