

Spring Newsletter

March 2021

Dear team members,

A slightly belated, but no less heartfelt Happy 2021 to you and your families. I wish you all a year filled with happiness and health. While the impacts of the pandemic across aviation have been monumental, business aviation has demonstrated resilience and I'm anticipating a buoyant year for business aviation, and consequently for us. In fact, 2021 is already looking brighter.

The need for safe travel has attracted a number of new and returning entrants to the sector and while there has been a slowdown in OEM production, the pre-owned market is experiencing a surge in demand. Available inventory is at its lowest for some time and as deals are transacted aircraft owners are looking to us to upgrade their machines. We're already seeing that our St. Louis and Peterborough facilities are oversubscribed for maintenance, refurbishment and overhaul projects.

In addition to the increased demand for pre-owned aircraft, the grounding of regional airliners is leading to corporations exploring the benefits of corporate shuttles. The commercial network is much reduced and will take time – some say up to five years – to re-establish itself. Yet corporates still need to move their teams between sites, and as we know from our experience with Corning, the shuttles provide an excellent option. We are already in discussions with potential new owners looking to optimise the possibilities.

Special mission work is also looking up as an increased need for multi-purpose aircraft comes to the fore. In many areas of the world it is still business aviation that is transporting cargo and medevac'ing patients to centres of clinical excellence. Demand for these types of configurations is growing.

From our perspective Singapore expansion continues in parallel with Bombardier's plans. In North America we have hit the ground running with our workshops and hangars stretched to their capacity limits, the completion of our fifth Saab GlobalEye project in full swing and the Q400/Conair project on the home straight.

I know that our global reputation for flexibility, innovation and integrity gives us the competitive edge to pitch and win all of these types of projects. It is often said that where there is crisis there is opportunity, and we plan to maximise the opportunity to win new clients, strengthen our relationships with existing ones and continue to diversify our core offering as we continue supporting existing customers and look forward to confirming new ones.

However, none of this is possible without you and I'd like to personally thank each and every one of you, and your supporting families, for your hard work, dedication, and loyalty to our FCC family. I am very much looking forward to when we can all reconnect in person once again.

Until then take care and stay safe.

Sincerely,

John



Getting to Know You

Michael McTaggart

Start date: April 1990
Facility: Peterborough
Department: Structures
Title: Structures Inspector



Favourite project: My favourite project was going to Barrow Alaska to retrieve a Beech 99 after another aircraft ran into it damaging the left wings aft spar and horizontal stab.

Favourite memory: My favourite memory would have to be giving a tour of our first completed CRJ to the Mount Zion men's group and their wives, I still get asked about those horses-headed taps.

Hobbies: I am a member of the Canadian Ski Patrol, so I do a lot of skiing in the winter, and in the summer my wife and I enjoy camping, kayaking and hiking.

Quote from manager: "As our longest serving and most experienced inspector/technician, Mike is our 'go-to' guy. Mike is a capable and reliable member of our leadership team effectively providing contingency coverage for our two crew leads when required. Friendly and approachable, Mike is always willing to lend a hand or collaborate on problem solving. He is highly respected in our shop as a mentor to the entire team, and he really shines with the learners of our group. Mike encourages us all to set high standards for ourselves and leads by example. Happily home baking is another skill that Mike shares with us." – James Dillon, Structures Supervisor

Tim Beck

Start date: May 2018
Facility: St. Louis
Department: Avionics
Title: Crew Lead, Avionics

Favourite project: My favourite project has been the Q400. The flight testing and the overall capabilities make it highly unique and an amazing aircraft. Programming the Globals and ensuring build from the beginning to the end has been a joy as well.

Favourite memory: My favourite memory has to be the recognition from all the long hours and hard work put into projects. From the recognition on the first Q400 to the completion of this last Global is awesome. The promotion to Avionics Lead was a nice outcome as well and puts me on a growth path within Flying Colours for continued success.

Hobbies: I enjoy spending time with my wife and son and playing my video games. PlayStation 5 just came out and I'm looking forward to playing that.

Quote from manager: "TJ (Tim) is hard working, very flexible, and versatile when it comes to working completions or MRO's. He has a high standard for quality of work and brings a positive attitude to each project which often makes tough days easier. TJ's willingness to go above and beyond to get the project completed makes him an extremely valuable member of our team." – Brian Garniss, Supervisor of Avionics



Lee Tong Chai

Start date: March 2016
Facility: Singapore
Department: Finishing
Title: Aircraft Interior Technician



Favourite project: SN9241 in July 2017. It was a big project then! The team literally removed the entire interior cabin and refurbished all the woodwork in the cabin. The end result was awesome and looked like a brand-new aircraft. It provided a very enriching experience and made me feel proud to be part of the team. I used to be in the automotive industry prior to joining FCC, so the process of refurbishing an aircraft interior was completely new to me.

Favourite memory: Coming up to five years with FCC, the most memorable event was the yearend Christmas Party in 2018 at Ralph Perluzzo's apartment function room. All team members, including those who commuted daily from Johor, Malaysia to Singapore, made an effort to bring their families to join the dinner. It was like a big family! Paul Dunford planned games and even gifts for all the children who attended the party. We all had great fun and bonded with one another. It strengthens relationships not only with employees but with family members, as well.

Hobbies: In my spare time, I enjoy travelling and photography.

Quote from manager: "Chai might be quiet and seldom expresses himself, but importantly he has an eye for details on the finishing." – Too Hin Wee, General Manager

Moving On

Khristian Waniwan joined FCC Singapore on March 18, 2019 in the removal and reinstallation department. Due to personal reasons, he must permanently return to Philippines. We wish him all the best and success in his future endeavours.

Welcoming New Hires

We are pleased to welcome a high number of new employees to our Peterborough location. With so many new colleagues listing them individually would take up half the newsletter so instead please help us welcome, two additions to the upholstery department, one new joiner to tool crib, three new colleagues in our state-of-the-art paint shop, five workers to the maintenance department, and twenty-two contractors bolstering our skill set. Welcome to the FCC family – we are excited to watch your career grow with us!



In our Singapore location, we are pleased to welcome Ms Guan AiJin who joined FCC in July 2020 in the upholstery department. AiJin came from JiangX, in the east region of China, and worked in Singapore for 14 years. She brings vast experience working with industrial sewing fabrics, leather materials, and upholstery and is already a valued team member.

In Memoriam



David Linn

David Linn, a beloved upholstery contractor at our St. Louis facility for nearly four years, passed away on February 16, 2021. St. Louis' Upholstery Shop Lead, Sorie Chase, says the following of David: "David was a team member that cannot be

replaced. He was very proud of his work. He never missed work and was always early to start the day which would motivate/inspire others to follow his discipline. He always had a slightly mischievous smile that would naturally put you in a better mood no matter what the day brought. He was always there when needed. Even if he wasn't sure how to accomplish the task given to him, he would try and not give up. He will be more than missed." Our thoughts go to his wife, daughters, and family during this difficult time.



Everest Award

We are pleased that our new employee recognition program, Everest, received positive feedback – many of you submitted nominations for your colleagues and we are proud to announce our winners from each location.

Peterborough: Kristi Sanderson, Buyer
St. Louis: Christina Wojda, Director People Operations
Singapore: Jeffer Chia Tiau Boon, Team Lead of the Finishing Department

Given the positive feedback we have received, we are happy to be continuing with the Everest program. We'd like you to nominate your colleagues who go above and beyond typical job duties, exceed their required work scope regularly, demonstrate devotion and dedication to their job, and brighten the days of those around them.

Please [click here](#) to nominate a colleague before April 9, 2021. We look forward to reading through your nominations.



Kristi Sanderson



Christina Wojda



Jeffer Chia Tiau Boon



Company News

For more news, visit our website www.flyingcolourscorp.com

FCC St. Louis ramping up for delivery of remaining trio of Conair aircraft

In December, we reached the halfway point on the Q400MR aircraft program with the delivery of the third aircraft for Conair Group Inc. The agreement to design and install multi-use interiors for six production Q400 aircraft has been a huge success. Each aircraft has five operational configurations, four of which are designed, built, and installed at FCC. The fifth is the firefighting configuration and is added by Conair Aerial Firefighting. This modification primarily adjusts the fuselage structures to carry nearly 4,000 lbs of fire retardant in a large tank incorporated in the fuselage lower skin making the aircraft modifications extremely weight sensitive.



The agreement to design and install multi-use interiors for six production Q400 aircraft has been a huge success.

The KSUS team is hard at work with each aircraft build requiring 17,500 man-hours. The fourth aircraft (S/N 4623) is scheduled to deliver in early August with the fifth (S/N 4631) in November. The final aircraft (S/N 4633) is scheduled for delivery

on February 13, 2022 but the objective is to pull this forward to deliver before year end.

The four interior configurations designed by FCC support passenger, cargo, combi-transport, and medevac special missions.

These are phenomenally versatile and robust aircraft, and we are extremely pleased to have been chosen for this project to demonstrate our team's many capabilities.

Reupholstering a demo seat

A special project was tasked to the Singapore upholstery team in the fall of 2020. The challenge was to re-upholster a demo seat for customer review of the team's workmanship. Led by Dennis Ng, who joined FCC Singapore in June 2020 after many years of experience working in aircraft interior refurbishment, the team developed a new seat cover design by repurposing materials from past projects. The new upholstery was completed during a busy schedule and was undertaken in between other projects between September and November.

Finished in a beautiful cream colour, with accents including hexagon detailing, the newly re-upholstered, glamorous demo seat will give the aircraft cabin an elegant, modern look. This finished product is exemplary of the highest quality workmanship and finest materials our FCC team offers.



Round up of Global Activity cont'd...

Better together - St. Louis and Singapore collaboration

The St. Louis and Singapore facilities had the unique opportunity to collaborate on the monument build for a Global aircraft (S/N 9609). Our team in St. Louis built the interior monuments, while our team in Singapore accomplished the aircraft integration, certification, and return to service (RTS). Bringing our team members together provides an excellent platform for them to broaden their experiences together within the

company. It is always a rewarding experience to work with new team members and establish new relationships, especially across our facilities, while building trust between the business units through cooperation.

Rolling in KSUS's first 7500

FCC-KSUS had a vision to work on up to six Global 7500 completions annually using our capabilities to expand on existing capacity. Unfortunately, the Covid-19 pandemic impacted the market and delayed our

ambition. However, we have now been presented with an opportunity to gain our first experience on a smaller warranty and upgrade project, which will leverage our wood working expertise. This will provide strong foundations on which to build for broader work scopes in the future. Our entire team is looking forward to rolling in our first Global 7500.



The power of one – Hangar 12 improves efficiencies at FCC-KSUS



FCC-KSUS has integrated avionics and stores into Hangar 12 in order to optimize material handling, travelling and logistics. The consolidation of the footprint helps reduce the turn-around time from demand to delivery for our aircraft technicians. It also brings the avionics and inventory parts together for more seamless requisition demand management by our material control team.

The avionics parts count is extremely high and could present unique control challenges. By combining these teams together, we have improved the coordination of needs, leveraged each discipline expertise by enabling seamless communication, and reduced the confirmation and approval cycle time for part sourcing.

Our teams have been extremely creative in setting up this new logistics hub and have truly streamlined the inventory structure. Their can-do attitude has exceeded the expectations of the benefits from this move.

Fifty shades of grey for second full green Global 7500 paint completion

Our second full green paint completion for a Global 7500 (S/N 70057) highlights the amazing talents of our paint technicians and the capabilities of the state-of-the-art paint shop. The eye-catching fuselage highlights distinctive top and bottom stripes painted in varying shades (maybe not quite fifty!) of grey to deliver a highly attractive fuselage. With such an unusual motif this aircraft will have distinguished ramp presence around the globe. The aircraft is slated to deliver to our Canadian client in mid-March 2021. Congratulations to the Peterborough paint team for such a great job.



GLOBAL 7500

<small>Reference Name of HENTZEN</small>						
<small>HENTZEN Grey PG-6-G425HR</small>	<small>HENTZEN Medium Silver PG-6-G413HR</small>	<small>HENTZEN Medium Blue PG-6-G413HR</small>	<small>HENTZEN Medium Blue PG-6-G413HR</small>	<small>HENTZEN Medium Silver PG-6-G413HR</small>	<small>HENTZEN Medium Silver PG-6-G413HR</small>	<small>HENTZEN Medium Silver PG-6-G413HR</small>
<small>Frontal/Starboard Logo, Nameplate & Pylons, etc. (Star, Wings, etc.)</small>	<small>Frontal/Starboard Logo, Nameplate & Pylons, etc. (Star, Wings, etc.)</small>	<small>Frontal/Starboard Logo, Nameplate & Pylons, etc. (Star, Wings, etc.)</small>	<small>Frontal/Starboard Logo, Nameplate & Pylons, etc. (Star, Wings, etc.)</small>	<small>Frontal/Starboard Logo, Nameplate & Pylons, etc. (Star, Wings, etc.)</small>	<small>Frontal/Starboard Logo, Nameplate & Pylons, etc. (Star, Wings, etc.)</small>	<small>Frontal/Starboard Logo, Nameplate & Pylons, etc. (Star, Wings, etc.)</small>

EXTERIOR PAINT RENDERING FOR:
EXT-G7000-1085

CUSTOMER APPROVAL: _____

DATE: _____

CONCEPT: 140 REV: _____

08-NOVEMBER-2019 SHEET 1 OF 1

BOMBARDIER

FCC Peterborough delivers fourth SAAB GlobalEye

As a Bombardier Special Mission completion partner for the GlobalEye program, we are delighted to have delivered the fourth of five aircraft to SAAB. The Bombardier Global 6500 (S/N 60030) was redelivered ready to support crew operations and is provisioned for special mission equipment installation by SAAB. The fourth delivery has been the smoothest customer acceptance of all and speaks

volumes to our quality and process. The SAAB install team went above and beyond the call of duty in the last two months of the project, putting in a tremendous amount of extra work to get us over the finishing line. Thank you for your strong performance. The fifth SAAB aircraft, S/N 60043, arrived at our YPO facility on February 25, 2021.



The SAAB install team went above and beyond the call of duty in the last two months of the project, putting in a tremendous amount of extra work to get us over the finishing line.

FCC-KSUS pipeline bursting

We are in the amazing position of being completely overbooked with MRO operations at full capacity from March until June, when the next slot is available. We even have aircraft sitting on the tarmac awaiting their turn.

Corporate aviation is anticipated to return to the skies in the second half of the year and our sales team is already working hard to fill our books for the rest of 2021. Backlog and overbooking are a problem we are all ready to manage.

If we can continue to encourage demand, we have the opportunity for expansion at KSUS which positions us well for growth in 2021.

Backlog and overbooking are a problem we are all ready to manage.





Lucky for some – Irving Air makes it thirteen at Peterborough

Loyal customer, Irving Air, who we've worked with for some 20 years, delivered a King Air to our Peterborough facility in January 2021 for a full paint, interior, maintenance, and avionics upgrades. Having recently refurbished an Irving Air Falcon 2000 XLS, the twelfth aircraft the company has entrusted to us, we will once again confirm they can rely on us to provide all their aviation services.



FCC Singapore creates a self-made LEGO support stand

During a recent refurbishment project for a Bombardier Challenger 604 (S/N 5622), five of our Singapore interns were required to carry and hold the heavy headliner for nearly 30 minutes of wiring disconnection. Due to the grueling physical requirements of this task, the team was inspired to develop a third-hand support system to share the weight load. This streamlined the work process and minimized the chance of leaving fingerprints on the aircraft.

The stand consists of three parts that assemble similar to LEGO: the support on which the aircraft leans, an extendable pole, and a base with two detachable wooden blocks, allowing the device to stand on its own and rotate 360 degrees. An operation manual accompanies the support stand to provide assembly instructions and lists the minimum number of operators required to safely use the kit.

This project allowed our FCC Singapore interns to develop various skills, such as leather sewing for the support and 3D modelling. With the help of supervisors and colleagues, they had the opportunity to experience the entire process of product development, from brainstorming to functional testing.

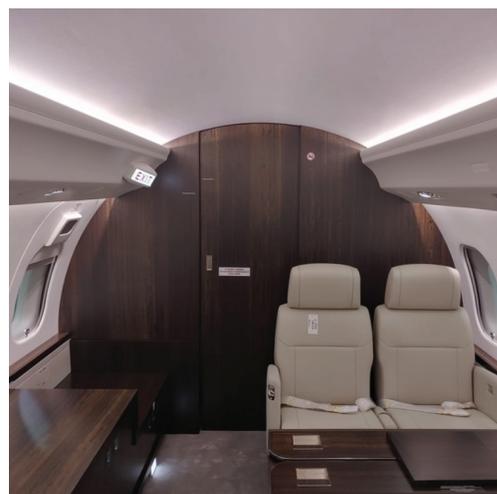
This project allowed our FCC Singapore interns to develop various skills, such as leather sewing for the support and 3D modelling.

Seeing double - first two full VIP Global 6500 completed

Our two North American facilities, Peterborough and St. Louis, have collaborated to complete the first two full VIP Global 6500 completions: S/N 60011 and 60018.

60011

This beautifully finished aircraft required custom-built cabinetry, which was completed by the expert cabinetry team in St. Louis. We accumulated more than 28,000-man-hours of build and install work, in addition to the external paint completion from green through to final look. The team in Peterborough was pleased to collaborate with St. Louis on our very first Global 6500 completion. Customer delivery is anticipated for late March 2021.



60018

The warm, stunning aircraft consists of customized matte finished cabinets and tailored seats featuring a beautiful blending

of fabric and leather. The monuments were completed and then installed, along with the seats, at our St. Louis facility before the aircraft flew to Peterborough for paint work,

and where finalization of interior completions and customer acceptance took place. This aircraft has been sold to a Fortune 100 company and was delivered on March 2, 2021.



These aircraft encapsulate the strength of our offering to the business aviation sector. The work highlights that owners and operators can rely on FCC to provide a single source for all aircraft internal and external completion needs. Thanks to both facilities for your devotion and hard work on these projects which reflect the breadth of our capabilities as a business.

Perspectives Series

Andrew Pearce - Flying Colours Corp., Sales Manager Europe

In our Perspectives series, we'll be talking to people connected with the company who have a different view on what we do. In this issue we talk to Andrew Pearce who is based in the UK and works hard to promote our services to the European, Middle East and African market.

Can you tell us more about what you do for FCC in Europe?

Most of my time is spent promoting our services and capabilities by regularly liaising with operators and/or owners throughout Europe and beyond. Discussing their maintenance and upgrade requirements is my key focus. Visiting existing customers, new prospects and attending trade shows is a vital component of what I do. These events showcase what the market trends are and tells me what the competition is doing too.

What attracts customers to use FCC from Europe?

FCC has a strong reputation for quality workmanship, which is supported by our

Bombardier ASF status. The Global aircraft completions activity adds value to our offering, and our new paint facility is appealing as there are limited European options. European customers recognise we can facilitate a full MRO, refurbishment and paint service at a single location, at competitive prices and with reduced downtime.

How is the European market different from other regions in the world?

For me the greatest difference is that European owners use management companies, rather than individual corporate flight departments which tends to be the case in North America. There are also an increasing number of advisors who work directly with the owners and who play a key role in making recommendations about the best MRO services, so the approach is quite different.

What do you like most about working with Flying Colours?

The great team of very good people who are

responsive and extremely supportive. The family values of integrity and transparency shine through. Despite being remotely based, I always receive quick and clear responses to my requests. There is a strong desire to succeed which adds to my own confidence in my drive for more European success.

What's next for FCC in Europe?

With the extent of our capabilities, we can win more business from major European management companies and operators. Our new "state-of-the-art" paint facility and hangars in Peterborough show FCC's commitment to the business and this is already proving to be attractive to European customers. We will continue gaining confidence through regular contact, delivering competitive, accurate quotes and delivering a quality product. Success breeds success after all.



Disciplines: Cabinetry

Our reputation for designing, producing and installing cabinets is unsurpassed. And for good reason. At all three FCC sites we have amazing staff who take significant pride in what they do. We constantly focus on enhancing skill sets and our teams have evolved into consummate professionals over the years. This is largely due to knowledge sharing, continuous learning and embracing new techniques to meet changing customer trends.

The combined knowledge is outstanding, not just within the department but across the interiors workshops. When we introduced cross-training between finish, upholstery and installation we made a big stride in recognising how attention to detail affects the overall process. Understanding how we all work together helps complete projects to the highest standards.

We have sent staff to different FCC locations to learn from and teach each other. When Singapore opened we shared years of experience as staff from Peterborough and St. Louis assisted in training, as well as

demonstrating how aircraft completions work. In a region where high quality cabinetry skills are hard to find this really added value to our own team and business, and to business aviation in the region.

Flexibility, Innovation and Integrity guide us through each new cabin and its unique set of challenges. Specific customer requests, unusual design features, and new materials all require us to be creative and think laterally to solve production and installation issues. For example familiarising ourselves with the unique qualities of carbon fibre highlighted its fragility, difficulty to manipulate, and complex pattern matching. Yet we succeeded thanks to our ingenuity and ability to collaborate on how to optimize its possibilities. The result: we were one of the very first completion houses to outfit a stunning, predominantly carbon fibre interior. Simple veneers or wood stains can



require months of work. Each veneer reacts differently to the varying staining processes. Achieving the final colour is a fine art and the perfect colour may require weeks of trials.

Our greatest challenges originate with last-minute customer requests. These changes arise throughout the completion process, but the team is quick to respond and complete the tasks to ensure the customer is happy. This is what we pride ourselves on, realising the customer's vision of their interior, and that's what makes our cabinetry team simply monumental!



Horizons

With 2021 bringing new opportunities we are optimistic about the future as we anticipate a brighter year ahead. The pandemic has certainly placed challenges on the industry and on FCC, but we are thankful to our workforce for your hard work, dedication, and help in implementing measures to ensure safety in the workplace for you and our clients.

During the pandemic we have taken the opportunity to grow the FCC brand and have been fortunate to be featured in podcasts and articles, notably the following:

The Power of Pre-Owned in Business Aviation Advisor

Gillespie Family Feature in Corporate Jet Investor

Kevin Kliethermes Podcast on Improving Your Pre-Owned Position in BizAv Advisor

The distribution of vaccines is at the forefront of news and as we anxiously await our new normal, we appreciate your patience and compliance with health and safety guidelines. We ask that you continue to wear your masks, keep your distance, wash your hands, and stay safe for your wellbeing and that of those around you. Should you feel unwell please stay home and notify the public health services.

Final Word

Covid-19 has taught us that our industry is resilient, as are we at FCC. We are fortunate to have remained open and to be experiencing an increase in demand for our services and have achieved some seemingly impossible feats over the last few months.

The following quote from Edward Vernon Rickenbacher, the United States' most successful fighter ace in World War I, encapsulates our spirit.

***"Aviation is proof that given the will,
we have the capacity to achieve the impossible"***

– Edward Vernon Rickenbacher



*The FCC newsletter is available online via the company intranet, and in print in break-areas,
please take the time to find out more about what we're doing.*



Make it Your Own



Trust our expert designers, engineers and technicians to create a cabin that reflects your needs and style. With facilities in Canada, USA, and Singapore, decades of experience, and a philosophy with flexibility, integrity and innovation at its core, you can trust us to be your global aircraft services partner. In addition to our interior refurbishment and green completions, we also offer exterior paint, avionics installations, heavy maintenance and special mission expertise.

Flying Colours Corp.

www.flyingcolourscorp.com