



Sustainability Report 2020



CEO's comments

2020 started off to be a good year with new owners and strong plans across the group but turned quickly into the worst year in Aviator and the airline industry's history. Despite a devastating year, Aviator further expanded and strengthen the relationships towards our customers and unions. In addition, we strengthen our processes to prevent illicit arms trafficking, terrorist financing, money laundering and corruption.

In February we were acquired by Avia Solutions Group, a leading global aerospace services group with almost 100 offices and production stations providing aviation services and solutions worldwide.

In March the full effects of the COVID-19 pandemic became evident, and quickly resulted in mass cancellations due to lockdowns, closed borders and strict travel restrictions. The whole airline industry was affected including Aviator. Towards the summer the industry saw signs of recovery but when the second wave of COVID-19 swept in during the fall, closed borders and travel restrictions were reintroduced.

Despite the challenging circumstances, almost all countries gained new customers and prolonged with existing ones. Unfortunately, despite our best efforts, one of our operations in Copenhagen, Aviator Airport Services Denmark A/S (ADK) had to file for bankruptcy. We had good and solution-oriented dialogues with the unions and customers throughout the process, which emphasizes the importance of maintaining a proactive culture in all areas

2020 was also a year when we introduced our Know Your Customer process. It is the mandatory process of identifying and verifying the client's identity before starting a cooperation and periodically over time. The client-onboarding process helps prevent and identify money laundering, terrorism financing, and other illegal corruption schemes.

Our sustainability goals are integrated in our strategy and activities are driven by the company's local organizations. Targets are followed up monthly together with the rest of our projects, and new initiatives to reach our goals are always encouraged.

Our vision is to become *the leading provider of aviation services, recognized for dedication to proactivity, sustainability and exceeding customer expectations*. The vision and strategy were adjusted during 2020 aiming to ensure a long-term sustainable growth. Our growth is driven by our focus on the development of our organization, with engaged personnel and proactive management, who focus on our customers to deliver a safe, sustainable and consistent service.

Aviator Cares has successfully been implemented and integrated in our day-to-day business. In 2020 our close relationship towards our customers as well as our staff has been key. Our employees are the backbone of our business without which we would not be able to deliver the level of performance we do. The commitment, flexibility and loyalty throughout the pandemic have been paramount for us.

This is our fourth consecutive sustainability report, we can present comparable numbers as well as our future goals and focus areas. We use this report not only to display the topics mentioned above internally and externally, but it is also a way to ensure we drive our sustainability work in a structured manner. Looking at 2020, we started with high goals, spanning over areas such as, training at all levels, further safety development, anti-corruption training, green GSE and improving our root causes analysis to name a few.

Due to COVID-19, and the extraordinary circumstances that came with it, our initiatives were rearranged. Some had to be postponed whereas other initiatives that would have been difficult to implement during normal circumstances were made more easily.

Jo Alex Tanem
CEO, Aviator



A GLANCE AT AVIATOR

Aviator Airport Alliance (Aviator), a full-range provider of aviation services at 15 airports across the Nordics and since 2020 a family member of one of the largest aerospace service groups Avia Solutions Group . Aviator has a long history of providing Aviation Services to meet the demand from airlines and airports. We take care of our customer airlines' passengers and the aircrafts while on ground. This includes Passenger and Baggage Handling, Lounge Services, De-icing, Cargo and full Freight Handling, PRM Services and the Nordic Dino Aircraft Washing Robot. Our customer-oriented solutions can meet the highly varied service needs of five-star airlines, low-cost airlines and cargo airlines.

Delivering Quality Aviation Services Throughout the Nordic Region

Aviator was founded in December 2010 when Aviator acquired independent Swedish, Norwegian and Danish ground handling providers. Looking back on the last years, Aviator has strengthened its position as an independent Nordic Ground-handling company. We are continuously growing and willing to expand even more, in order to deliver the qualified service we provide for our current customers.

In 2020 Aviator was acquired by Avia Solutions Group, a privately owned company. Aviator actively employed ca 2.000 before COVID-19 and around 1.000 personnel during 2020. The group started in Scandinavia and has now developed throughout the Nordics, being a full-range provider for Aviation Services. We were taking care of around 140 thousand flights before the pandemic from Tromsø to Malmö.

Even though Ground Handling, De-icing and Lounge are the largest service areas for Aviator, other adjacent services are also part of the service portfolio, such as Cargo Handling, Workshop Services and PRM Services.



Ground handling

- Ramp services
- Passenger services
- Load control
- Flight operations and crew administration
- Representation, administration and supervision
- Crew transportation
- Ticketing

Cargo handling

- Freight handling
- Mail handling
- Freight ramp services
- Document handling
- Warehouse service

De-icing

- De-Icing
- Anti-Icing / preventive de-icing
- Snow blower
- Fan blade heating
- External de-ice training and support

Lounge

- Operating Aviator branded lounges
- Co-branded Aviator lounges
- Membership collaborations
- Walk-in segment

Other services¹

- Removal of de-icing fluid
- GSE repair shop
- PRM services
- UM services
- General aviation handling
- Interior aircraft cleaning
- Exterior aircraft cleaning

Profitable growth with existing and new customers, in ground handling and adjacent businesses, is a continuously followed up as part of our strategy. Three years ago, Aviator introduced its new lounge concept with the opening of Relaxium in CPH and in June 2019 we opened the Carlsberg Lounge. Additionally, we already introduced our new "Walk-In"-access model on our lounges, which allows every passenger to take advantage of it, without having to be part of a Frequent Traveler program, or owning a business class ticket, etc. There is a continued focus to grow further into adjacent business in the regions where we are present.

| | Sweden | Denmark | Norway | Finland | HQ | TOTAL | Change from last year |
|---------------------------------------|--------|---------|--------|---------|----|--------|-----------------------|
| Number of Full Time Equivalents (FTE) | 396 | 419 | 159 | 77 | 7 | 1 058 | ↓ |
| Aircraft turns | 19 284 | 11 622 | 20 088 | 3 942 | - | 54 936 | ↓↓ |
| Number of deicings | 1 079 | 188 | 303 | 1 461 | - | 3 031 | ↓↓ |

Over-all AC turns, de-icings and FTE's went down and as a result of the COVID-19 pandemic and the associated travel restrictions.

Some of our customers



AVIATOR CARES

Aviator understands that how we manage our business has an impact on our staff, customers and the environment where we operate. A sustainable business is a prerequisite for Aviator to achieve success and continued growth. To formalize our sustainability work we have created something we call *Aviator Cares*. This includes the three areas; *Care for You*, *Take Care* and *Care for Customers*.

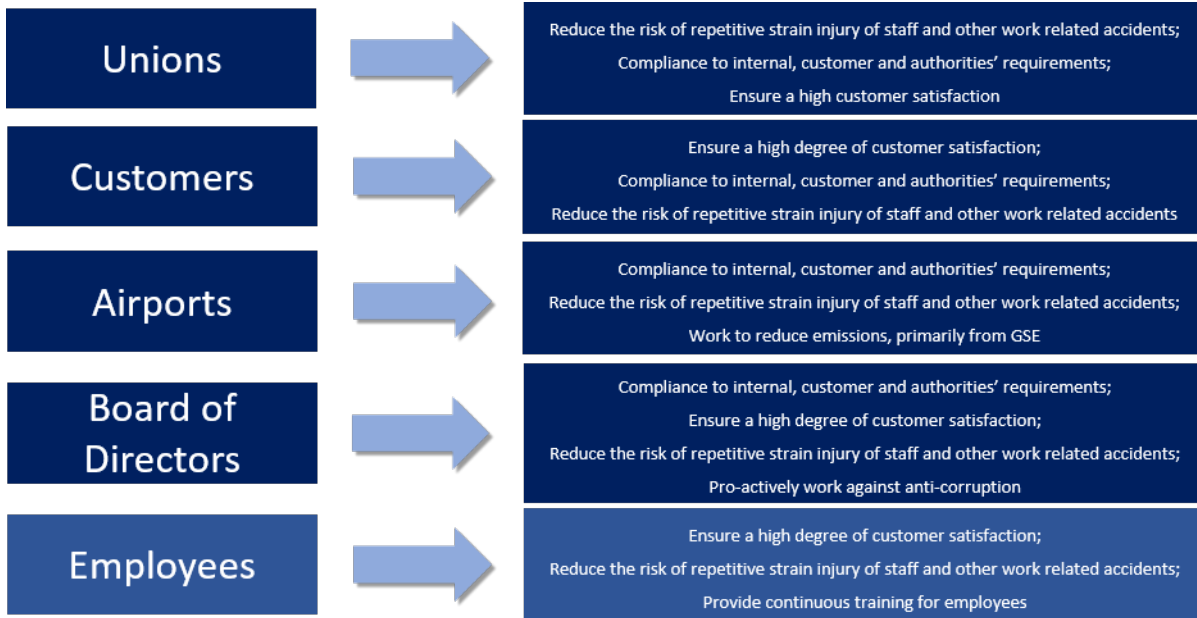


Determining Material Aspects

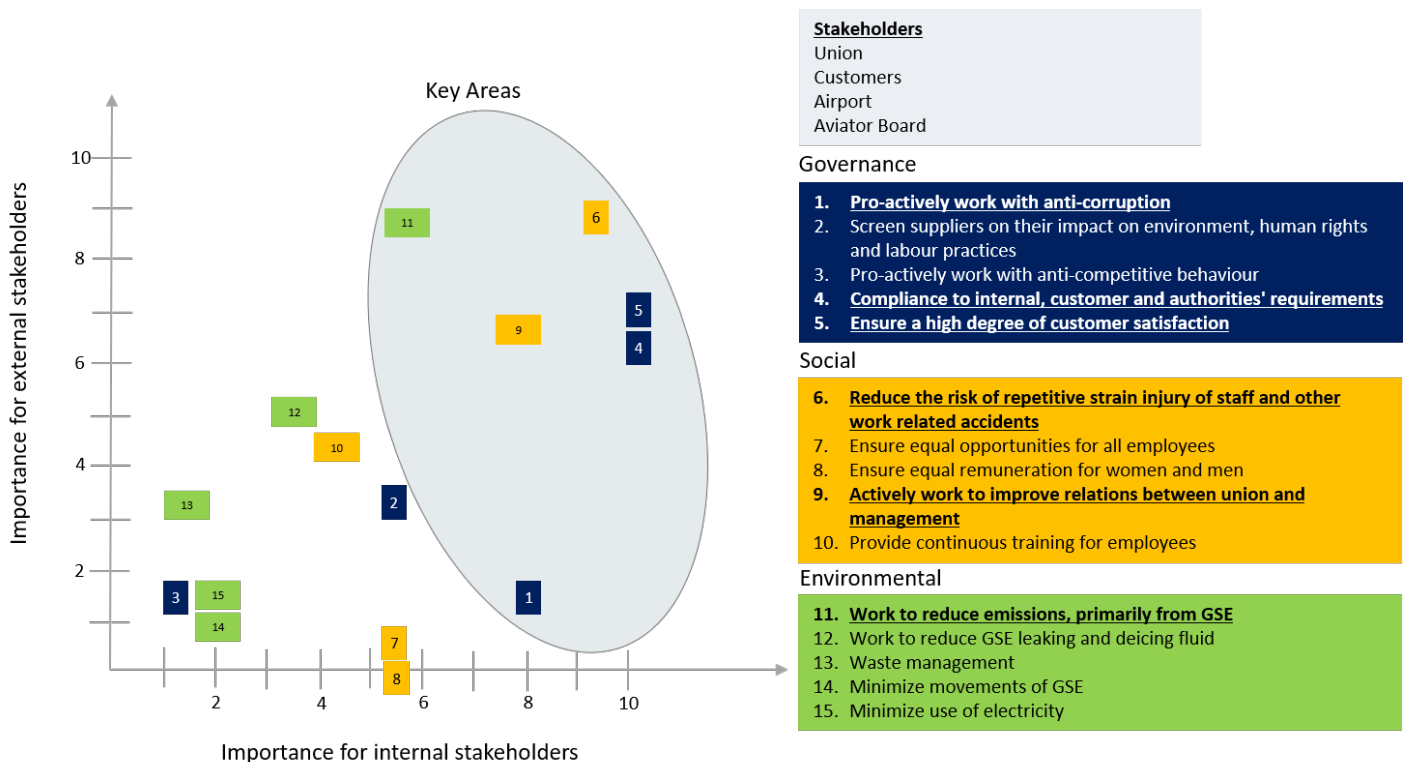
Three years ago, Aviator conducted a materiality analysis to understand what aspects matter the most to our key stakeholders. In 2019 we re-evaluated this materiality analysis and made changes where it was necessary.

A stakeholder mapping identified which stakeholder groups that are mostly affected or affect Aviator. An aspect list was then created through an analysis of aspects having a sustainability impact on our operation, a risk analysis was done as well as a benchmark with peers. Dialogues were then conducted with the key stakeholders using an electronic survey, combined with dialogue meetings, where stakeholders prioritized the aspect list. Aviator plans to conduct continuous dialogues with stakeholders to ensure that our sustainability efforts are in line with their expectations. The next one will be conducted in 2022.

Stakeholder groups and their top priority aspects



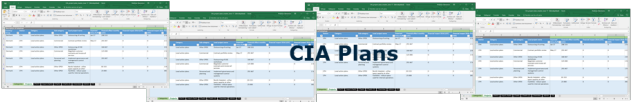
Based on the materiality analysis, the Group Management defined the materiality boundaries, which is shown below in the *Materiality Matrix*. Additionally, Aviator took the results of the 2018 and 2019 employee satisfaction surveys into account and included the results in the Stakeholder analysis. The Focus Areas for sustainability will be the aspects where Aviator will work the most to improve, whereby the priority aspects of our employees are converging with the previous determined ones. The result from the analysis forms the baseline for our future sustainability work. On top of this basis, we concentrate and improve on topics that are not explicitly covered by the Focus Areas, which however are key factors to our business. One major example for this is the training of our employees, which as well is a priority aspect, as seen above.



Making Strategy Happen

Our strategy for the next years, includes the sustainability focus aspects connected to it as Key Success Factors under each Strategic Focus Area. Each country within Aviator has then created initiatives to deliver on the strategy with KPI's to follow-up on the progress. We use our "Continuous-Improvement-Aviator"- model (CIA) across countries to capture new, ongoing and completed projects, measure their progress and set our goals accordingly. In this way, sustainability is not a separate area to deliver on, but an integrated part of our business model with a monthly follow-up together with the rest of the business follow-up.

Aviator Strategy Model

| | | | | | |
|--|---|---|---|--------------------------------------|--------------------------------------|
| Vision | Aviator is the leading full-service provider of airport services, continuously exploring opportunities for growth. As a preferred employer and partner we are recognised for dedication to safety, proactivity, sustainability and exceeding customer expectations. | | | | |
| Wanted Position 2030 | <p>Aviator shall be the leading airport full-service provider in our geographical presence, in terms of customer satisfaction, sustainability and returns. This will be achieved by being the industry's preferred employer, having the most engaged and motivated staff as well as entrepreneurial managers that take extensive ownership together. Everyone providing a qualitative and consistent delivery with safety and efficiency focus at all levels.</p> <p>Aviator will grow profitably, organically and through acquisitions, with existing and new customers in ground handling, cargo and adjacent businesses.</p> <p>Aviator will generate returns above the industry average which will make it possible to invest in people and equipment thereby reinforcing its leading position and provide a good return to its owners.</p> | | | | |
| Strategic Focus Areas | A. Engaged Personnel | B. Long term and close Customer Relations | C. Strong, entrepreneurial and proactive management | D. Continuous efficiency improvement | E. Profitable and sustainable growth |
| Key Success Factors & Targets | 1. ... 2. ... 3. ... | 1. ... 2. ... 3. ... | 1. ... 2. ... 3. ... | 1. ... 2. ... 3. ... | 1. ... 2. ... 3. ... |
| Initiatives |  | | | | |
| Follow-up | Follow-up at Business Rev. and quarterly in Board | | | | |
| Core Values | Respect | Flexibility | Customer Focus | Passion | Responsibility |

Management Principles

Governance Structure

Sustainability governance goes hand in hand with Aviator's governance structure in general. Aviator's CEO has a strategically lead on sustainability under the guidance of the Board of Directors. The initiatives to drive towards the targets for the sustainability focus area is then delegated to country MD's and Group functions. The Business Improvement Director has a responsibility for the sustainability structure.

Safety and Compliance management system review

As we are an organization that is operating in a very competitive market and is actively taking steps to review and change the way it works, to improve its overall performance and protect their people and business from harm. Having grown from disparate organizations to a collegiate group that works together to deliver ground handling and support services to a range of customers, we are now part of a leading global aerospace services group. Two years ago, Baines Simmons conducted an audit at one of our biggest stations, Arlanda, and the result from the report still guides us in our safety and compliance. In addition, during 2020 we introduced our Know Your Customer guides process. It is the mandatory process of identifying and verifying the client's identity before starting a cooperation and periodically over time. The client-onboarding process helps prevent and identify money laundering, terrorism financing, and other illegal corruption schemes.

"We have to build the awareness in our people, to help shift the mind-set of both the management and the workforce"

CARE FOR YOU

As a ground handling company, we provide our service to customers. Our service is based on our employees, which are our most valuable asset. Together with the right tools, processes and leaders, they are the basis of our business model.

Health and Safety

Providing a safe work environment for our employees is our top priority. This relates to safe equipment, well defined procedures, based on clear communication of information, instructions and regulations. Together with training and a close relationship with supervisors we continuously strive to maintain and improve our level of safety.

The information and regulations on occupational health and safety are contained in the Safety Management Manual (SMM) and the Quality Management Manual (QMM). These manuals structure our work to reduce the risk of injury, any deviation or incidents. These are reported in our deviation reporting system, which is also a way to measure our business success. We do not want Aviator's work to cause harm to an employee. It is therefore essential for us to ensure a high level of safety.

Retain and Develop Talent

As the employee satisfaction survey in 2018 and 2019 has shown, continuous employee training is one of the three chosen focus aspects. Besides different existing trainings for our employees it is also important for us to train our supervisors and leaders in order to achieve the best possible result. The Aviator Leadership program was implemented in 2019 and was planned to be in focus during 2020. Due to the pandemic the program is postponed until the situation in has stabilized and it remains a key initiative to further strengthen our employees. We want to retain and develop the talent that Aviator has in its workforce. Communication, training, strong leadership and a possibility to develop within the company, are defined as our key success factors in Engage Personnel and thus preserve the talent. It is also important to retain seasonal staff on long-term perspective, which can be more difficult. However, an example of an activity to retain seasonal staff is our incentive program for recurring seasonal staff.

Aviator invests in a variety of training programs to develop talent, whether physical or digital, because we want our employees to be confident in knowing their duties well. There has been and still is a major change in technology due to digitalization, where Aviator has transformed many courses into e-learning and is also exploring new digital possibilities, such as VR.

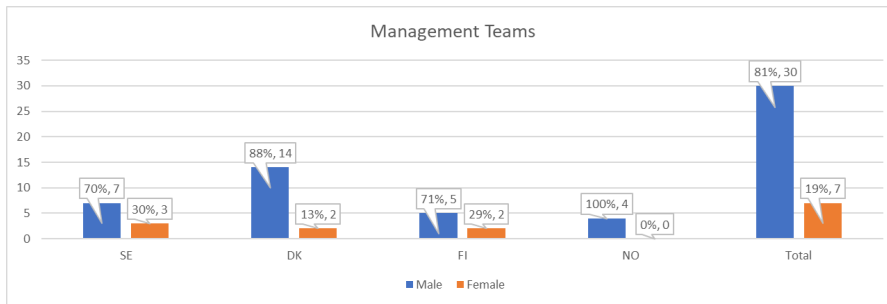
New generations have new and different demands towards their employer. It is no longer just salaries that make an applicant choose a job. There are also factors such as work environment, private benefits and flexibility. Here as well, Aviator gives its best to support its employees in order to be and remain an attractive employer.



Diversity and Equal Opportunity

Diversity and equal opportunity are integral in our business, where our success depends on everyone's unique ideas and thoughts; we are smarter together.

Aviator offers opportunities regardless of ethnicity, religion, sexual orientation, gender, disability or age. In this way we mirror the society and the variety of passengers we meet every day.



In comparison to last year, there has been a 4% increase of female in the countries management teams driven by Sweden and Denmark whereas Finland and Norway remain on last year's level.

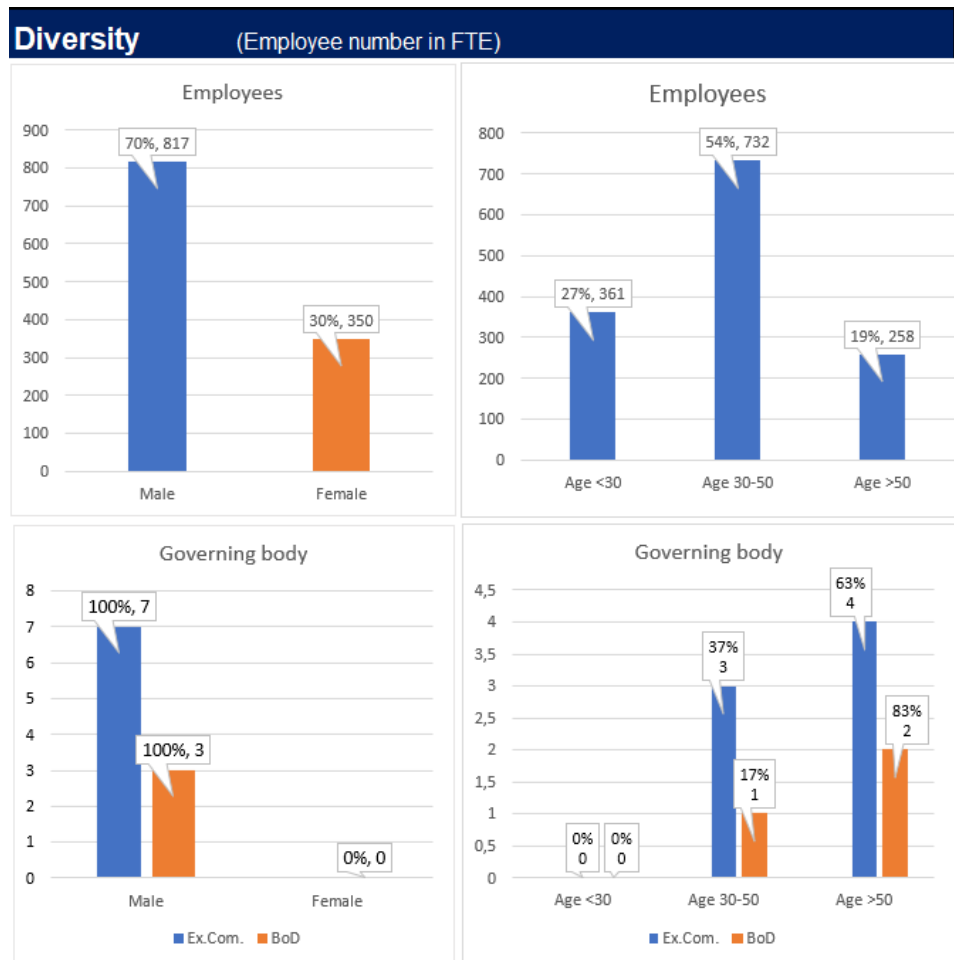
The distribution of the country management shows that, the

countries themselves, with a total distribution of 81% (male) and 19% (female) respectively, are dominated by males. The Executive Committee and Board of Directors consists of 100% male. The development in the countries is positive, but the disproportional level of males remains a concern as it potentially affects the diversity of Aviators Executive Committee since future members are likely to be recruited from these management teams.

The total distribution of the number of our female employees was 30% (36%) which is a decline with 6% compared to last year.

The general age distribution made a clearly visible turn towards "Age:30-50". In 2019, 45% of our employees were between 30 and 50 years old, 2020, 54% are between 30 and 50 years old, 27% are 30 years old and younger whereby in 2019 34% were "Age 30 and younger". In 2020 19% were 50 or older compared to 21% in 2019.

Our governing body was changed during 2020 because of our new ownership. The Board of Directors now consists of 3 male members, the majority of whom are older than 50 years. At the end of 2020, the Executive



Committee consisted of 7 men. The majority were over 50 years old. There is a highlighted focus to level out the gender mix in new recruitments to the governing bodies. Nevertheless, we give every applicant the same opportunities, without favoring or discriminating against anybody.

Employee Satisfaction Survey

For three consecutive years Aviator have asked the employees for their opinion on the same topics work content, work environment, safety, career development, goals, advantages, management, overall satisfaction and sustainability. We use the results to measure our performance on different areas and to state our future focus areas and improvement fields. Due to COVID-19 it was decided not to perform an employee satisfaction survey in 2020 as the result was deemed not to be representable to state future areas and improvement fields upon.

Our long-term goal is to have a general score above 4.0 and no individual scores below 3.5, but since this is a process Aviator will make realistic targets for annual improvements.

Our long-term goal matches that of Employee Satisfaction, but just as this, it is a process that needs to be improved and reviewed from year to year.

Focus KPI's for 'Care for You'

Employee Satisfaction Index

| <u>2019</u> | <u>2020</u> | <u>Target</u> |
|-------------|-------------|---------------|
| 3,65 | N/A | >4 |

1=very bad, 5=very good

Focus KPI's for 'Care for You'

Leadership Index

| <u>2019</u> | <u>2020</u> | <u>Target</u> |
|-------------|-------------|---------------|
| 3,56 | N/A | >4 |

1=very bad, 5=very good



Our Focus

Because of our *materiality analysis*, Aviator has selected two focus aspects for *Care for you*.

1: Aviator shall provide a safe and sound work environment for all employees

2: Aviator should have a collaborative and constructive union relationships

These focus aspects are also catered for as key success factors in our group strategy where each country has developed initiatives to drive towards these focus aspects. We will measure our delivery by the below KPI's.

The overall report rate (number of reports per 1000 departure) for 2020 was 34, this exceeds our target of 20 considerably. The report rate is essential to make sure that corrective actions are in place for incidents, such as updating procedures or training. The goal on injuries is of course zero, but for Personal Injuries an intermediary goal is set while approaching zero. The employee turnover for 2020 is not comparable as it is distorted due to COVID-19.

| Focus KPI's for 'Care for You' | | | | | | | | | |
|--|-------------|----------------|---|--------------|---------------|--------------------------|-------------|------------------------------------|--|
| Personal injury | | | Absentee rate for employees | | | Employee turnover | | | |
| <u>2019</u> | <u>2020</u> | <u>Target</u> | <u>2019</u> | <u>2020</u> | <u>Target</u> | <u>2019</u> | <u>2020</u> | <u>Target</u> | |
| 0,87 | 0,59 | <0.5 | 5,62% | 6,25% | 4,0% | 18,6% | 4,2% | 1% point yearly improvement | |
| Number of injuries leading to sick-leave per 1000 departures | | | Number of hours on sick-leave/ number of worked hours | | | | | | |

The number of personal injuries decreased about 0.28, which is positive. Lowering this number is one of our biggest goals, in order to, as stated above, provide a safe and sound work environment, with little or no risk of injury.

Against our goal of lowering the absentee rate to 4.0% it increased about 0,63% from last year. This is of course affected by the pandemic that is currently paralyzing the world.



CARE FOR CUSTOMERS

Our customers are the base for being Aviator and our collective efforts strive to meet their expectations and help them in their development by focusing on our contribution. A sustainable business depends on Sustainable Customer Relations, which is one of Aviator's Strategic Focus Areas. Aviator has a vision to be the leading aviation service provider in terms of customer satisfaction – today and every day.

The Care for Customers Process

In order to ensure high customer satisfaction and strong partnership with Aviator's customers, we work according to our *Care for Customers Process*, with a clear decentralized contract ownership. The strong and close relationship between Aviator and our customers is one of our major focusses and one of our core values. Throughout the last years, this is one of the things that has been mentioned by many of our customers, which strengthens us in our approach. Aviator is not only a service provider, we are a partner.

GOVERNANCE

- ★ Contracts are owned by the stations who are deeply involved in caring for our customers, prolonging partnerships and winning new customers
- ★ The interactions with the customers have a personal touch. The internal follow-up is structured, transparent and coordinated across stations and countries

Care For Our Customers

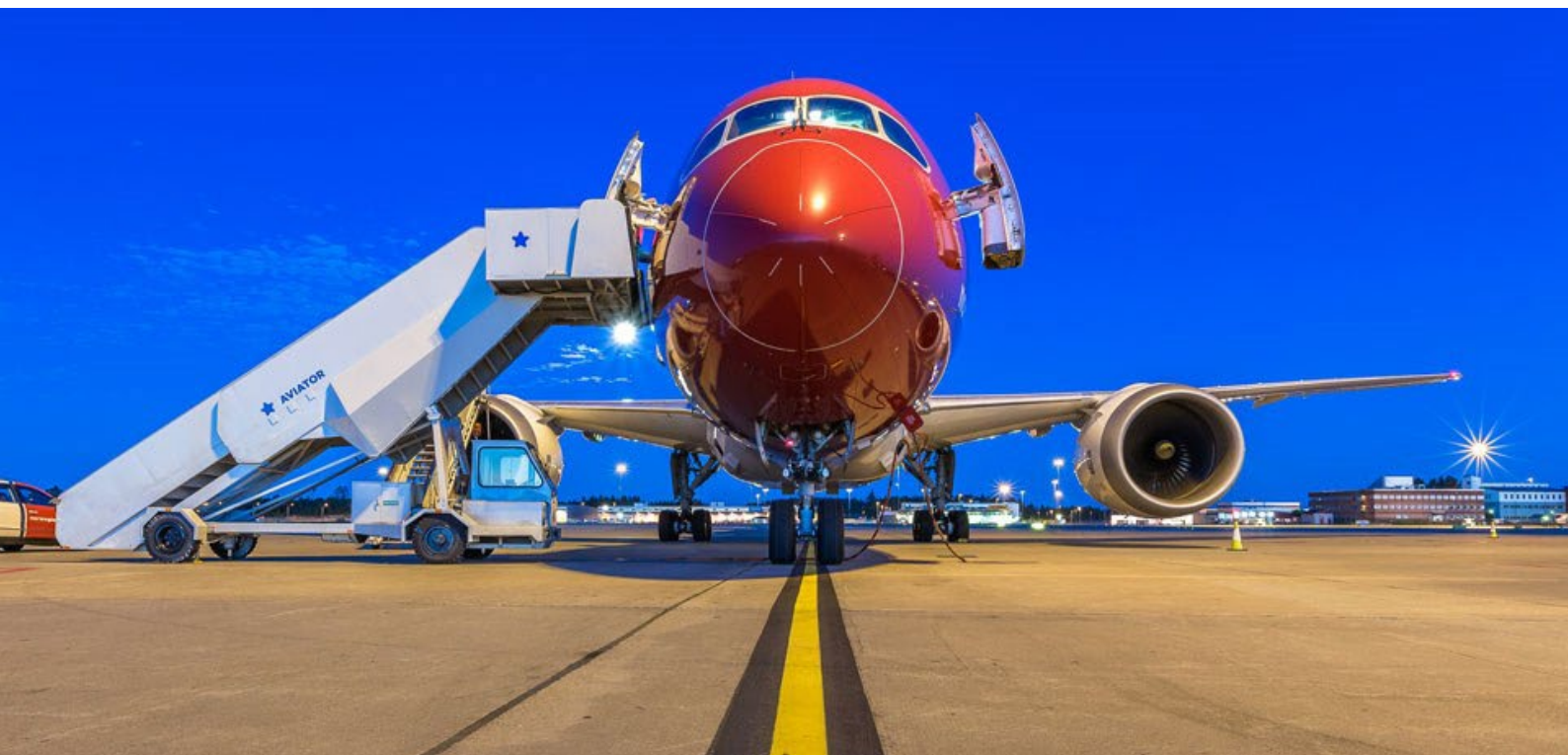
- ★ Secure compliance and a strong operative delivery. Structured operative follow-up
- ★ Strive for partnership with our customers, with a transparent and personal touch
- ★ Proactive development and improvements of service to customers

Prolong Partnerships

- ★ Contract prolongations based on strong operative delivery, structured follow up and personal relationships with decision makers
- ★ A proactive approach to prolongation
- ★ Be fair – long relationships are based on mutual value gains and trust

Establish New Partnerships

- ★ Maintain broad relationships in the market
- ★ Be easy to work with in the tender process (proactive, fast, pleasant)
- ★ Structured hand-over of contracts to the stations, to secure operations



Our Focus

The materiality analysis has resulted in three focus aspects for *Care for Customers*.

- 1: Ensure a high degree of customer satisfaction
- 2: Compliance to internal, customers' and authorities' requirements
- 3: Pro-actively work with anti-corruption

These focus areas are also incorporated into our group strategy, with linked initiatives. The KPI's below are set to measure our delivery and progress. Several initiatives are in progress to seek to improve on our selected focus aspects concerning customer satisfaction, safety, anti-corruption and sanctions compliance.

In connection with our new owners and the pandemic, the initiatives were slightly adjusted, but our focus aspects have stayed the same. The aviation industry is highly competitive and bears the risk of corruption. Since corruption can have many grey areas, Aviator has tried to make it very clear through an anti-corruption policy and in our Code of Conduct. During 2020 a project was started to align to, and strengthening our own, anti-corruption, fair competition and sanctions compliance policies and procedures with Avia Solutions Group's (our new owners). We have not had any reported incident of corruption, nevertheless we continuously train our governing body, as well as our employees, on how to act in order not to get involved or affected by corruption.

| Focus KPI's for 'Care for Customers' | | | | | | | | | | | |
|--|---------------|------------------|-----------------------------------|-------------|---------------|--|---------------|------------------|---|-------------|----------------|
| On-time performance | | | Aircraft damage | | | Safety Awareness | | | Contract renewal rate | | |
| <u>2019</u> | <u>2020</u> | <u>Target</u> | <u>2019</u> | <u>2020</u> | <u>Target</u> | <u>2019</u> | <u>2020</u> | <u>Target</u> | <u>2019</u> | <u>2020</u> | <u>Target</u> |
| 98,43% | 93,57% | >98.5% | 0,16 | 0,23 | 0 | 97,91% | 98,81% | >96.9% | 95% | 78% | >90% |
| Percentage of flights that leave within 15 min of schedule | | | Number of ACD per 1000 departures | | | Average score at performed internal inspections. 3% of turn-arounds inspected. | | | Percentage of possible contracts renewals that was won. | | |

Nearly all the above mentioned KPI's have moved in the wrong direction except for the Safety Awareness which has improved by 0.9%. Aviator is heavily involved in more extensive analysis of incidents and operational quality to find root causes and implementing risk assessment tools.

Aviator is known for the close relation towards customers. This is one of our core beliefs in making business. 2020 was a turbulent year and even though our Contract renewal rate decreased we strengthened our overall contract portfolio. In our customer satisfaction survey in 2019 the results point out that Aviator's is customer oriented and reliable in their processes and performance.

"You are the only genuine and honest provider we have, and among our best performers."

- Customer

"We have a few very long-term providers we have excellent relationship with, and you are right up there among the best, and have gotten there in the shortest time."

- Customer

TAKE CARE

"Take Care" means for Aviator to take responsibility for our environment, where "environment" refers to nature as well as to our fellow human beings. Our environmental footprint is mostly driven by fuel and electricity consumed by the Ground Support Equipment (GSE) used when delivering our service. Since 2017 we conduct a yearly *energy mapping* to identify how we best can move towards decreasing our environmental impact.

Move Less or Move Towards Electrical

Most Aviator's emissions come from usage of vehicles and other equipment when delivering ramp service or de-icing to airline customers. These are (Scope 1) emissions, derived from directly controlled sources. In general, our electricity usage in facilities at the airports are part of the rental agreements and the usage is not controlled by Aviator (scope 2), hence the focus is around the GSE.

The detailed *energy mapping* is continuously done at every station in Sweden, Denmark, Norway and Finland. On this data we want to measure and display our energy consumption from year to year on a comparable basis, to efficiently improve and meet our goals on sustainability. In 2020 the main energy source used is diesel 62% (75%), followed by electricity 34% (23%) and petrol 4% (3%). Most of the diesel consumption is related to vehicles around the aircrafts, but also to diesel GPU's (Ground Power Unit) which provide electricity to the aircrafts on stand. Diesel is also used to heat de-icing fluid in the de-icing vehicles. There has also been a significant increase of HVO100 Diesel at the stations which reduces CO² emissions up to 74%. Electricity consumption mainly comes from electrical vehicles and from electrical GPU's for electricity to aircrafts, the de-icing facilities also use a considerably amount of electricity. The relatively small amount of petrol is used mainly for cars and vans.

We have focused on improving the usage of vehicles to minimize unnecessary driving. Improvement activities are to introduce a stricter parking regime, implement GPS' tracking on the GSE in order to optimize vehicle usage and minimize driving. Currently we are still evaluating the GSE tracking. This is combined with moving from diesel to electricity as energy source for the GSE. Aviator's replacement plan for GSE is based on electrical being first choice when applicable. The development of GSE has improved a lot and Aviator is already using several electrically powered GSE, as trucks, TBLs, stairs and smaller vehicles at stations like CPH, HEL and ARN. Aviator was the first in the world to push back A380 fully electric (Kalmar FB600). Besides that, we were also the first in the world with fully electric High Loader (JBT), and we were the first to order fully electric Container Transporter (Mulag).

Aviator has a large de-icing business at several airports. A focus for this business has been and still is to use the right amount of de-icing fluid (glycol) for each occasion and weather. This is done by extensive training, experienced de-icing staff and by using mainly proportional-mix vehicles that allow Aviator to use the correct mix between water and glycol, depending on the weather.

While working closely together with different airports and their providers, we are aware and interested in their work on sustainability as well. All the stations we operate at are certified after ISO14001. All the airport providers work closely together with the EU in order to reach the goal to have 100 carbon neutral airports in Europe by 2030 and some of our operating airports are already carbon-neutral.

Our Focus

The identified focus aspect for *Take Care* is:

1: Reduce emissions from GSE

Our sustainable work is not a project and our focus has not changed. The KPI's below measure our general use of energy per FTE as well as our CO₂ emissions per departure. The figures represent the energy consumption of Aviator Group, compared to last year.

Focus KPI's for 'Take Care'

| Energy Intensity | | | Emission Intensity * | | |
|----------------------------------|------------|--------|--------------------------------------|-------------|--------|
| 2019 | 2020 | Target | 2019 | 2020 | Target |
| 5,9 | 6,5 | - | 17,2 | 21,2 | - |
| Energy consumption (MWh) per FTE | | | Total kg CO2 emissions per departure | | |

(CO2 emission per type: Diesel: 2 681gr./liter, HVO100:695 gr/liter, Petrol: 2 859 gr./liter)

Compared to 2019 Aviator reduced the energy consumption by 39% and CO² emissions by 52%. However, due to the low traffic volumes and furloughs both our KPI categories increased significantly, Energy Intensity increased by 0.6 MWh/FTE and Emission Intensity by 4.0 kg CO₂/departure. The targets are still under development on group level, they are to be reasonable based on comparable data and the annual trend.

Even though reducing the usage of diesel and petrol is the focus aspect, as GSE is our main source for emissions, there is also a parallel focus on activities decreasing energy usage in facilities and decreasing the use of de-icing fluid.



Other Ways to Care - Mashimoni Children Centre

Following our tradition, Aviator has given a contribution to charity as a replacement for Christmas presents. Just as in previous years we supported the *Mashimoni Children Centre*.

Mashimoni Children Centre is a project, started by two 19-year-old Norwegian girls, Sara Jorud Østrem and Andrea Solbrekke Lysaker, who started this orphanage in 2011 when they were only 11 years old.



The goal with *Mashimoni Children Centre* is to give orphaned children in Kenya a worthy upbringing and a brighter future. The story started when the two girls visited Kibera in Kenya. Kibera is Africa's second largest slum. They quickly realized how fortunate they were to live in Norway. They therefore decided to start the orphanage, which they called the "*Mashimoni Children Centre*" in Kibera. In the fall of 2013, they moved the orphanage to Malaa which is a small town about 1 hour outside the capital Nairobi. Today they have the main responsibility for 63 orphans aged 0-16 years. Their aim is to give the current group of children better living conditions as well as making it possible for even more children to receive the help they desperately need.

Please find their annual summary below:

In 2020, we went from being responsible for the schooling of 63 children, covering housing, food and other things for the children to having to tear everything down to start again. We are still responsible for the children, but the safe and new things they had become accustomed to were suddenly torn away.

Today, the children live in the dormitories of a local primary school called Uzima Springs Academy, but all the necessary facilities are covered.

We are nearing the end of the registration of an NGO (Non Governmental Organization) which we have worked with for approximately half a year. The goal now is to buy our own plot where we can build and develop the project in peace. We want to build a day and boarding school for the children in the local community, but separate premises for those who have lost both parents or experience care failure in the home. The desire is also to have a health station built where we can offer the local community dentists and health care a few days a week.

This is just a small update on the current situation. We all wish a really happy new year and hope for a better year for us and everyone else.

Kind regards,
Sara J. Østrem og Andrea S. Lysaker (ved Mashimoni Children Center)



AVIATOR

service that moves you

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BOX 118
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