



Flexibility. Integrity. Innovation.

Autumn News

OCTOBER 2021

Dear colleagues,

As Fall rolls around we continue modifying our business in response to the impact of the global pandemic to ensure sustainability. This has been a challenging process. We've had to make a number of very difficult decisions in order to fulfill our responsibilities to our customers, partners, suppliers and most importantly our employees, to maintain business longevity. This has necessitated the resizing of our facility in St. Louis as we adapted and modified our work processes to meet the transforming market needs. There has been a noticeable slowdown in new aircraft manufacturing, and as one of our key business divisions served this sector we had very little option but to pause cabinetry shop activity. I assure you this decision was not taken lightly and it was with heavy hearts we said goodbye to a number of our valued team members.

The very nature of survival is related to the ability to be adaptable to the changing environment, and business is no different. We are pleased to see that St. Louis is now increasingly busy with maintenance projects that have resulted from the unprecedented uptick in pre-owned sales of business aircraft. The pre-owned inventory is now at its lowest level ever around the globe, this is good business for us in terms of maintenance, repair and overhaul, and interior refurb, as each sale will require a pre-purchase inspection, which invariably necessitates further work.

Our hangars are full for the next six months in St. Louis, so much so that we have had to rent more space to accommodate the work. Our ability to align ourselves with the changing, dynamic landscape contributes to our continued success, and our sales force is attracting new and valuable business as a result of this unusually high level of activity.

We are not yet living in a post-pandemic world; in fact we may well be living our new norm. Currently some 77% of the Canadian population is fully vaccinated while America and Singapore report 55% and 80% full vaccination rates respectively. Compared to the numbers at the beginning of the year this is a great achievement. However we are not yet out of the woods and continue to encourage staff that have not been vaccinated to sign up to ensure your own, and others' protection. Even when fully vaccinated it is possible to still be a carrier, and it's possible to catch COVID-19. We therefore ask that you continue to respect the safety protocols no matter where you are in the world. Together is the only way we can possibly prevent the virus from spreading.

A positive outcome of the vaccination program is the commencement of trade shows once again. This Fall we have already attended the UK's first business aviation event in nearly two years – see company news – and from 12 – 14 October will once again be exhibiting at NBAA-BACE in Las Vegas. While we recognise that these meetings will welcome less delegates than normal - there are still significant travel restrictions between nations - we know that it will be liberating for our teams to be out meeting clients, suppliers and partners. Technology has enabled us to remain connected throughout the pandemic, but there is nothing like meeting face to face. We wish our teams well as we gradually step out once more.

We continue to navigate turbulent times, but I am always boosted by the fact that our workforce is dedicated to satisfying customer needs and is committed to delivering on our promises. We appreciate your loyalty and thank you for remaining strong together. Please continue to stay safe and well.

Sincerely,

John



Welcome NEW HIRES

Please join us in welcoming new team members to our Peterborough facility. We're delighted to welcome Derek Holden to our maintenance team. Our install group has been bolstered by the addition of Aaron Cervantes, Ivy Greer, Hamed Hamdan, and Matthew Okrasa. Other departments welcomed Daniel Scarcello to the woodshop and Chantelle Hastick to Upholstery. We send congratulations and best wishes to Jennifer Baptiste and new son Jacob Levi born on 20 August.



Darrell Keck
Start date: May 2008
Facility: St. Louis
Department: Interior Cabinet Shop
Title: Technician



Catherine Chew
Start date: February 2015
Facility: Singapore
Department: Administration
Title: Manager



Summer Sun
Start date: July 2011
Facility: Peterborough
Department: Design Department
Title: Manager, Design

Employee's favourite project: Working on the front lavatory for KPH was my favourite project since it gave me an opportunity to test many skills I had been developing over the years working at FCC. Seeing the curved parts coming together along with the burl veneer covering was perfect. It gave me a great sense of pride and accomplishment to apply those skills and see how good the finished product looked.

Employee's favourite memory: The Christmas party at Top Golf in 2019 is my favourite memory at FCC. It was nice to bond with my colleagues outside the work environment. It gave me a good chance to see a more relaxed side of the people I work with day to day. It brought a lot of us closer and created stronger relationships that have made our work even more enjoyable.

Employee's hobbies: Outside of work my wife and I are preparing to welcome our daughter into the world so I spend a lot of time preparing for her and making sure we are as ready as we can be. I also spend a lot of time caring for my half-sister's elderly father. I enjoy preparing meals for him, checking in and making sure he's doing well and he has whatever he needs.

Quote from manager: "Individual commitment to the overall group effort is key to the success here at Flying Colours Corp. South. Darrell shows that commitment and strives for high quality and on time completion of whatever task is given to him. He seeks for nothing but the best in all the work he does." – Josh Barnes

Employee's favourite project: As Office Manager, I oversee and support a multitude of administrative activities, including aircraft projects, employee relationships and accounting. Every day is a new challenge and I do my utmost to ensure a smooth-running office. My multi-disciplinary role has also allowed for a greater appreciation for business jet interiors and its service opportunities...never a dull moment!

Employee's favourite memory: One of my favorite memories to date, was FCCSG's official opening ceremony on 21 April, 2015. It is my favorite memory, not only because it signalled our official launch and partnership with BAS Singapore, but the organizational effort, resulting in a successful ceremony. Our President/CEO, Mr. John Gillespie and Executive Vice President, Mr. Eric Gillespie, along with our Marketing Director, Ms. Jane Stanbury, were in attendance for this occasion.

Employee's hobbies: Baking and arts & crafts (making DIY costume jewellery, scratch book...)

Quote from manager: "Catherine keeps the Singapore facility running like a well-oiled machine. Her efficiency, organisation and can-do attitude adds real value to the business in Singapore. As she has been with us since launch, her knowledge of how we've developed also helps her anticipate how we can grow in the future, and at a time of expansion that is extremely helpful." – Paul Dunford

Flying Colours Corp. joins leading international association IADA

We are now officially a verified Products and Services member of IADA, the International Aircraft Dealers Association. Our invitation to join came as a result of our hard work supporting aircraft transactions by sourcing aircraft, conducting pre-buy inspections, and providing the capabilities to fulfill post-purchase technical modifications and refurbishment.

As a Products and Services member we will participate in the various events planned by IADA. We can maximise networking opportunities and contribute to the educational material curated by the association. We also look forward to assisting members with aircraft transactions as well as any MRO needs they may have.

Our membership allows us to connect with more partners, meet new prospective clients, source new suppliers, and strengthens our alliances with existing customers. We have already made connections, and begun working on a number of new projects as a result of our membership. This all bodes well for the future.

Company News

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



FCC PTE completes first cabin reconfiguration project



The modification required that the mid-cabin credenza be replaced by a three-place divan, and divan end cabinet

Our Singapore team has successfully completed its first cabin configuration modification. The project was completed on a Bombardier Global type and exemplifies the refined skills of our team that go beyond traditional cabin refurbishments. The project also represented the first collaboration between our Singapore facility and the St. Louis, Missouri site on a single project. The modification required that the mid-cabin credenza be replaced by a three-place divan, and divan end cabinet. The St. Louis team leveraged their knowledge of cabinet manufacturing to build the end cabinet, then shipped the monument to Singapore where it was varnished and installed. The teams held weekly status reviews to limit production roadblocks and ensure the project was completed on time.

The successful execution of this collaborative effort demonstrates what we can do when we come together and leverage our strengths. This project also demonstrated that in addition to impressive refurbishment skills, our Singapore team is fully capable of providing cabin reconfigurations to the Asian market. With the support of Bombardier's engineering at the Singapore Service Centre at Seletar Airport, we are looking forward to more clients from the region coming to Flying Colours for larger interior modification projects.

Flying Colours Corp. ramps up specials mission expertise as fifth GlobalEye delivered

Delivery of the fifth Saab GlobalEye platform with an interior successfully completed by our Peterborough, Ontario team confirms our strengthening position in the world of special mission aircraft capabilities. As Bombardier's official interiors completion partner for the Saab GlobalEye program, a dedicated Flying Colours Corp. team is responsible for the design, manufacturing, installation, and completion of the highly specified interior, which is based on the Bombardier Global 6000/6500 type.



functional interior for the mission system operators. The GlobalEye is an Airborne Early Warning & Control (AEW&C) solution which is attractive to worldwide governments and further discussions are already in process with

potential customers. We have the intelligence, imagination, and ingenuity to support more of this special mission airframes and are excited to welcome them to our facilities.



View from Europe

As the pre-owned market remains buoyant, we have been noting an increased demand for projects in Europe recently. Our European Sales manager Andy has been hard at work attracting new clients. We have completed a 240-month heavy inspection which also saw the installation of a Collins Venue Cabin Management System, Alto Aviation switches, and a landing gear overhaul on a Bombardier Global Express. We are now expecting the arrival of a pre-owned Challenger 604 from Europe on which Andy has confirmed a number of interior and exterior modifications, including a full strip and paint, interior carpeting, soft goods and leather upholstery as well as some non-scheduled maintenance.

Andy has been out and about as much as possible in the UK building relationships with European clients and partners. He recently attended the Air Charter Expo at Biggin Hill in September, enjoying his first aviation event in many months. His hard work is showing promise as more European projects are in the pipeline. The ability to have different elements of a refurbishment undertaken simultaneously, and to then have the aircraft painted is attractive to owners as it reduces aircraft down time. Their desire to fly aircraft in from Europe to work with us is a testament to the attention to detail, and dedication of our team.

Multi-tasking in the sky

Continuing on the special missions focus, and following on from the GlobalEye delivery, the fourth in the series of six Q400MR multi-purpose aircraft has been re-delivered to aerial firefighting specialist Conair. Once again we engineered, fabricated, installed, certified, and completed four different cabin interiors to support passenger, cargo, combi-transport, and medevac special missions. The

aircraft has the fifth role - aerial firefighting - facilitated by Conair who install tanks to hold firefighting retardant. The ability to easily change the aircraft purpose within a quick time frame, maximises operational efficiency and costs, in a diverse range of operating environments. This makes the aircraft a high value but cost-effective asset for any owner.

We are noting increased interest in special missions and plan to continue supporting aerial firefighting in response to the growing

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Outside, and now inside

In June of this year the Peterborough paint team took on the challenge of creating one of our more complex paint schemes since

opening the new paint shop. The striking paint job on the Gulfstream G650 fuselage incorporated complex curves, stripes and swirls resulting in a sparkling fuselage with superb ramp presence. In late August the G650



returned to the Canada facility to have an interior touch up to complete an as-new look with a striking grey, black and white palette. All ten of the seats – six individual and two club - were reupholstered and covered with a beautiful off-white leather, incorporating a square quilted style on the seatbacks, the divan was completely recovered with cloth material as is very much the trend, and a fresh new dark grey carpet was custom cut to fit snugly against the monuments and sidewalls.

The customer was extremely pleased with the result. As was the team that worked on it. It's exciting for us to see this type of aircraft in our hangar and we look forward to working on more Gulfstream models in the near future.

Thanks to all who were involved, inside and out, for their work on this aircraft.

For more news,
visit our website
flyingcolourscorp.com

Celebrating Singapore

The 9 August is Singapore National Day and it is traditional for companies to celebrate. This year our team in Singapore marked the event on 6 August before the public holiday on the 9th. Each year the country selects a

theme, this year the theme was "Together, Our Singapore Spirit." Healthy bento boxes – think North American lunch box that has been prepared earlier in the day – were served to everybody. The occasion is a great way to mark the country heritage and was enjoyed by everybody.



Welcome to the Hall of Fame

It is with great pride that we confirm John Gillespie was inducted into the Junior Achievement – North East Ontario Business Hall of Fame in September. As a regional business leader John was selected to join the prestigious roster owing to his exemplary accomplishments, his leadership, integrity and commitment to excellence in business throughout his working life. The inductees are considered to be inspirational individuals that will inspire entrepreneurs, students and young Canadians as they look to the future.

Unfortunately John was tied up with business the night of the ceremony but in his apologies he commented on how honoured he is to have been selected, and how pleased he felt to be considered an inspiration. He talked about the challenges, rewards, and excitement of running a business as well as the hard work, dedication, commitment and many sleepless nights that went along with it.

He also mentioned his amazing Flying Colours workforce explaining that without their passion, enthusiasm and loyalty the business would not have evolved as it has, and confirmed that everybody at Flying Colours stands by him in earning this distinction. Congratulations to John for this significant achievement.



Disciplines: Upholstery

Upholstery is one of the most visual elements that defines the quality of the interiors we create. Our team takes pride in the attention to detail, and ingenuity, it often takes to ensure customer requests are completed. Each project begins with the design team creating a rendering of the customer vision. The first version goes through inspection by the customer, and our design team, and once agreed, progresses. It is also reviewed at different stages of the upholstery process to prevent any unexpected surprises at a later stage.

While upholstery is usually associated with seating, there are a number of other cabin interior elements that fall within its scope. Covering headliners, PSU's, dado panels, deco panels, interiors of wardrobes and sewing curtains are all essential elements of the final styling.

Our upholstery shop strength stems from the team's ability to work together, adapt and think outside the box to find solutions for the complex requests we receive. This is why most of our team members have a background in industries that require attention to detail such as fashion, furniture, cabinet making and even automotive and marine mechanic sectors.

The team is committed to constantly improving skills, techniques and dedicated

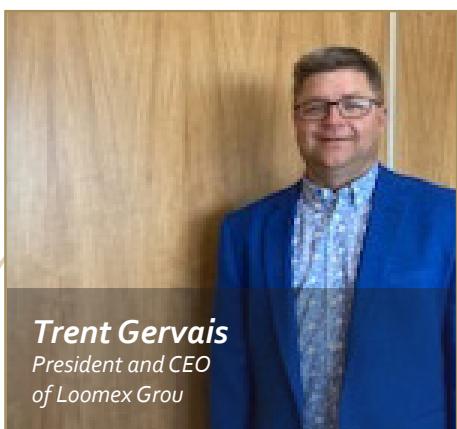
to expanding its capabilities to maintain our renowned quality standards. This focus on continuous improvement allows us to keep up with, and also set, interior trends. For example, the current popularity of quilted seat inserts requires us to focus intense care and attention to stitching. A minor error can be extremely challenging, and time consuming, to fix.

Some of our most challenging projects have involved intricate stitching. For our work on Global Express, SN:9189, the client requested a decorative two-tone stitch around each individual square of the quilted inserts. While around 95% of the sewing is machined, with the contrasting colours of thread, the team



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Perspectives Series



Trent Gervais
President and CEO
of Loomex Grou

How did the airport and FCC begin to work together?

We began working together in 2007 to develop airport infrastructure to aid business growth. Flying Colours was handling increasingly larger

aircraft which needed a runway strong, and long enough, to support them. We also needed infrastructure that kept aircraft safely parked without disrupting the other business on the airfield. So we collaborated to extend the runway and build larger aprons.

What have you changed at the airport to improve the services?

We continue investing to ensure that incoming aircraft receive a professional service. This includes activities as simple as cutting the grass, through to ensuring we have a safe environment for operations. We've introduced lighting to help staff move around safely when it's dark, and we're currently working on repaving the road to improve transportation connectivity.

How do you maximise the Flying Colours presence at the airport?

This goes two ways. We invest in marketing

Trent Gervais is the President and CEO of Loomex Group, the YPO airport management company and shares his thoughts on how FCC adds real value to the airport.

efforts that showcase the airport and detail how we support tenants. We also tell the story of opportunity by highlighting how we've supported Flying Colours, while showcasing the incredible business capabilities. This helps attract like-minded organisations, talented individuals and builds airport credibility.

Why is it important to have FCC at the airport? The airport is owned by the city of Peterborough which support the airport's development. The council understands it is a great economic driver for the region. Employment is provided directly to hundreds of residents, and by extension to suppliers, shops, hotels, real estate, services, etc. it all adds to the local economy.

Can you give me a tangible example of a benefit?

The area around the new paint booth and Cont'd page 8...

cont'd from page 7...

hangars had to be developed which required financial investment. To succeed in attracting funding we worked with Flying Colours to establish what was needed, and then coordinated with differing levels of government to apply for and be awarded grants. Another priority was to bolster the power supplies to support operational requirements. So we liaised with the council, Hydro, and Flying Colours to bring in the necessary electricity. If we hadn't worked together it would have slowed the

development significantly. There are also intangible benefits. At the Seneca aviation school I know that whenever aircraft arrive or depart, there are students watching, and this motivates them to become part of the aerospace sector.

What has changed because Flying Colours is at the airport?

The first project I worked on with John Gillespie was to negotiate with the council for John to take down the old terminal. This meant that we could then construct hangers for FCC business. I

watched the first big jet refurbishments happen, and as the first aircraft flew out, I realised what could be achieved. Peterborough had been a sleepy airport with a short runway and some local GA activity. That first large jet departure showed me that with vision, anything is possible, you just need the right people working together. The experience with Flying Colours has also helped inform development at other airports that Loomex manages. John has been, and is still, a very great inspiration for me.

Horizons

As the vaccination programs roll out we are pleased to be attending in person events again. Our European Sales Manager Andy Pearce attended ACE as outlined in company news. Next up is the first National Business Aviation Association meeting in two years which is being held in Vegas. Flying Colours is attending on a slightly smaller scale as it is anticipated that the exhibition will have reduced attendance. The sales team will be there to meet suppliers and partners in person and we hope they can enjoy a somewhat tamer Vegas event. Later in October we will make a debut exhibition appearance at North America's only dedicated Aerial Firefighting Conference, organised by Wings magazine. We wish Gary Wood, Director of Aircraft Sales,

a successful trip to Abbotsford to meet new potential customers and partners and find out more about this growing aviation sector.

We are also continuing to support online events. Hong Kong-based Asia Sky Group, long-time friend of Flying Colours Corp., held the world's first virtual reality business aviation event in September. Paul Dunford MD International and Jane Stanbury Marketing Director "attended" the event to explore how realistic it is to replace real world exhibitions and conferences. Unfortunately the tech didn't quite meet expectations but it was an intriguing platform

from which to virtually network, learn about new developments in the region, and could well herald the beginning of new ways of connecting with partners, customers, suppliers and industry thought leaders.



Final Word

Business aviation and special missions aircraft have turned out to be an essential part of continued connectivity throughout the pandemic. It has supported many countries with cargo, medevac, PPE deliveries, repatriation and even the vaccine producers maximised it to speed development and production. We are proud to be an essential part of that ecosystem. Bill Gates succinctly describes just how important the sector is:

The Wright Brothers created the single greatest cultural force since the invention of writing. The airplane became the first World Wide Web, bringing people, languages, ideas, and values together. - Bill Gates

The FCC newsletter is available online via the company intranet. Take five to read up on what's happening around our international business.

Flying Colours Corp.