



A HIGHLY FOCUSED APPROACH TO AIRCRAFT LEASING



January 2020

PRIVILEGED AND CONFIDENTIAL

An Aircraft Leasing Company With a Focus on 65 to 160 Seat Commercial Jets

- Azorra Aviation LLC (“Azorra”), headquartered at Fort Lauderdale International Airport (FLL), is a full-service aircraft leasing company focused on 65 to 160 seat commercial jet aircraft operated by airlines worldwide. Azorra acquires commercial aircraft through purchases, sale leaseback and forward commitments. We also provide industry leading remarketing and advisory services to third parties
- Azorra currently owns and manages five (5) Embraer E190s and four (4) Embraer Phenom 300 aircraft. The company also has a 50% stake in an Embraer ERJ 145
- Azorra is a multidisciplinary team from diverse backgrounds that share a common vision and passion for aviation. Our team has experience ranging from one year to forty years. The senior leadership team has highly developed relationships with OEMs, airlines, lenders and maintenance providers worldwide. Azorra’s entrepreneurial leadership includes highly esteemed industry veterans who bring a wealth of experience and core competencies in aircraft leasing, marketing, airline operations, aviation finance, private equity, M&A, banking, consulting, aviation law, contracts, aircraft maintenance and technical management



Azorra is a Full-Service Leasing Platform Ready for Growth



Azorra is a fully staffed, comprehensive platform with in-house marketing, finance, risk management, legal and information technology capabilities dedicated to asset management

Marketing: Actively sourcing opportunities and managing existing airline relationships across owned and managed fleets

Risk Management: Intensive and proactive initial & ongoing client communication and credit monitoring of each lessee, lease performance, portfolio analysis and market risk assessment with focus on detection of early warning signs

Technical Operations: Strong in-house expertise with emphasis on detailed aircraft reporting, records management, maintenance reserves monitoring and physical aircraft inspection

Engine Specialization: In-depth expertise on engine and APU maintenance

Information Technology: A dynamic, scalable and secure data processing environment, including robust third-party applications

Finance, Accounting and Analytics: Fully developed in-house function to support the sourcing and monitoring of new and completed transactions capital market activities

Legal: Preparation, review and analysis of lease, sale and purchase contracts, in coordination with selecting counsel in relevant jurisdictions

Human Resources: A fully staffed and scalable platform with ability to support future growth





John Evans

Chief Executive Officer

- Founder of Azorra; responsible for long-term strategic planning and day-to-day operations
- Founder of Jetscape Aviation Group (JAG), a privately held leasing company, which was acquired by NAC in 2016
- President & CEO of Indigo Aviation AB from 1994 to 1999. Took Indigo public (NASDAQ listed under IAAB) and sold to TPG-sponsored AerFi PLC in 1999, which later sold to debis AirFinance in 2000
- From 1987 - 1994 ILFC's Vice President of Marketing, Europe, US and South Pacific
- Served 6 years in the US Army as a flight engineer and technical inspector



Ken Hoffman

*Chief Legal Officer &
General Counsel*

- Senior partner at Greenberg Traurig with over 30 years of aviation industry experience
- Experience in aviation matters includes advising airlines, leasing companies and private clients on the purchase, sale and leasing of aircraft, engines and other aviation equipment, financings, joint ventures and strategic alliances, OEM purchase and support agreements and general corporate matters
- Significant capital markets and M&A experience, including public and private equity and debt offerings, securitizations and public and private M&A transactions, both domestic and cross border, in the aviation industry and other sectors









Ewen Mathieson

Chief Technical Officer

- Ewen most recently led the technical transaction team covering the Americas and managed all new Embraer E-Jets deliveries for Nordic Aviation Capital. SVP of Technical Operations- Jetscape Aviation Group 2004-2016. Responsible for all technical matters including retaining and supervising all outside consultants
- Military apprentice in the Royal Air Force; held various senior management and consulting roles before leading heavy maintenance and fleet change projects at a US airline
- Ewen holds FAA airframe and power plant licenses and is a former member of the General Work Group / Industry Steering Group for the Embraer E-Jet Maintenance Review Board

Azorra's professional team has extensive experience in the E-Jet market. Some specific examples of E-Jet experiences are:

	<p>Helped JetBlue to solve network capacity and market challenges by remarketing 18 A320s and 4 E190s</p> <ul style="list-style-type: none">• 2 E190s arranged for direct 12-yr leases to Azul• 2 E190s purchased from JetBlue leased 12-yrs to Azul
	<p>Solved Azul's fleet consolidation following a merger and acquisition of TRIP Airlines by purchasing and placing 6 E175s on long term leases with Air Canada</p>
	<p>Assisted FINNAIR to accomplish fleet plan objectives by arranging a combination of sales and long-term leases for their entire fleet of 9 E170s</p>
	<p>Created flexibility for Virgin Australia to adjust fleet plans by remarketing and managing 6 used Embraer E170 aircraft to Delta Air Lines on long term leases</p>
	<p>Facilitated Delta Air Lines' transition from their 100-seat fleet through the acquisition of 19 E190s on a speculative basis. All aircraft were placed within 12-months of acquisition across a diversified set of customers</p>
	<p>Assisted TAME to rationalize it's fleet of E-Jets by leasing an additional E190 aircraft and creating a well-timed trade-out purchase of their E170 fleet which were immediately placed with Aeromexico on long term leases with zero downtime</p>

For more information, please contact:

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