

Knighthood Global Total Airline Solutions



DEFINING STRATEGIES | OPTIMISING BUSINESSES | EMPOWERING PEOPLE



Established in 2020

Offices in Abu Dhabi, Geneva and Malta

Decades of multinational experience on all six continents

Global leadership experience at CEO, CFO and Board level and a respected track record

Deep functional expertise in strategy, execution, deal structuring, corporate finance and technology

Strong aviation, travel and hospitality expertise globally

Experience in planning, developing and funding major aviation projects

Airport Infrastructure and advisory

M&A, deals and restructuring advisory

Strategic partnerships with Hi Fly, ICF, Centrecom, Four Communications and Oxford Economics

DEFINING STRATEGIES

OPTIMISING BUSINESSES

EMPOWERING PEOPLE

| The aviation industry is structurally critical to trade and for the global economy

| The historic resilience to geo-political challenges, terrorism, pandemics and natural disasters has been severely challenged by the COVID 19 pandemic

| However, the industry is experiencing an historic challenge which may result in deep systemic and structural change: exactly how deep these will be is currently unclear.

| Varying views on post COVID-19 recovery

| Domestic and intra-regional aviation will resume first (narrow body)

| International/long-haul will take longer to recover (wide body)

| Accelerated retirement of wide-body fleets types incl. Boeing 747s, Airbus A380s and older generation Boeing 777s and Airbus A330s

| Record utilisation for freighters, driven mainly by the reduction in cargo capability on passenger aircraft

| Airline operators, leasing companies and OEMs are under immense pressure

| Significant government support including bailouts, loans and underwritten capital raising

| Most airlines have fully drawn down on revolving credit facilities

| A large number of airline operators and leasing companies may fail

| Lessors are allowing airlines rent deferrals on varying terms

| Follow on implications for the banking sector and existing investors

| Airbus, Boeing and engine manufacturer order books are adapting to reduced demand in the short term

| In the immediate term, OEM production has slowed, and in some cases, stopped altogether

| Primary challenge is survival in the short term

| Whilst in the long term, the global fleet projected to double to over 48,000 aircraft, in the short term the growth rate will be slower as illustrated by the production slowdown at both Airbus and Boeing.

| Demand is forecasted to return to its long-term projected increase at a CAGR of 4.4%, after a few years of reduced growth as the world recovers from COVID

| Operating lease growth expected to continue

| Airline and aviation business models are deep and will require adaptation, the full effects of which will become clearer in the next few years

| Knighthood Global and its partners have joined forces to create a bespoke turnkey/restructuring solution for airlines

Led by an experienced team of industry leaders



James Hogan AO

Principal - Knighthood Global

- | Formerly President and CEO of the Etihad Aviation Group, Abu Dhabi [2006-2017]
- | Vice Chairman and Board member of Alitalia, airberlin, Jet Airways and Air Serbia
- | Vice Chairman of the ExCom of the World Travel and Tourism Council [WTTC]
- | Chairman of the Aviation Governors - World Economic Forum (2010)
- | Member of the IATA Board of Governors
- | President and CEO of Gulf Air; held sr. executive positions at BMI, Forte Hotels, Hertz
- | Former Non-executive Director and Member of the Board's Audit Committee of Gallaher Group
- | Former Member of the UBS Industrialization Advisory Board



James Rigney

Principal - Knighthood Global

- | Formerly Chief Financial Officer of the Etihad Aviation Group [2006-17]
- | Board member of Alitalia, airberlin, Air Serbia and Jet Airways
- | Served as a Member of the IATA Finance Committee
- | Served as Head of Strategy at Gulf Air and held positions at Ansett and KPMG
- | Named the Best Middle East CFO in 2013 and received multiple awards for funding structures and arrangements that he led

Experienced team



Camiel Eurlings

Associate - Knighthood Global

- | Formerly President and CEO of KLM Royal Dutch Airlines
- | Minister of Transport, Public Works and Water Management - Government of the Netherlands
- | Member of the European Parliament and Member of the IOC
- | Member of the Board of Directors of American Express Global Business Travel
- | Officer of the Order of Orange Nassau - Government of the Netherlands
- | Knight of the Order of the Holy Sepulchre - Holy See

Ajaz Nazier

Associate - Knighthood Global

- | Formerly Senior Vice President of Strategic Global Contracts at the Etihad Aviation Group
- | Specialist technical expertise in aircraft/equipment negotiations, leasing and MRO
- | Over 35 years of aviation experience
- | Formerly Senior Vice President - Strategic Global Contracts of the Etihad Aviation Group
- | Held various senior technical management positions at Gulf Air and Jet Airways

Experienced team

Danysh Framroze

Director - Knighthood Global

- Formerly Head of Finance at the Etihad Aviation Group (2009-19)
- Over 18 years of aviation experience with global industry leaders including Delta Air Lines and ICF
- Expertise in strategy and planning, financial restructuring and profit improvement
- Served on the IATA High Performing Airline Finance Organization ("HIPO") Committee
- MBA - London Business School

Philip McCloskey

Director - Knighthood Global

- Formerly General Manager Contracts and BFE Management at the Etihad Aviation Group
- CFO of a Dubai Government Office, UAE
- Financial controller responsible for several large infrastructure construction projects (Dubai)
- Commercial experience in the travel and hospitality industry
- Experience in aspects of financial restructuring and fund raising
- Fellow of the Institute of Chartered Accountants Ireland
- Member of Chartered Institute of Management Accountants
- Bachelor of Arts in Accounting from the University of Ulster, Northern Ireland and a Graduate Certificate in Management and Applications of Information Technology in Accounting from Dublin City University.
- Big 4 experience with PWC

Anne Tullis

Director - Knighthood Global

- Formerly Head of Corporate Affairs and CSR at Etihad Aviation Group
- Head of Corporate Communications at Gulf Air
- Managing Editor of Publishing at Fortune Promoseven Group (Bahrain)
- Managing Editor Legal and Tax Division at Butterworths Publishing (part of Lexis Nexis)
- Bachelors degrees in Arts (English and Industrial Psychology) and Law with Honours Diploma in Tax law and Post Graduate Certificate in International Relations and Economics

Advisory board

Kirsty Tan

Founder - KST Consulting

- | **Kirsty Tan is the International Dean of a successful global EMBA (specialising in Future Technology and Aviation Management), a joint program of ENAC, Ecole des Ponts ParisTech and Tsinghua University, as well as an international consultant for Global 500 companies and universities**
- | **Kirsty began her career as a Chartered Accountant (C.A.) working for Pacific Brands, a Top 20 diversified company and Qantas Airways**
- | **She founded KST Consulting in 2004 with a list of Fortune 500 global firms as her clients. As Chief Investment Officer for Loong Airlines in China, her network spanned globally**
- | **Kirsty's key qualifications are in the areas of digital technology, organisational behaviour, entrepreneurship, operations management, international management, economics and finance**
- | **Kirsty holds a Doctor of Philosophy, a Master of Business Administration, and a Bachelor of Commerce and is an active international member with the Institute of Chartered Accountants in Australia.**

Jean Claude Baumgarten

Managing Director - Crewe Associates

- | **Internationalist and a respected travel and tourism leader with years of experience operating at the highest levels in government and private enterprise**
- | **Served Air France from 1970 for more than two decades in senior executive commercial and corporate roles and as a member of the Executive and Strategic Committee, ending his tenure at the company in July 1998 after serving as Executive Vice President of Corporate, International and Industrial Affairs, and finally as Advisor to the Chairman**
- | **Set up New York based Crewe Associates to provide consultancy and start up advice for new businesses**
- | **Former President and CEO of the World Travel & Tourism Council (1999 to 2010) Chevalier dans l'Ordre National de la Legion d'Honneur, Officier de l'Ordre National du Merite and a Chevalier des Arts et Lettres**

Rudy Vercelli

Chief Executive Officer - EYLES AMG

- | **Operating partner of Apollo Global Management on both equity and credit investments in airports and related businesses**
- | **Experience in public to private airport restructuring and transformation of underperforming airports into efficient and profitable businesses with a focus on service**
- | **Anchored world's largest airport system privatisation (Argentina) to date, leading the ensuing multi-billion dollar infrastructure investment program for a global conglomerate engaged in aviation services, energy production and entertainment**
- | **CEO at ADAC (Abu Dhabi Airports Company, 5 airports)**
- | **COO at MIAL (Mumbai International Airport Private Ltd.)**
- | **Director of Global Aviation at Bechtel Corporation**
- | **Director of Infrastructure at Aeropuertos Argentina 2000 (33 airports)**

Chris Tarry

Founder - CTAIRA Consulting

- | **A respected aviation analyst for leading financial institutions in the City of London for nearly two decades**
- | **Former special advisor on aviation policy to government departments, regulators and the UK parliament, amongst others.**
- | **Member of a number of industry panels, advisory councils and advisory boards**
- | **Undergraduate and postgraduate degrees in Economics**
- | **Fellow of the Royal Aeronautical Society, Member of the Chartered Institute of Logistics and Transport, and Liveryman of the Honourable Company of Pilots**
- | **Visiting Professor in Aviation Strategy at Coventry University**

Michel Taride

Strategic Advisor and CEO - Orfeo Partners Ltd

- | **Experience and insights gained during a career as a Group President of Hertz International, a Fortune 500 corporation**
- | **Global executive within the travel and tourism industry as well as the automotive and smart mobility space**
- | **Recognised advisor and mentor working with corporations, start-ups, incubators, industry associations and think tanks**
- | **Chair of the Global Travel and Tourism Partnership (GTTP), a non profit organisation that operates in 15 countries**
- | **Enables students to build careers in travel and tourism, with the support of 10 global travel operators, teachers and governments**

Orlando Gemes

Founder – Fairwater Capital

- | **Founded Fairwater Capital in 2015 to develop a suite of risk-focused, alternative credit and real estate funds**
- | **Manages two European real estate opportunities funds, Fairwater also invests in ABS and structured credit, including aviation**
- | **Previously Head of Structured Credit Solutions at Hermes Fund Managers**
- | **Developed and managed structured credit funds, and part of the team managing high-performing investment-grade and high-yield UCITS funds**
- | **Served on the Portfolio Review Committee, with risk oversight of all Hermes funds and worked with the International Finance Corporation to deliver regulatory capital relief to banks**
- | **As Senior Credit Trader and Portfolio Manager for Hermes at Fortis, he was involved in investment grade, high yield, leveraged loans, CDOs and CPPIs. During this time assets under management grew from €1B to over €15B.**
- | **Holds a Post Graduate Certificate in Applied Finance from Macquarie University, Sydney**

Ray Eglinton

Group Managing Director - Four Communications Group

- | **More than 30 years' experience of delivering award-winning corporate reputation, crisis and issues management and international consumed campaigns.**
- | **More than 30 years' experience of delivering award-winning corporate reputation, crisis and issues management and international consumed campaigns.**
- | **Particular experience in the aviation and travel sectors. He provided strategic communications advisory for Etihad Airways for 13 years, managed corporate and consumer campaigns for bmi British Midland for 20 years, including the launch of bmibaby. Other client experience includes consumer PR for SAS, corporate reputation work for Gulf Air, the launch of Travelocity, pan-European communications for Worldspan and communications support for Abu Dhabi Airports Company.**
- | **Specialist in development and implementation of crisis communications policies and plans for airlines, hotels, banks, energy providers, real estate developers, event organisers, security consultancies and consumer brands.**
- | **Former Chair of the Middle East Public Relations Association 2017 to 2018 driving largest ever membership growth and most successful financial performance**

Focused aviation operators



Airline

Strategic, operational, restructuring, transformation and transaction support for airlines and air transport businesses



Airports

Strategic, operational, restructuring, transformation and transaction support for owners, operators, regulators, developers



Aircraft trading and aircraft platform

Industry-focused support for all aviation equipment transaction activities

Green/future technology



Aerospace

Strategy, marketing advisory, and transaction support for OEMs, MROs, and investors



Real estate, tourism and hospitality

Strategy, marketing advisory, and transaction support for operators and investors

Green/future technology



Offering a unique and differentiated perspective

- | 150 years of multi-cycle industry experience
- | Led the development of the Etihad Aviation Group from a USD 300M airline into a USD 20B diversified enterprise
- | Delivered audited profits from 2011 to 2015
- | Implemented world class governance - achieved a unique "A" rating from Fitch
- | Placed two of the largest aircraft orders in history - over 400 aircraft valued at USD 95B
- | Deep knowledge of historical trends and of different markets and regions in aviation
- | Real time knowledge of asset capabilities and values
- | In-depth understanding of the underlying aircraft platform and associated maintenance practices
- | Trusted partnerships with banks and financial institutions
- | Strong relationships with governments, airlines, OEMs & financial institutions
- | Global marketing and substantial airline customer insights
- | Access to multiple growth channels with track record of creating value through relationships

Total Airline Solutions



- | Knighthood Global's Total Airline Solutions platform offers airlines the scale and capabilities to be self-sustainable
- | Immediate/turn-key, flexible and cost effective solution

Strategy and Governance

- | **Business and financial modeling, finance**
 - | Labour relations
 - | Marketing and branding
 - | Product and service design
 - | Network and fleet revenue management
- | Alliance
- | Fleet planning
- | Revenue and cost improvement

Sales, Distribution and Back-Office Support

(Technology)

- | **Global airline sales (GSA) and distribution**
- | **Flight reservations/ticketing**
- | **Passenger and cargo revenue accounting**
- | **Customer support services incl. contact centre**
- | **Back-office services**
- | **Passenger service systems**
- | **Distribution solutions**
- | **Operational systems**
- | **Emergency Response Planning**
- | **Data management/security**
- | **Management information**
- | **Business Intelligence**
- | **Fraud prevention/claims**

Procurement

- | **Strategic purchasing aligned to strategy**
 - | Total cost of ownership -maximize discounts and offsets
 - | Category management
 - | Spend visibility
 - | Reduced wastage
- | **Strategic global contracts**
 - | Technical
 - | Non-Technical
 - | Capex
- | **Structure and systems**

People and Performance

- | **Long-term advisory**
 - | Board
 - | Sub-committees
- | **Optionality to appoint CEO, C-Suite and other senior management positions**
- | **Sourcing and training of frontline staff including**
 - | Pilots/cabin crew
 - | Technical
 - | Airports
 - | Sales
- | **Seasonality management**
- | **Labour relations**
- | **Culture and change management**
- | **Right shape, right size**

Aircraft and Operations

- | **Aircraft trading, leasing and sale-lease backs**
- | **Wet lease and charter**
- | **Flight dispatch**
- | **Pilot and cabin crew**
- | **Maintenance, planning, and scheduling**
- | **Engineering management**
- | **Insurance management**
- | **Contracts and contractor management**
- | **Quality control**
- | **Security and safety**
- | **Seasonality management**

Design, implementation and delivery

PHASE 1

Diagnostic

- | **Diagnostic/business review of existing aviation infrastructure [current state]**
- | **Aero-political, competitive landscape and market analysis**
- | **Financial analysis incl. restructuring options**
 - | Capital structure
 - | Liquidity management
- | **Comprehensively interrogate the existing business model**
- | **Validate capital structure and future funding requirements**

PHASE 2

Business Plan

- | **Commercial strategy**
- | **Network and fleet plan**
 - | Short and long term
 - | Facilitate OEM aircraft orders
 - | Seasonality management
- | **Profit Improvement**
 - | Re-organization
 - | Cost
 - | Passenger, cargo and ancillary revenue
 - | SBUs
- | **Financial restructuring**
 - | Capital structure
 - | Liquidity management
- | **Stakeholder focus**
 - | Government
 - | Aircraft lessors
 - | OEMs
 - | Investors

PHASE 3

Implementation

- | **Shape governance, process and safety standards**
- | **People engagement program on vision, values**
- | **Attract banks, PE and investors to recapitalize the business**
- | **Full responsibility for aircraft selection, sourcing and arranging financing**
- | **Implement full potential plan for SBUs**
- | **Renegotiate strategic global contracts**
- | **Contribute shareholder objectives**
- | **Launch people/manager programs**
- | **Examine Joint Ventures /Alliance and / or M&A activity where/if it makes sense to do so**
- | **Sales, Distribution and Back-Office Support (Technology)**

PHASE 4

Value Creation

- | **Profitable business**
- | **Positive cash flow from operations**
- | **Improved contribution to shareholders**
- | **Attractive to strategic partners and private investors**

Corporate turnarounds

Deep expertise in airline/aviation restructurings

NETWORK & FLEET

- | Optimize network and fleet (short and long term)
- | Facilitate OEM aircraft orders
- | Inorganic growth (M&A)

CAPITAL STRUCTURE

- | Optimize balance sheet
- | Liability management
- | Debt restructuring
- | Recapitalizations
- | M&A
- | Alliances & JVs

LABOUR RELATIONS

- | Improve labour productivity
- | Right shape, right size
- | Culture change and management

PRODUCT, SERVICE AND BRANDING

- | Product development
- | Marketing and branding
- | Service design

LIQUIDITY MANAGEMENT

- | Enhance liquidity position
- | Establish and monitor working capital position
- | Cash management practices

COST REDUCTION & REVENUE IMPROVEMENT

- | Marketing, sales and distribution
- | Renegotiate strategic contracts (fleet, fuel, mx etc.)
- | Profit improvement initiatives to deliver turnaround plan and competitive cost base
- | Opportunity models (cost and revenue)

Aircraft trading, leasing and sale-and-lease-back

AIRCRAFT TRADING

- | Purchase of in-production, fuel-efficient aircraft is a core element of an airlines fleet strategy
- | Direct purchases from manufacturers
- | Purchases from other aircraft owners and investors
- | Sale and leaseback transactions with airlines
- | Dedicated trading team focuses on selling new aircraft, trading aircraft with lease attached or phasing-out aircraft at the end of their life

AIRCRAFT LEASING

- | Source new and used commercial aircraft on operating lease from our existing network and through sale-and-lease-back transactions
- | Operating leases provide major benefits to our airline customers
- | Flexibility to adjust their fleet in response to changing market conditions
- | No exposure to aircraft residual value risk
- | No need to make substantial capital investments for aircraft acquisition
- | Concentration on the core business; the operation of a fleet rather than aircraft ownership

SALE-AND-LEASE-BACK

- | Provide customers with a flexible range of fleet acquisition / planning options comprising:
 - | sale-and-lease-back transactions of existing aircraft;
 - | new aircraft financing options;
 - | end of lease advisory services; and
 - | short term ACMI capabilities

NON-TECHNICAL

- | Catering (incl. capex)
- | Professional services
- | Ground handling
- | Contact centre
- | Operations handling incl. lounges (incl. capex)
- | Information Technology
- | Security
- | Passenger services
- | Insurance
- | Uniforms
- | Ground equipment (capex)
- | Rent and infrastructure (capex)
- | Transport
- | Hotels and allowances
- | Commercial systems (incl. capex)
- | Telecommunications and IFE (incl. capex)
- | Training (incl. capex)
- | Cleaning
- | Printing and paperwork

TECHNICAL

- | Aircraft, airframes, engines and equipment selection including LOPA
- | Spare parts management
- | Maintenance and repair services
- | Consumables and rotables
- | Fuel
- | BFE selection
 - | Seats
 - | IFE
 - | Avionics
 - | APUs
 - | Wheels & Brakes
 - | Galleys
 - | Stowages
 - | Connectivity Solutions
 - | Curtains / Carpets / Fabrics

Industrial and technology partners

- | Outsourcing services portfolio incl. Global Airline Sales (GSA) and Distribution (Technology)

- | Aircraft and Operations Plug-and-Play (Industrial)

CRITICAL DAY-TO-DAY ACTIVITIES



- | Global airline sales (GSA) and distribution
- | Flight reservations
- | Ticketing
- | Passenger and cargo revenue accounting
- | Customer support services incl. contact centre, reception, chat-bot, social media, front office services, tele-market research and outbound sales
- | Back-office services incl. data input, document management, business process mapping and optimisation, billing and invoicing, payroll, KYC, training, fraud prevention/claims
- | Management information and Business Intelligence
- | Multi-lingual with over 30 European, Asian, Japanese, Indian and Arabic languages

TURN-KEY SOLUTION



- | | |
|-------------------------------|-----------------|
| Aircraft (wet lease/charter) | Other services |
| Flight dispatch | Training |
| Pilot and cabin crew services | MRO |
| Maintenance and engineering | Ground handling |
| Insurance management | Catering |
| Contractor management | Military |
| Quality control | Procurement |
| Security and safety | |



Knighthood Global and Centrecom
Outsourcing services portfolio
incl. Global Airline Sales (GSA) & Distribution



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Outsourcing services portfolio incl. Global Airline Sales (GSA) & Distribution



- Centre of Excellence offering a variety of B2B and B2C outsourcing solutions
- Locations across Malta, Fiji and Australia
- Representation in Jordan, Libya and Morocco, USA and New Zealand

- High-quality services
- 24/7 cost-effective solution
- Outsourcing Services Portfolio in three main sectors
- Specialized airline services, customer support services and back office services

- Global airline sales and distribution (GSA) for local and international airlines
- Multi-lingual with over 30 European, Asian, Japanese, Indian and Arabic languages
- Key customers



Services and infrastructure



CUSTOMER SUPPORT SERVICES

- | Reception/Concierge Services
- | Customer Support via telephone, email, chat and social media
- | Chat, including chatbots, live chat and video chat
- | Social Media Monitoring and Listening
- | Front Office Services
- | Tele-market Research
- | Outbound Sales

SPECIALIZED AIRLINE SERVICES

- | Flight Reservations
- | Ticketing
- | Revenue Accounting
- | GSA Services

BACK OFFICE SERVICES

- | Data Inputting Services
- | Document Management Services
- | Business Process Mapping & Optimisation
- | Billing and Invoicing Services
- | Payroll Services
- | KYC Services
- | Training Services

SUPPORTED BY BEST IN CLASS INFRASTRUCTURE

WORKFORCE MANAGEMENT

A specialised team supporting operations to schedule resources based on projections of work

REPORTING

Providing regular analysis of the performance across all services

ICT INFRASTRUCTURE

Providing a secure working environment with a robust infrastructure that ensures business continuity

DAY-TO-DAY DELIVERY OF SERVICE

Documenting your business processes whilst ensuring that updates regarding your product and service offerings are shared timeously. Conducting employee performance management to deliver a consistent quality service

QUALITY ASSURANCE

Ensuring that at every stage of the service delivery, the service is being provided with the desired level of quality and accuracy

LEARNING & DEVELOPMENT

Improving individual and team performance through workshops and different programs to enhance skills and knowledge

REVIEW MEETINGS

Holding regular review meetings with clients to discuss service delivery and any recommendations

Centrecom facilities





Knighthood Global and Oxford Economics
Economic Contribution and Measurement



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Economic contribution framework



- | A strong flag carrier offers significant economic benefits which extend far beyond the airline business
- | Value is generated through direct, indirect, induced and catalytic effects
- | A successful airline:
 - | contributes significantly to the country's GDP
 - | supports growth and the diversification of the economy
 - | generates additional tax revenue in the country
 - | creates new jobs and opportunities for skill development
 - | strongly boosts tourism
 - | creates a more attractive business environment for foreign investment
 - | positions the country as a destination of choice for the establishment of multi-national corporations

| ECONOMIC CONTRIBUTION FRAMEWORK | | | |
|---------------------------------|---|-----------------------|--|
| DIRECT (within airlines) | INDIRECT (Suppliers to Airlines) | | CATALYTIC EFFECTS (Impacts on other industries) |
| AIRLINE | AIRPORT & SERVICES | | Trade |
| Passenger Services | Fuel on site | Air traffic control | - |
| - | Maintenance | Retail and catering | Tourism |
| Air Cargo Services | | | - |
| - | | | Investment |
| Airport Services | | | - |
| - | | | Labour Supply |
| Maintenance | | | - |
| - | | | Productivity |
| Hotels | | | |
| - | | | |
| Travel Network | | | |
| | | | |
| | SUPPLIERS | | |
| | Off site fuel suppliers | Computers/electronics | |
| | - | - | |
| | Manufacturing | Retail goods | |
| | | | |
| | INDUCED (spending of direct and indirect employees) | | |
| | BUSINESS SERVICES | | |
| | Call centres | Food and beverage | |
| | - | - | |
| | Accountancy | Recreation | |
| | - | - | |
| | Travel agents | Clothing | |
| | | - | |
| | | Household goods | |

Description and categories concerning direct, indirect, induced and catalytic consequences



Knighthood Global and Hi Fly
Aircraft and Operations

Hifly

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Aircraft and operations plug-and-play



| | | |
|---|---|--|
| Hifly | Wet Lease (ACMI)/Charter Specialist | |
| Hifly academy | Approved Training Organization (ATO) – EASA Part | |
| LSKY | In-Flight Catering Supplier | |
| Mesa <small>Maintenance & Engineering</small> | Maintenance & Engineering Services – EASA Part145 | |
| safeport | Aircraft and Passenger Handling | |
| SKYTECH | Military Aviation Services & Funding Solutions – NATO Certified | |

PORTFOLIO OF SERVICES

| | | |
|----------|--------------------------------------|--|
| 1 | AIRCRAFT | |
| 2 | FLIGHT DISPATCH | |
| 3 | CREW SERVICES | |
| 4 | MAINTENANCE & ENGINEERING | |
| 5 | INSURANCE MANAGEMENT | |
| 6 | CONTRACTOR MANAGEMENT | |
| 7 | QUALITY CONTROL | |
| 8 | SECURITY & SAFETY | |

Wet lease (ACMI) and charter specialist



OPERATIONS

Flexibility and Nimbleness

- Hi Fly Transportes Aéreos S.A. (airline based in Portugal)
- Hi Fly Ltd. (airline based in Malta)

PRODUCT OFFERING

Diversified solutions portfolio

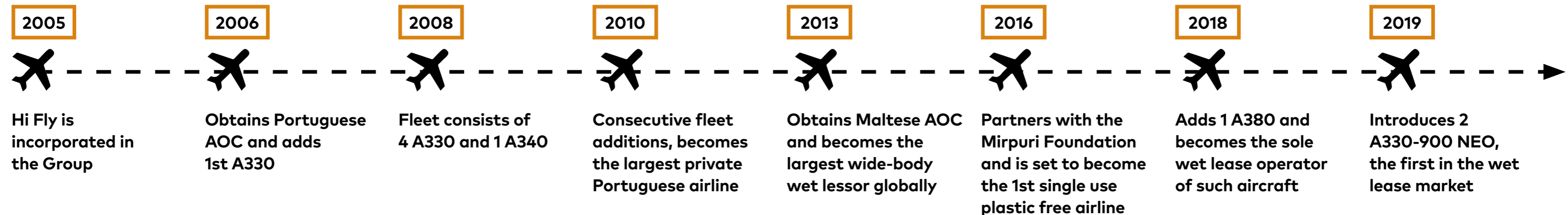
- Full ACMI
- Damp lease
- Dry lease
- Charter
- Special missions (including Government contracts)

MEMBERSHIPS & CERTIFICATIONS



TIMELINE

Taking off to the World



Wet lease (ACMI) and charter specialist



STATISTICS

Putting numbers to an outstanding journey

AVIATION
PROFESSIONALS

1500+

PASSENGERS A YEAR

4M

REGULAR CUSTOMERS

250

KMS A YEAR

35M

FLIGHTS A YEAR

7K

DESTINATIONS

400+

AIRBUS AIRCRAFT FAMILIES

Airbus A320 Family (ceo & neo)

Series: A319, A320, A321



Airbus A330 Family (ceo & neo)

Series: A330-200, A330-300, A330F, A330-800, A330-900



Series: A340-300, A340-500, A340-600, A340F



Airbus A350

Series: A350-900, A350-1000



Airbus A380

Series: A380



Aircraft procurement, leasing, purchasing and aircraft management for third-parties



Clients can leverage Hi Fly's network of relationships as well as expertise to gain access to the best available opportunities at the best possible prices

1. AIRCRAFT PROCUREMENT

- | Unparalleled network allows clients to access the best opportunities in the market
- | Extensive market and technical knowledge to best serve each requirement

2. AIRCRAFT LEASING & PURCHASING

- | Unique relationships with Lessors and OEMs ensure the most competitive prices
- | Experienced negotiation and legal team

3. AIRCRAFT MANAGEMENT

- | Register aircraft in Hi Fly's AOC to accommodate client's operational ramp up; and/or
- | Maximise aircraft utilisation and profit by allocating the aircraft to other missions during downtime
- | Seasonality management

| Flight dispatch



Critical link between operations and the cockpit crew – assists in the planning, tasking and monitoring of air operations. Due to the nature of its operation, Hi Fly often serves clients in the most challenging and remote locations on Earth. Hi Fly's Flight Dispatch teams have developed a second to none degree of sophistication and expertise that allows them to react to the most demanding situations

- | Flight itineraries
- | Ground support management
- | Crew management
- | Weather monitoring
- | Airport slots, overflight and landing permits
- | Communications with aircraft crew and corrective actions if needed
- | Tracking Aircraft Performance



| Pilot and cabin crew services



COCKPIT CREW

- | Pilots
- | First Officers

CABIN CREW

- | Purser/Cabin crew manager
- | Flight attendants

APPROVED TRAINING ORGANISATION (EASA PART 147)

- | Cockpit (type rating, simulator training)
- | Cabin crew training



Maintenance and engineering services



Continuing Airworthiness Management Organisation (CAMO)

- | EASA Part M

Maintenance and Repair Overhaul (MRO)

- | EASA Part 145 fully owned by the Group
- | Line and base maintenance capabilities
- | Stations in: Lisbon (IATA: LIS), Beja (BYJ), Brussels (BRU) and Brisbane (BNE)
- | Brand new state of the art hangar in Beja - capable of accommodating up to an A380-sized aircraft - undergoing certification process (pictures on the right)
- | In-house C-check capabilities – coming soon

Spare Parts Management Program

- | Power-by-the-hour solution – spares package readily available to the client subject to an hourly fee

Heavy Maintenance Management

- | Engine, landing gear and APU shop visit management
- | Airframe structural check event management (eg. 6-Year and 12-Year checks)

Logistics and Procurement

- | Sourcing and transportation of parts and components



Insurance and contractor management



Clients are able to leverage Hi Fly's scale as well as enduring know-how and relationships with suppliers to secure attractive prices from their operational outset, avoiding costs and inefficiencies incurred due to inexperience.

Clients can also access Hi Fly's experience and expertise in supplier coordination to ensure their operations run smoothly with a high dispatch reliability rate - a key success factor in the airline business.

Insurance Management



Ground Handling



Fuel



Catering



Air Navigation



Quality control, security and safety



Quality control

- Approved and certified by the Portuguese Civil Aviation Authority (ANAC)
 - AOC Number PT-01/06/51
- Approved and certified by the Maltese Civil Aviation Authority (TM CAD)
 - AOC Number MT-24
- FAA approved
- Fully compliant with EASA, EU OPS regulations and IATA Operational Safety Audit Program (IOSA) standards

Security

In addition to its compliance with external and international regulatory requirements, Hi Fly abides by a set of internal measures and procedures including intelligence gathering, pre-boarding procedures and deployment of security personnel - aimed at preventing malicious acts targeting its aircraft, passengers and staff

Safety

Ensuring the safety of its passengers and crew has always been Hi Fly's number one priority. Together with its regulators, Hi Fly has developed rigorous safeguards to ensure its aircraft are free from incidents, as well as control measures to neutralise the effects of human errors as well as potential defects in the design, manufacturing and maintenance of its equipment

IOSA Registered Operator



Regular customers



Wet Lease/Charter Customers



Special Missions Customers



Regular customers



Wet Lease/Charter Customers





Knighthood Global and Four Communications
Brand Strategy, Marketing and Communications

four

DEFINING STRATEGIES | OPTIMISING BUSINESSES | EMPOWERING PEOPLE

Brand strategy, marketing and communications specialists

four

KNIGHTHOOD
GLOBAL

Award-winning full service agency, with more than 300 brand strategy, marketing and communications experts

Use data-driven insights and planning methodologies to deliver digital-first campaigns which deliver bottom-line results

Particular strength in travel, tourism and destination promotion, working with governments, airlines, tourist boards, hotels and resorts across the world

Can rapidly deploy client teams including secondees to get your programs running immediately



Client base

four

KNIGHTHOOD
GLOBAL



AIRBUS



وكالة الإمارات للفضاء
UAE SPACE AGENCY



Honeywell



SITA



SAS



Sabre



One&Only
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