Introducing
JetBlue Technology Ventures

Christina Heggie
Investment Principal
Disruption is accelerating...

...because it is easier than ever to create a startup
Innovation is disrupting the Fortune 500

Only 61 companies (12%) on the list 50 years ago are still around
Top Global Companies

2007

WAL*MART
ExxonMobil
SHELL
bp
GM

2017

Apple
Alphabet
Microsoft
amazon
facebook
Uber’s Valuation vs. GM/Ford Market Cap

Market Cap/Valuation 2010-2017 ($B)

- UBER
- GM
- FORD
- JBLU

<table>
<thead>
<tr>
<th>SOCIAL</th>
<th>ON-DEMAND</th>
<th>AI</th>
<th>IoT</th>
<th>AR Mobility</th>
<th>Blockchain</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004-06</td>
<td>2008-10</td>
<td>2015-17</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Mobile adoption is cross generational
50 billion connected devices by 2020
Seismic changes in transportation underway
Four technologies will define the future:

- AI
- Blockchain
- Biometrics
- AR/VR
The Giants are Waking Up

Over 1/2 of all US billion-dollar startups are backed by a corporate VC
Incubate, invest in and partner with early stage startups at the intersection of technology, travel, and hospitality.
Innovation It’s in our DNA.
What we do...

1. Scan world-wide startup ecosystem for innovations impacting travel industry
2. Incubate and invest in emerging startups
3. Bring new technologies to JetBlue
VC’s invest in <1%...It’s all about “deal flow”

JTV deal flow Jan 2016 – Jan 2018

Extensive Sourcing = 2392

Desktop Review = 801

In Person Review = 241

Full Due Diligence = 52

Invest = 17
(<1%)
How do we source the startups?

Venture Firms
- DFJ
- ACCEL Partners
- greylock partners
- Capital Group
- THAYER VENTURES
- SIMON
- LIGHTSPEED VENTURE PARTNERS
- GE VENTURES
- Comcast Ventures
- Siemens
- HorizonX
- Samsung

Pitch Events
- Y Combinator
- STARBURST ACCELERATOR
- Travel Startups incubator
- Phocuswright LAUNCH 500 STARTUPS
- #TRAVELTECHCON

Universities
- Stanford University
- Columbia Business School
- TECHNION-CORNELL INNOVATION INSTITUTE
- MIT
- Massachusetts Institute of Technology
- Cornell University School of Hotel Administration

Research & Direct Contact
- CBINSIGHTS
- PitchBook
- Skift
- CrunchBase
- LinkedIn

From Industry
- jetBlue
- Amadeus
- Boeing
- SITA
- American Association of Airport Executives

Partners
- GSV
- Plug and Play
- RocketSpace
- Cockpit
- Datalax
Investment themes

- Seamless Customer Journey
- Technology-Powered Magnificent Service
- Future of Maintenance and Operations
- Innovation in Distribution, Revenue and Loyalty
- Evolving Regional Travel

Technologies overlap across themes
See how Gladly helps JetBlue deliver a modern customer experience.
enabling endless travel possibilities, Skyhour is the gifting platform that inspires you to give & receive flight hours that can be used by anyone, anywhere, across 350 airlines
Increase Your Profitability
Delight Your Customers

Volantio helps airlines maximize unit revenues and decrease costs through greater capacity utilization, while providing customers with better predictability and control over their travel journey.

Learn More  Request Demo
The Most Advanced Mishandled Baggage Management Solution for Airlines and Couriers

Unico.aero is a powerful end-to-end baggage tracing and delivery platform, ensuring seamless operations and happy customers.
Eliminating Paper Vouchers for Tours & Attractions